

Enforcement Strategy Implementation Plan

PRIORITY ONE	A Safer, Cleaner and Sustainable Environment
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1. Aim: To reverse and prevent unauthorised use and non permitted development					
	Task	Responsibility	Time Scale	Report back and monitoring	Update
1.1	To remove the remaining backlog of planning enforcement cases	Enforcement Response Manager	Completed	Planning Committee	Target of 480 achieved by December although subject to fluctuation and increase due to projects on HMOs and conservation areas.
1.2	Review of Planning Enforcement and agreement on enforcement priorities	Project Sponsor AD PEPP	Completes March 2009	Planning Committee O&S	Review completed and implementation group had final meeting. Close down report to be drafted. Client meetings to be used to progress routine issues and new task and finish group to be established led by planning AD.
1.3	The development of a strategy to deliver Conservation Enforcement based on Tower Gardens pilot.	Enforcement Response Manager	Ongoing	Planning Committee	Tower Gardens pilot ongoing. Offence identification complete and now proceeding to priority 1 enforcement. No strategy developed.
1.4	The removal of unauthorised advertising from hoardings	Environmental Crime Manager	Ongoing	Planning Committee	Environmental Crime continue a programme of identifying all hoardings within the borough and ensuring that licensing conditions are upheld.
1.5	The removal of unauthorised estate agent boards	Environmental Crime Manager	Ongoing	Better Haringey	Developing pilot scheme to formulate good working practices to tackle this increasing nuisance. Once working practice established project will be run out to the whole of the borough.

Enforcement Strategy Implementation Plan

PRIORITY ONE	A Safer, Cleaner and Sustainable Environment
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1.	Aim: To reverse and prevent unauthorised use and non permitted development				
1.6	Implementation of Planning Enforcement Restructure	Enforcement Response Manager	Starts March 2007	General Purposes Committee December 2007	Team Leader appointed. Two permanent planning enforcement officers in post. Budget position on 4 th planning officer still to be confirmed.
1.7	To reverse unauthorised HMOs in Ladder roads building links with HMO team	Enforcement Response Manager		HMO Working Group	Task to be redetermined following new HMO Corporate Strategy and action plans. 200+ Ladder HMO's ongoing.

2.	Aim: To implement an enforcement tool for targeting unscrupulous, failing landlords				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
2.1	Evaluate rogue landlord project and establish template for future action and criteria to target landlords.	Environmental Crime Manager/ Housing and Health Manager	Completed	TRPG Private Sector Housing Group	Actions against one landlord resulted in subsequent arrest and significant change in target behaviour. Outcomes reported to Myddleton Road Strategy Group.
2.2	Establish programme for tackling rogue landlord using new tactical enforcement officer.	Housing and Health Manager	Starts July 2007	TRPG Private Sector Housing Group	Project not progressed following transfer of services to S&CHS. Some work has progressed through Mandatory Licensing. One landlord considered as not fit and proper has been refused a licence for 5 properties and action is being proposed to instigate interim management orders to take control of the properties. Resources are used mainly associated with a

Enforcement Strategy Implementation Plan

PRIORITY ONE	A Safer, Cleaner and Sustainable Environment
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2.	Aim: To implement an enforcement tool for targeting unscrupulous, failing landlords				
					reactive response to requests for service with limited pro-active work as this. However, tackling portfolio poor landlords may well be controlled using discretionary licensing and the pilots may give an indication of how this might work.

3.	Aim: To promote good citizenship and reduce the fear of crime				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
3.1	To increase the visibility of our uniformed wardens.	Environmental Crime Manager	Ongoing	Antisocial Partnership Board (ASBPB)	Street Wardens Have been issued with new uniform which displays enforcement logo. Hi vis jackets have been issued and will be worn on specific operations that raise the profile of the service. Patrol areas and number of patrols have been increased in specific high profile areas.
3.2	Extend Junior wardens programme	Environmental Crime Manager	Ongoing	ASBPB /Acquisitive Crime partnership Board (ACPB)	Junior warden programme has been extended by three primary schools. As a result of this success two more primary schools in Northumberland Park and Bounds green have asked that the programme is brought to their schools. Future however is linked to shape of service.
3.3	Target harden homes against	Housing and	Ongoing	ACPB	Work now progressing through Metropolitan Care

