

To discuss and update the current work plan for the Scrutiny Committee.

10 URGENT BUSINESS

To consider any business which is urgent within the meaning of Section 100 B(4) of the Local Government Act 1972.

Members: Councillors Allport, Hailstones, Mrs Johnson (Vice-Chair), Miss Mancey, Plant, Miss Reddish, Robinson, Mrs Simpson, Tagg, Wemyss and Mrs Williams (Chair)

Members of the Council: If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

Meeting Quorums :- 16+= 5 Members; 10-15=4 Members; 5-9=3 Members; 5 or less = 2 Members.

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

CLEANER GREENER AND SAFER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 4th September, 2013

Present:-	Councillor Mrs Gillian Williams – in the Chair
Councillors	Councillor Mrs Hilda Johnson, Councillor Miss Chloe Mancey and Councillor Miss Marion Reddish
Officers	Dave Adams (Operational Director – Executive Services) Sarah Moore (Partnerships Manager) Trevor Smith (Community Safety Officer) Martin Stevens (Democratic Services Officer)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Hailstones, Cllr Plant, Cllr Simpson, Cllr Tagg and Cllr Wemyss.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 5 June 2013 were confirmed as a correct record.

4. PORTFOLIO HOLDER (S) QUESTION TIME

The Portfolio Holder, Cllr Ann Beech gave an overview of her portfolio. She stated that one of her main projects she was working on was the Cabinet Panel on the Waste Strategy. She was hopeful that this would conclude at the end of the calendar year. A number of site visits had taken place within different Council areas, to determine the practices carried out by other Councils.

She considered apprenticeships to be an important part of her portfolio. There were ten across the Council and six of these fell within her portfolio. Apprenticeships were something she was trying to actively encourage. She was pleased to report that the talks with Bateswood Local Nature Reserve were proceeding well and she was enthusiastic that the club would be up and running for next seasons fishing. The process for clearing and bringing back into use another smaller pool on site was underway and the intention was to use this pool for teaching young people how to fish. There had been two meetings recently regarding how the Council could assist with the management of Silverdale Allotments.

A New Urban Tree strategy was being compiled for the Borough, the Council was currently awaiting a response from Aspire. New vehicles were being procured for weed spraying. The Borough Council cut some grass for the County in urban areas, which they were looking to expand into rural areas. A Member asked if there was anything which could be done to prevent the cutting down of hedges, as hedges in driveways were being replaced with walls across the Borough. In response the Executive Director for Operational Services stated that there was little action the

Council could take in urban areas. In rural areas, the Council did have some powers to put protection orders on hedgerows, which were mainly targeted towards farmers. A Member stated that she had sympathy with elderly residents who replaced hedges with walls due to the ongoing maintenance required.

A Member asked about the current status of the Allotment Working Group. In response the Executive Director for Operational Services stated that the work was currently ongoing. It was clear that parts of some allotments needed to be brought up to a suitable standard and that the procedure for applying for an allotment needed to be streamlined.

In response to a question regarding Trade Waste, the Executive Director for Operational Services stated that a trial was currently taking place on trade food waste, which it was hoped would be rolled out wider in the future. The Chair thanked the Portfolio Holder for her presentation and for answering Members questions.

The Chair invited, Portfolio Holder, Cllr Tony Kearon to speak on his Portfolio. He stated that a main part of his time was currently spent on the Police and Crime Plan. He was in direct discussions with Staffordshire Police and had raised some concerns about the plan in general, particularly on the areas of community policing and the lack of definable targets within the plan in general. The Police Crime Commissioner was under no obligation to equally divide the money across the District and Borough areas within Staffordshire. He was concerned that some of the work currently being carried out would have no guarantee of future funding. He was particularly pleased with the Borough Council's record on combating anti social behaviour and low levels of disorder. 75 – 80% of complaints had been resolved within three months. He was intending to have a meeting with the Commissioner to discuss the importance of maintaining funding for initiatives which had showed to have clear beneficial outcomes. He was trying to encourage the reporting of anti-social behaviour, which he realised would cause a spike in the figures, but it was important to know about the incidents in order to best combat the problem. He wanted to encourage Councillors to also report incidents.

A Member stated that when she reported anti social behaviour to the Police, she had been informed that the residents should call them. She was pleased to report on the success there had been in dealing with the anti social behaviour relating to Mini-Motos. She stated that it was important to inform residents of the good work taking place. In response the Partnership Manager confirmed that she did see this as part of the Council's role to give reassurance to residents.

The Portfolio Holder stated that he was trying to encourage some genuine partnership work with the Police within the Borough and he was intending to meet the new Commander in the near future.

5. MINI MOTOS

The Partnerships Manage stated that some good examples of joint working had taken place with the Police and Social Services dealing with the anti-social behaviour created by Mini Motos when used inappropriately. Questionnaires had been sent to a number of residents. All complaints and concerns were dealt with on merit. Deterrent measures had been put in place and a number of Mini Motos had been seized. An operation was about to commence in the area around Bradwell Woods.

A Member stated that it was important to inform residents of the good work taking place, so they were aware that their concerns were being acted upon proactively by the Council. In response the Partnership Manager stated that she would speak with the Communications team.

6. PURPLE FLAG SCHEME

The Community Safety Officer stated that the Purple Flag accreditation scheme was governed by the Association of Town Centre Managers (ATCM). It was a very successful scheme and was the award which the majority of cities and Towns wanted to achieve. The Council had considered trying to obtain the status in 2010 but at the time it was felt that Newcastle was not in a position to successfully obtain the accreditation and plans were put on hold for a later date. In April 2013 the decision had been taken to resurrect the Purple Flag accreditation. There had been several meetings to discuss the accreditation. He was looking to expand the membership of the working group and so Members were welcome to become more involved. They were currently working on collating information and data to incorporate into a Snapshot Chart, which essentially was a status report on the Town. The next step was to complete a Self-Assessment of the Town based on four key themes over three key time bands from 5pm until 3am. This would be taking place on Friday, 4 October. Once the snapshot and Self-Assessment had been completed, the ATCM would be undertaking their own overnight self-assessment. The intention was to submit the main application before Christmas.

An area which required further work was the early evening economy in Newcastle. A Member asked if the Town Centre LAP had been involved. In response, the Community Safety Officer stated he would undertake to meet with them to discuss the project. There was a discussion about involving all the LAPs within the Borough due to the significance of Newcastle's Town Centre. The Partnerships Manager stated that she welcomed all Members contribution on the project. It was important not to omit any information which would be helpful to obtain the accreditation.

A Member asked if the Council was awarded the status, when the next review would take place to continue having Purple Flag Status. In response, the Community Safety Officer stated that an assessment was completed on a yearly basis.

The Community Safety Officer stated that an objective for the Town Centre was to increase footfall in the early evening and night time. It was important to attract the right people to the Town and improve the offerings for young families. Purple Flag accreditation would attract inward investment to the Town from Business which was apparent from other areas which had received the accreditation.

The Community Safety Officer agreed to let all Members of the Council know what they could do to help the Council obtain Purple Flag accreditation.

7. WORK PLAN

The Community Safety Officer in reference to the Working Plan, stated that the Magistrates Working Group had identified a need for some extra CCTV within the Town, which would cost in the region of £15,000. Consideration was being given to approaching the Court to help fund the initiative.

The Community Safety Officer on noticing that the Alcohol Strategy was on the work programme for the future, gave an update on the Alcohol in Schools programme. An

Ofsted Report released in July of last year had stated that nationally the curriculum was not fit for purpose in this area. A number of schools within the Borough had signed up to the programme, but a number of other schools had not. He was working with Entrust to try and get all the schools to sign up to the programme. Progress was however not as good as expected. Funding was only available until Christmas for the programme and so it was important to try and sign up as many schools as possible. The programme could be flexible to each school. He believed that some schools were reluctant to sign up to the programme because of resources within the school being limited and demands on the limited time available in the school day. The Partnerships Manager stated the Alcohol in Schools programme was about preventing problems in later life and was therefore a crucial preventative programme for the Borough.