Enforcement Strategy Implementation Plan

PRIORITY ONE	A Safer, Cleaner and Sustainable Environment
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3.	Aim: To promote good citizenship and reduce the fear of crime				
	crime, in particular HMOs.	Health Manager			and Repair as pilot in Ladder Roads. Failure here is a category 1 hazard. Considerable work has also been undertaken through fuel poverty initiatives in providing security measures and at the same time including smoke detectors. This will now be combined within the new North London contract to deliver the funding secured for 2009/2011 to ensure that we have a contractor to deliver fuel poverty and security measures at the same time. This will enable a continuous targeted programme to be organised and delivered

4.	Aim: To stop environmental crimes and the abuse of public spaces				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
4.1	Targeted litter enforcement to reduce NI 195 indicator for cleanliness.	Environmental Crime Manager	Ongoing	Better Places	Dec 2009 - 907 FPN's served. 614 paid or prosecuted. Big Tidy Up Campaign completed. Clean Sweep operations increased. Vehicle littering campaign started. Operation Litter bug started.

Enforcement Strategy Implementation Plan

PRIORITY ONE	A Safer, Cleaner and Sustainable Environment
---------------------	---

4. Aim: To stop environmental crimes and the abuse of public spaces					
	Task	Responsibility	Time Scale	Report back and monitoring	Update
4.2	Increase patrolling of dog fouling and introduce increased signage and reporting	Environmental Crime Manager	Ongoing Dec 08	O&S	Dog fouling signage has been increase and strategically placed in dog fouling hot spots Proactive joint operations have been carried out in the Ladders area with local SNT Dog Warden to be appointed in to deal with stray dogs and dog fouling issues. Scrutiny review now underway.
4.3	Graffiti and Fly posting – partnership to be launched and targeted enforcement of street furniture and hotspots. NI 195	Environmental Crime Manager	Ongoing with Partnership to be signed by August 2007	Better Places	An extensive fly- posting and anti graffiti has begun. 34 sites have been identified as hotspots. The programme is to prevent, prosecute and reduce the number active sites.
4.4	Fly tipping action plan to reduce NI 196 indicator and indicator for reported dumps.	Head of Enforcement	Ongoing	Better Haringey Stream Board BV199	In 2007/8 our activity on fly tipping was - <ul style="list-style-type: none"> • investigated 7,700 reported allegations; • issued more than 5,000 warning letters; • issued more than 2,700 notices to require cleansing of land; • issued over 1100 fixed penalty notices of which nearly 70% were paid;

Enforcement Strategy Implementation Plan

PRIORITY ONE	A Safer, Cleaner and Sustainable Environment
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4. Aim: To stop environmental crimes and the abuse of public spaces					
	Task	Responsibility	Time Scale	Report back and monitoring	Update
					<ul style="list-style-type: none"> • undertook nearly 2,500 trade waste inspections; • issued 12 simple cautions; and took 29 prosecutions <p>In 2006/7 to 2007/8 there was a 52% reduction in the number of fly tips reported. In 2007/8 to 2008/9 we are projecting a 10% reduction in fly tip levels.</p> <p>New plan agreed in July 2008.</p>
4.5	To reduce the number of problem garages operating in the borough.	Environmental Crime Manager	Ongoing	Tactical Response Planning Group (TRPG)	10 nuisance garages have been identified. Action plans have been devised to reduce antisocial behaviour or eradicate it. This work is coordinated by the Tactical Enforcement Coordinated Group.
4.6	Extend and evaluate street drinking controls.	Environmental Crime Manager	Ongoing	ASBPB and GPC	Initial trances approved and implemented. Evaluation to be reported in March 2009. 936 seizures completed in 2008 Primary street drinking hot spots have been identified, evaluated, consulted on and designated. Local SNT's have been briefed and trained and are carrying out enforcement in designated areas. Monthly enforcement stats are provided by the Police. Evaluation report is being drafted for GPC by March 09
4.7	Implement improvement to enforcement under Alcohol harm reduction strategy	Head of Enforcement	Ongoing	ASPB and Alcohol Strategy	Programme of risk based inspections in place and top 10 being used for targeted action.