In reference to Disabled Access / A Frame Obstruction to Pavements in Towns, the Partnerships Manager stated that she could have a discussion with the Town Centre Partnership about alternatives to A-Frames such as Town Maps. Cllr Kearon stated that he would speak to Partners and the Chamber of Commerce on the subject and in addition to the Leader and the relevant Portfolio Holder. There was a discussion about who was responsible ultimately for the pavements in Towns. The Executive Director for Operational Services stated that it was ultimately the legal responsibility of the Highways Authority.

8. ANY OTHER BUSINESS

There was no urgent business within the meaning of Section 100 B (4) of the Local Government Act 1972.

COUNCILLOR MRS GILLIAN WILLIAMS
Chair

Report to the Cleaner, Greener and Safer Overview and Scrutiny Committee

4th December 2013

Workplace Domestic Violence Policy



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Introduction

The Workplace Domestic Violence Policy is essential in raising awareness on this under reported crime and demonstrates to staff a commitment to their welfare by the Borough Council.

Background

Many of us spend a significant proportion of our lives at work, often some of the people who know us best are our colleagues and frequently know when something is wrong, yet all too often we may have concerns about colleagues which we don't act on. Furthermore, there is still a stigma around domestic violence, victim blaming and the fear of reporting, however the workplace could be a place where employees can access information and receive support safely.

Domestic Violence affects 1 in 4 women and 1 in 6 men and claims the lives of 2 women a week in England every year and approximately 8 suicides per week due to the issues involving domestic violence. The term domestic violence covers a range of abuses which includes physical, psychological, sexual, financial, and emotional and they are used to control and/or coerce someone.

With such a high proportion of both women and men being the victims of domestic violence it is highly likely that we have both victims and perpetrators of domestic violence working within the Council.

Some of the effects that domestic violence can have on employees are increased sick days, stress, decreased productivity and absenteeism. Domestic violence costs the UK around £1.9 billion a year through lost economic output and this is for injuries sustained.

Research shows that 75% of domestic violence victims are targeted at work, 78% of male perpetrators of domestic violence use workplace resources to threaten and check up on their partners and 44% of convicted male perpetrators sent to a domestic violence programme have told someone about the abuse they have perpetrated.

Very often a victim won't know they are in an abusive relationship until it is too late, by raising awareness within the Council it may enable staff to realise earlier what they are experiencing and get help sooner.

Due to the amount of control a perpetrator has over his current or ex partner very often a victim won't have the ability to seek support even they wanted to, this could be due to lack of communication such as not having a mobile phone, being picked up and dropped off at work and having to account for all free time, therefore work can be the only real safe opportunity to get help, and the Council is developing a Domestic Violence Policy to provide support for its employees.

Questions to be Addressed

- Is there anything in the Policy that needs to be enhanced/amended?
- How best can the Policy be implemented at the Council?
- How can we cascade the information to staff at the Council?
- How will we deal with perpetrators?

Outcomes

- To give staff a greater awareness of what domestic violence is and break down the stigmas attached to it.
- To offer a safe environment for staff to get advice and help if they are in an abusive relationship.

Invited Partners/Stakeholders/Residents

Arch North Staffs

Conclusions

The workplace Domestic Violence Policy is essential in raising awareness on this under reported yet devastating crime.

It shows staff that the Borough Council will be supportive should they be in an abusive relationship and need to get help.

If employees who are victims of domestic violence can get the relevant assistance it may also provide efficiencies to the Borough.

Relevant Portfolio Holder(s)

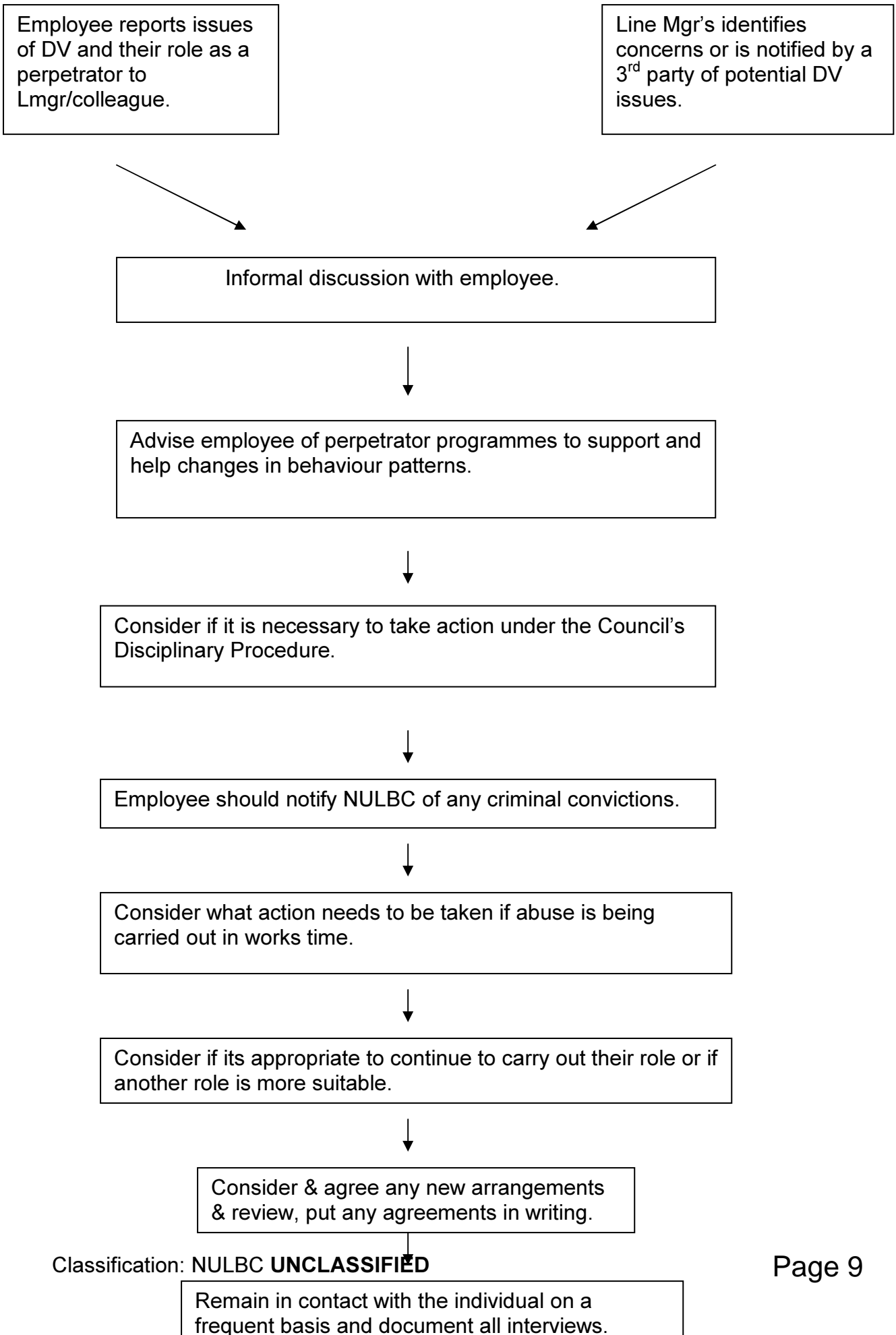
Cllr Tony Kearon, Safer Communities

Appendices

The workplace Domestic Violence Policy.