Enforcement Strategy Implementation Plan

PRIORITY ONE	A Safer, Cleaner and Sustainable Environment
---------------------	---

4.	Aim: To stop environmental crimes and the abuse of public spaces				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
				Group	
4.8	Extend family of officer able to identify and report fixed penalty notice offences.	Environmental Crime Manager	Ongoing	Better Places	Awaiting authorisation go ahead for H4H staff. TET,SET,SEW are authorised to issue fpn's Parks constabulary/Parks Force to be trained and authorised to issue fpn's Housing Managers to be trained and authorised to issue fpn's

5.	Aim: To act against landowners that neglect properties and create public eyesores				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
5.1	Public Eyesores Programme	Environmental Crime Manager	complete in March 2009	Greenest Borough Strategy	Public Eyesores project to be incorporated into main stream Environmental Crime Work.
5.2	Develop a responsible land owner strategy	Head of Enforcement		Greenest Borough Strategy – priority 1	
5.3	To develop and deliver an Enforcement Strategy for empty properties. This will include roll out of enforced sale, section 215,	Housing and Health Manager	Starts April 2007	Sub Regional Housing Group Overview and Scrutiny	There is a very clear empty property direction which is monitored through a multi-disciplinary team of officers. An empty property survey has been undertaken

Enforcement Strategy Implementation Plan

PRIORITY ONE	A Safer, Cleaner and Sustainable Environment
---------------------	---

5.	Aim: To act against landowners that neglect properties and create public eyesores				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
	CPO/EDMO powers as applicable and in accordance with scrutiny recommendations.				<p>to establish a base line and from that a number of eyesore properties have been identified. All eyesore properties have now been visited and graded in a priority order. The top 50 properties have now been identified and owners will be contacted regarding the proposed CPO action. The top 20 will receive intense action, full inspection, service of notices and CPO action if no progress is made. All properties which owe the authority money are placed in an enforced sale process, and proceed to court for power to sell the property to recover the debt, should the outstanding amount not be paid</p> <p>We have a present 7 properties with Cabinet approval for CPO and 1 with Secretary of State for a decision. 4 of the 7 cases have had major building work undertaken to them as a result of the CPO action. 1 further CPO is being fast tracked as it is in very poor condition. The top 20 will be processed within the next 3 months. We have in excess of 20 cases which are subject to the Enforced Sale process and have already taken possession of 2 properties for sale by auction</p>

Enforcement Strategy Implementation Plan

PRIORITY ONE	A Safer, Cleaner and Sustainable Environment
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5.	Aim: To act against landowners that neglect properties and create public eyesores				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
5.4	To establish reporting of empty properties as part of the duties of our patrolling officers including wardens.	Housing and Health Manager		Empty Properties group	This already happens as officers who deal with reactive complaints find a number of vacant units which require work of some description to deal with the nuisance associated with the complaint. Notices are served, work in default initiated if necessary and debt recovery undertaken through the enforced sale route. All new empty properties reported are added to our data base and assessed.

Enforcement Strategy Implementation Plan

PRIORITY TWO	Healthier Communities
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1. Aim To enforce the standards set for Houses in Multiple Occupation through the use of available licensing powers					
	Task	Responsibility	Time Scale	Report back and monitoring	Update
1.1	Complete Mandatory Licensing	Housing and Health Manager	Completes March 2009		<p>All licence applications which had been received through the initial advertising will have been inspected and licensed subject to conditions by March 2009. Many properties have already complied with their conditions set. This will be the main focus of the work undertaken within 2009/2010 in ensuring that licence conditions are met</p> <p>New applications have been received and requested as a result of officers finding properties which should be licensed. We have also started searching for additional properties within the Stroud Green area and this will be extended within the pilot areas.</p> <p>More complex work is also in progress in the use of interim management orders for some of the properties.</p>

Enforcement Strategy Implementation Plan

PRIORITY TWO	Healthier Communities
---------------------	------------------------------

1.2	Pilot Discretionary Licensing and evaluate.	Housing and Health Manager	Scheduled for Adoption by April 2008	Myddleton Road Strategy Group Private Sector Housing Group	An action plan is in place for both areas. Work is advanced in Myddleton Road and inspections will continue until the end of January 2009 to give an indication of the standard of the properties inspected. Green Lanes inspections will start within January 2009 to again inform the quality of the housing. Decisions as to the future action will depend on the information gathered. Both areas were initially concerned regarding the number of properties which had been converted without the necessary permission. These properties may be classified as S 257 HMO's and could be subject to licensing if a consistent trait could be established regarding quality of housing accommodation.
1.3	Extend discretionary licensing to target HMO groups/locations.	Housing and Health Manager	2009 onwards	Private Sector Housing Group	The pilots will provide useful experience in establishing whether a discretionary licensing scheme is possible and provide a framework to follow. It is possible that targeting an area with a high concentration of portfolio landlords with poor quality stock and or 2 storey HMO's of the shared type may well provide an opportunity to create an additional HMO licensing scheme.