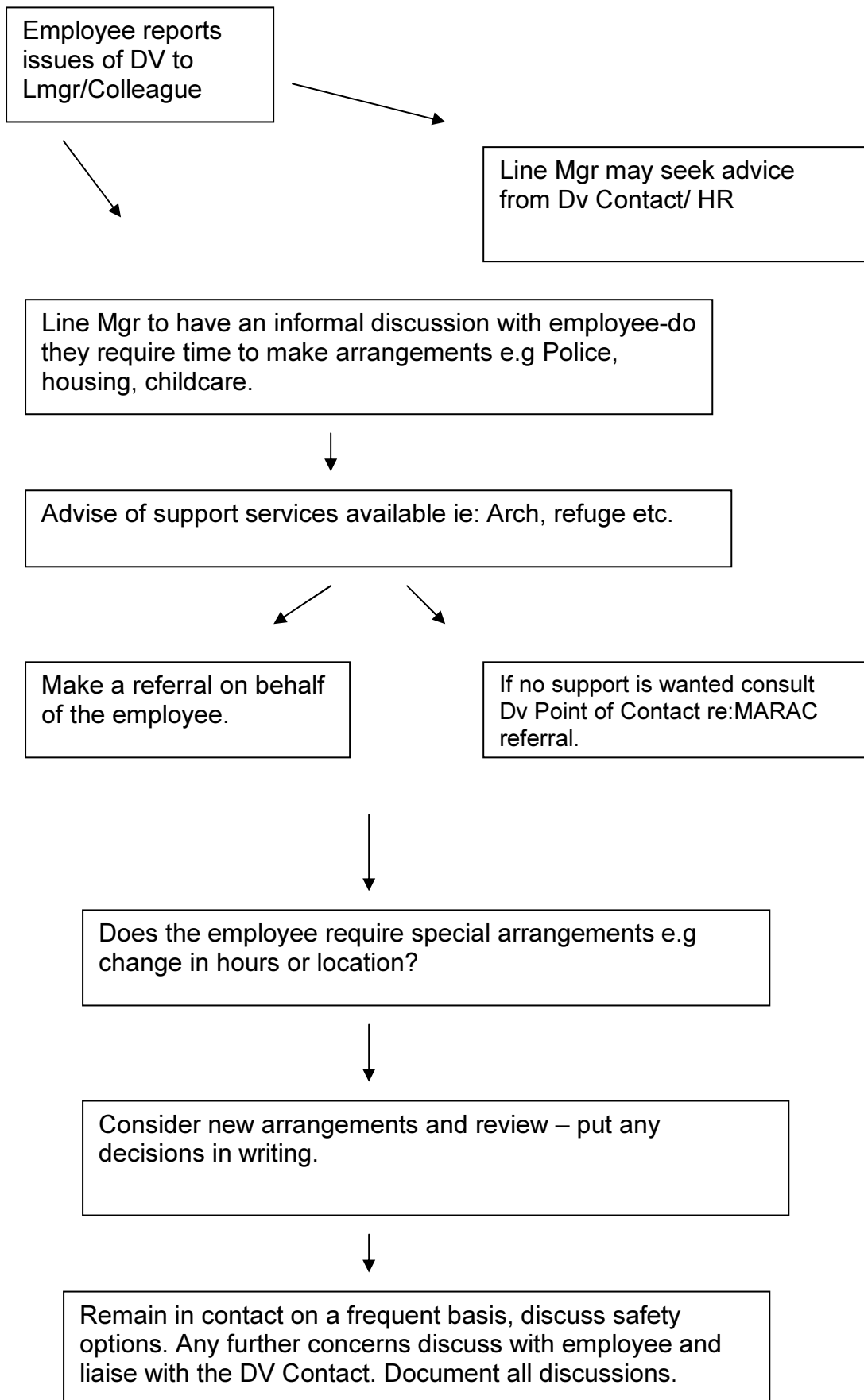
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Guidance for managers : Perpetrators of Domestic abuse



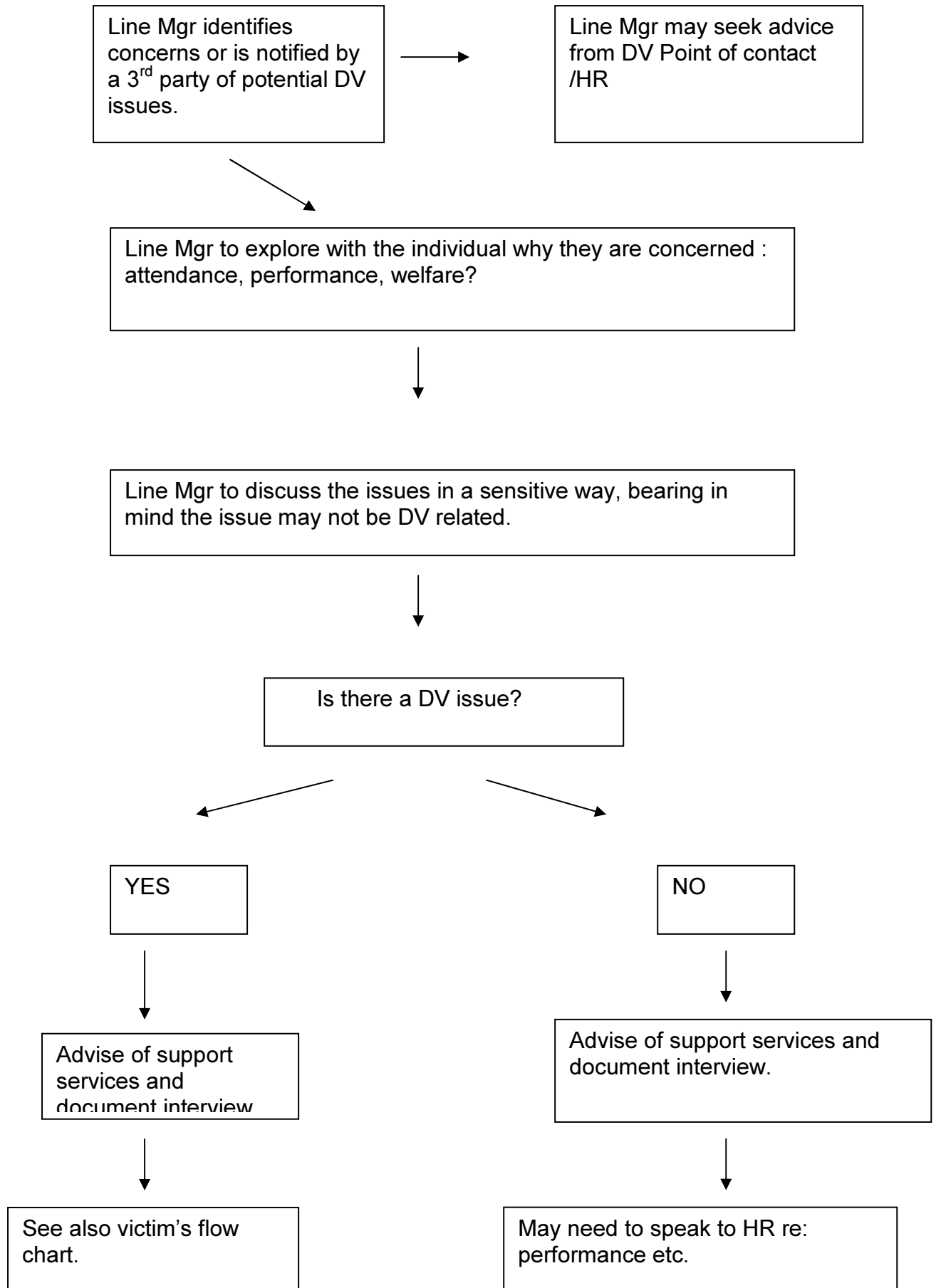
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Guidance for managers: Victims of Domestic abuse



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Guidance for Managers : Potential Victims of Domestic abuse



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Domestic Violence Employee Survey

1. Which of the following behaviours do you consider as domestic abuse:
 - Physical violence, including pushing, hitting, punching, slapping, biting, kicking, strangling etc.
 - Threats to do any of the above.
 - Threats to kill.
 - Use of or threat with a weapon.
 - Threats against children.
 - Encouraging children to join in the abuse of their other parent.
 - Harassment such as stalking, unwanted phone calls, hate mail etc.
 - Destruction of property, including furniture and other possessions, including pets.
 - Emotional and verbal abuse, including shouting, general undermining of the partner through private and public ridicule and humiliation.
 - Psychological abuse, including constant criticism about partners appearance, cooking, house-keeping, parental abilities and the abused being blamed for everything including the violence itself.
 - Isolation from family and friends, including not allowed visitors, to use the phone or the threat to prevent the victim from going out of work.
 - Economic dependency, including having to ask for money for everything.
 - Imprisonment and controls movements
 - Sexual abuse.
 - Sexual humiliation.
 - Non-verbal intimidation, including stares, body postures etc.
2. Have you experienced any of these threats at home?
3. What kind of 'support' do you think NULBC as an employer should provide in terms of employees who are experiencing this abuse?