2.	Aim: To remove hazards identified within private rented dwelling which pose the greatest risk to the vulnerable occupants and increase the percentage of vulnerable people living in decent homes in the private sector
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Enforcement Strategy Implementation Plan

PRIORITY TWO	Healthier Communities
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	Task	Responsibility	Time Scale	Report back and monitoring	Update
2.1	Respond to complaints from private sector housing tenants	Team Leader for private Sector Housing	Ongoing		This work is on going and provided through direct response officers. There is a duty rota in place which responds to all requests for service within 24hours. These requests vary from between 5-15 a day and an allowance of up to 10 visits each day. Inspections are undertaken and the appropriate action is taken, usually in the form of notices requesting works. These notices usually are enforced through work in default especially drainage and urgent repairs although prosecutions are used in some cases.

Enforcement Strategy Implementation Plan

PRIORITY TWO	Healthier Communities
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2.2	To deliver energy efficiency improvement to private sector housing through British Gas partnership using sub regional funding and NRF	Housing and Health Manager	Ongoing	Better Places Board	<p>An effective partnership exists with the North London sub region in delivering a decent homes programme for vulnerable clients. Part of the decent homes measures are insulation and controllable heating systems which form a considerable contribution to fuel poverty initiatives.</p> <p>Considerable work has been undertaken this year to date within the British Gas scheme and NRF funding. Over £500K has committed and spent within these schemes.</p> <p>A new scheme starts January 2009 with a new contractor and will commit a further £350K within Haringey for this type of work before the end of this financial year</p> <p>North London will be notified of the outcome of new bids submitted for funding in the new year which will determine the level of programme that can be delivered over the next 2 years. It is anticipated that a further £1million will be available for Haringey residents.</p>
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8.	Aim: To control the supply of illegal and dangerous goods and products. This will include the supply of age restricted products to children – e.g. alcohol, knives, tobacco				
	Task	Responsibility	Time Scale	Report back and monitoring	Update

Enforcement Strategy Implementation Plan

PRIORITY TWO	Healthier Communities
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8.	Aim: To control the supply of illegal and dangerous goods and products. This will include the supply of age restricted products to children – e.g. alcohol, knives, tobacco				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
8.1	To deliver a rolling programme of underage sales.	Commercial Enforcement Manager	Ongoing	ASBPB	Programmes for underage sales test purchases completed every year and in place by April. The normal enforcement option for these cases in to take a prosecution in the Magistrates Court Compliance has reached a plateau at around 80%, and we are looking at ways to improve this
8.2	To promote proof of age scheme to traders and young people	Commercial Enforcement Manager	In 2009	ASBPB	The various existing schemes will be considered and one taken forward for this initiative.
8.3	To develop a report a trader scheme	Commercial Enforcement Manager	2008/9	ASBPB	Scheme devised and agreement that the Crime busters number can be used for this purpose. Advert design commissioned and finalised. Advertising will be through a series of JC Decaux boards and was due before end of 2008. This will now take place in January & February 2009.
8.4	Sampling programmes	Commercial Enforcement Manager	Ongoing	Well being	Sampling programmes produced each year in liaison with the London Food Liaison Groups, the Public Analyst and the Public Health Laboratory Service.

9.	Aim: To intervene to protect health at work; and to ensure the supply of safe food, products and services				
	Task	Responsibility	Time Scale	Report back and monitoring	Update

Enforcement Strategy Implementation Plan

PRIORITY TWO	Healthier Communities
---------------------	------------------------------

9.1	Risk Based inspection programmes for commercial services	Commercial Services Manager	Ongoing	Feedback questionnaires Food Standards Agency	Inspection programmes completed each year for Food premises, Health & Safety at Work and trading Standards. Major changes in 2008/9 to the Food programme which has introduced enforcement activities other than inspection for lower risk premises.
9.2	Implement Hampton improvements and reduce inspection programme	Commercial Services Manager	Ongoing	Value for Money Review	The Hampton requirements have been reflected in the changes to the Food Programme detailed above. This is reducing the number of inspections but the number of alternate methods is increasing.

10.	Aim: To reduce the health impact of pollution, including noise, contaminated land, tobacco and other air pollutants				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
10.1	Deliver Contaminated land strategy	Commercial Services Manager	Ongoing	BV 217	Good progress in the last three years reaching the BV 216 (a & b) targets set, including a significant investigation on the Ferry Lane Estate. This has reduced the number of site of potential contamination to be investigated from around 240 to 100. No sites have been found to be contaminated to such degree that they need to be declared and placed on the register.
10.2	Deliver Air Quality Action Plan and Review	Commercial Services Manager	Ongoing	BV216 Well being Greenest Borough Strategy Group	AQAP work in ongoing with many of the targets being actioned by other services and agencies. A number of initiatives are being added to the plan from the LACORS Pollution Toolkit. The AQAP is to be reviewed in 2009/10.

Enforcement Strategy Implementation Plan

PRIORITY TWO	Healthier Communities
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10. Aim: To reduce the health impact of pollution, including noise, contaminated land, tobacco and other air pollutants					
	Task	Responsibility	Time Scale	Report back and monitoring	Update
10.3	Out of Hours response to noise complaints. Re-launch service using investment funding and to deliver Homes for Haringey Value for Money.	Enforcement Response Manager	Starts June 2007	HfH client monitoring	HFH no longer invest in the service, However by monthly meetings take place and cross working continues on individual cases. The service now operates 24/7 and continues to deliver high performance.
10.4	To develop risk based licensing inspections and investigations	Commercial Services Manager/Enforcement Response Manager	April 2007	Licensing Ctte	Developing with active programme of visits and a 'top ten' rolling list of difficult premises. Risk based licensing risk assessments continue to take place to be completed by January 2009
10.5	To deliver smoking control in public enclosed spaces.	Commercial Services Manager	April 2007	Wellbeing Stream Board	Implementation of the Smokefree Provisions of the Health Act 2006 was monitored and compliance visits made to over 1000 premises in 2007/8. Some prosecutions have been through the Magistrates Court and fpts served for allowing smoking to take place in prohibited places.

Enforcement Strategy Implementation Plan

PRIORITY THREE	SUPPORTING BUSINESS IMPROVEMENT
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1.	Aim: To promote Haringey as a good borough to do business and to protect our vibrant and diverse business community				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
1.1	Participation within the London 'Scores on the Doors' scheme to promote and support compliant food businesses .	Commercial Services Manager	Start 2007/8 Develop 2008/9	Food Standards Agency	Approximately two thirds of our food premises (1200) now assessed and advised of star rating . Premises all sent certificates and window stickers. Government will bring in a national system in 2009/10 , and eventually the display of the 'star' rating at the premise may become mandatory.
1.2	Participation in Safer Food , Better Business with the Food Standards Agency to support and train local food businesses	Commercial Services Manager	Underway in 2007/8 and ongoing into 2008/9	Food Standards Agency	Supported by funding from the FSA , this initiative includes training , coaching and support documentation for individual food businesses . We have now completed well over 100 food businesses in the programme.
2.	Aim: To encourage and support good landlords				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
2.1	Delivery of Landlord Forums	Housing and Health Manager	Ongoing		It is anticipated to organise 3 or 4 landlord forums each year, each with a theme to build a partnership approach. We are hosting a sub- regional landlord forum in April, likely venue is Alexandra Palace.

Enforcement Strategy Implementation Plan

PRIORITY THREE	SUPPORTING BUSINESS IMPROVEMENT
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2.2	Landlord Accreditation and training	Housing and Health Manager	Ongoing		We are part of the London Landlord Accreditation scheme and last year hosted two landlord training days at the Cypriot Centre. We are looking to organise further events within the year ahead.
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3.	Aim: To support businesses and traders to achieve compliance with the regulations affecting them				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
3.1	To develop compliance strategy based on consultation and outcomes from the new Local Better Regulation Office	Commercial Services Manager	2008/9		LBRO now formally set up in 2008 (1/10/08) under the provisions of the Regulatory Enforcement & Sanctions Act 2008. Awaiting initial guidance from LBRO . The Primary Authority principle comes into force April 09 which will be operated nationally.

4.	Aim: To target organised criminal activity such as counterfeiting and illegal street trading				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
4.1	To reverse the development of problem social clubs and reduce the number of operating in the borough.	Environmental Crime Manager	Ongoing	TRPG ASBPB	Problem social Clubs continue to be monitored through operation Tripod and operation Tailgate. Many Hotspots are showing clear improvement and compliance.
4.2	To deliver four 4-5 day Tailgate	Environmental Crime	4 Tailgates	TRPG	Tailgate operations are on target for 08/09 and

Enforcement Strategy Implementation Plan

PRIORITY THREE	SUPPORTING BUSINESS IMPROVEMENT
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4. Aim: To target organised criminal activity such as counterfeiting and illegal street trading					
	Task	Responsibility	Time Scale	Report back and monitoring	Update
	partnership operations targeting rogue traders and organise crime including counterfeit crime.	Manager	per year		continue to bring significant results.
4.3	To reduce the sale of illegally imported and unfit food through targeted enforcement.	Commercial Services manager	Ongoing	TRPG	A number of operations have taken place including the seizure and destruction of unfit, non-compliant and counterfeit foods . A significant operation in counterfeit and potentially dangerous vodka received national publicity and Food Standards agency funding.
4.4	To develop markets and Boots sales strategy	Commercial Services Manager	2009	TRPG	To be undertaken in 2009
4.5	To target measures aimed at identifying and reducing the use of dogs for fighting and criminal activity	Environmental Crime Manager		TRPG	Initial discussions have indicated no significant problems for the borough. Awaiting outcomes of current scrutiny review.

Enforcement Strategy Implementation Plan

PRIORITY FOUR	Effective and Valued Enforcement
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1. Aim: To support area improvement and local action planning with communities					
	Task	Responsibility	Time Scale	Report back and monitoring	Update
1.1	To develop or contribute to local area actions planning. To follow example Green Lanes Strategy and Myddleton Road Strategy.	Enforcement Response Manager	Ongoing		Work is progressing in Myddleton Road as Tower Gardens as well and Green Lanes. Local intelligence has been used to aid successful outcome.
1.2	Restructure to develop Tactical Enforcement Officers acting as local champions for area assemblies and as resource for Neighbourhood working.				To be replaced by reshaping of EC
1.3	Group Repair projects subject to capital funding	Housing and Health Manager			It is unlikely that funding will be available to undertake group repair in the form previously delivered. However the concept of an area based approach to deliver services of a specific type should not be ruled out. The fuel poverty and security measures are a type of group repair as would be discretionary licensing as they seek to achieve defined outcomes within a targeted area, making a greater impact. Group repair in the future is likely to seek to deliver tangible outcomes to a far greater group of people within much lower budgets.

Enforcement Strategy Implementation Plan

PRIORITY FOUR	Effective and Valued Enforcement
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2.	Aim: To support area improvement and local action planning with communities				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
2.1	To support Area Based action planning and working	ALL			Model under development
2.2	To support use of problem solving	ALL			Model being rolled out by community safety team
2.3	To develop the opportunity of local byelaw options to target offending behaviour of concern to communities.	Head of Enforcement	2009		Awaiting outcomes of consultation on the making of byelaws.
2.4	Develop consultation and feedback strategy	Head of Enforcement	ongoing		Charters are published and in distribution. Feed back processes are now in place across service
2.5	Learning outcomes from complaints and appeals to be used for service improvement	All	Completed		Learning points are reviewed within services. LGO complaints are reviewed by SMT

3.	Aim: To provide value for money, ensuring that our priorities for enforcement are matched by our use of available resources				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
3.1	Enforcement Policy and Strategy	Head of Enforcement	Ongoing		Strategy developed 2007. Policy – latest draft to be consulted on and

Enforcement Strategy Implementation Plan

PRIORITY FOUR	Effective and Valued Enforcement
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3.	Aim: To provide value for money, ensuring that our priorities for enforcement are matched by our use of available resources				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
					published in early 2009.
3.2	To establish and extend value for money indicators through pan London agreement	Head of Enforcement	Ongoing	DMT	We have completed second year of BV benchmarking across a majority of London LAs Unit cost indicators for Food, Noise and FPNs littering are measured monthly.

4.	Aim: To produce highly trained and motivated staff who can provide a flexible approach to enforcement activity				
	Task	Responsibility	Time Scale	Report back and monitoring	Update
4.1	Delivery of People plan for flexible working,	Enforcement Support Manager	2007/8		Moved to TP and implemented some hot desking. Service to be UE pilot. Service now 24/7.
4.2	Restructure of enforcement and full recruitment.	Head of Enforcement	Completed		Completed but recruitment to vacant and hard to fill posts is ongoing

5.	Aim: To improve our communication of enforcement outcomes and performance				
	Task	Responsibility	Time Scale	Report back and monitoring	Update

Enforcement Strategy Implementation Plan

PRIORITY FOUR	Effective and Valued Enforcement
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5.1	Develop area based information available on web site.				
5.2	Contribute to partnership newsletter on enforcement action.				
5.3	Evaluate Environmental Crime DVD and develop proposals for promotional films on service teams.	Environmental Crime Manager			The Warden/Street enforcement DVD was well received and still used. Subject to restructuring and budgetary restraints a dvd for Environmental crime will be considered in 09