MANAGERS ONLY:

4. How many staff do you manage?
5. Have you received any training in domestic violence?
6. What kind of training would you like to receive in domestic violence?
7. If you became aware that a member of your staff was experiencing or perpetrating domestic violence at home would you say or do anything?
 1. YES
 2. No
8. If no – why would you not say or do anything?
9. Have you had to deal with a member of staff about a domestic violence issue/problem?
10. If yes did you feel confident in dealing with it?

COLLEAGUES:

11. Do you know anyone in the course of your work who you believe is a victim of domestic violence?
12. Would you feel confident in telling someone about your concerns?

ABOUT YOURSELF?

13. If you are experiencing domestic abuse is the abuse current?
14. Are you receiving any 'support' from any source?
15. Are you MALE / FEMALE.



WORKPLACE DOMESTIC VIOLENCE POLICY

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1.1 Introduction

Domestic violence can affect the health and self-confidence of an employee who may feel unable to confide in others or seek help. It is therefore paramount to be aware of domestic violence as a possible cause when an employee is depressed, distracted, lacking in self-confidence or visibly injured. Suffering from domestic violence can lead to a drop in an employees work performance, increased absence and elevated stress.

Newcastle under Lyme Borough Council condemns domestic violence and recognises that it is both a crime and unacceptable, we are committed to the welfare of our employees and we will support and assist any employee who is experiencing problems related to domestic violence. We recognise that often a work place can be the first place of identification of domestic violence and it is therefore essential that our Domestic Violence Policy is strong and victim centred.

Domestic violence varies both in frequency and intensity. Given that the pattern of domestic violence is one of escalation, there is no level of abuse, which should be viewed, as acceptable or insignificant.

The Council recognises further, that to condemn domestic violence we must tackle perpetrators of this crime within our organisation too. Whether that be encouraging attendance at perpetrator programmes running across the Borough or taking disciplinary action in line with the Council's Dignity at work Policy if appropriate.

This Policy will apply to everyone working for Newcastle under Lyme Borough Council, in whatever capacity, including elected members and everyone has the right to raise the issue of domestic violence with their employer in the knowledge that they will treat the matter effectively, sympathetically and confidentially.

The Council further recognises that domestic violence is an equalities issues and undertakes not to discriminate against anyone who has been subjected to domestic violence/abuse both in terms of current or future employment.

1.2 Purpose

The Council is committed to reducing domestic violence and this Policy sets out the actions that will be taken in responding to employees who are experiencing domestic violence and where there are concerns that an employee may be a perpetrator.

We will create a safer workplace and we will also send out a strong message that domestic violence is unacceptable we will do this by creating awareness and providing useful guidance and support to managers and colleagues when supporting members of staff who disclose that they are experiencing this form of abuse.

We recognise that our employees will be amongst those affected by domestic violence either as a survivor, an individual who is still living with domestic abuse, someone has been impacted by a domestic violence homicide or as an individual who perpetrates domestic violence.

By having a policy in place to assist staff experiencing domestic violence it is possible to create a safe and supportive environment where the workplace can become a place of safety.

1.3 Aims of the Policy

- To demonstrate Newcastle under Lyme Borough Council's commitment to support employees experiencing domestic violence responding sensitively and effectively.
- To create a safe and supportive culture in the Council to encourage reporting.
- To raise awareness and understanding of domestic violence throughout the Council
- To contribute to the health and well-being of employees
- To increase awareness of managers in recognising that an employee may be experiencing domestic violence and to provide advice and appropriate victim centred action.
- To offer clear, confidential, sympathetic and consistent advice to employees experiencing domestic violence
- To establish and publicise support for employees experiencing domestic violence.
- Remove fear of stigmatisation.

1.4 Definition

Domestic violence is defined by the Home Office as :

“ Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality.

This can encompass, but is not limited to, the following types of abuse:

- psychological
- physical
- sexual
- financial
- emotional

‘Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

‘Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim “

This definition, includes so called ‘honour’ based violence, female genital mutilation (FGM) and forced marriage.

Domestic violence can happen to anyone regardless of age, gender, race, sexuality, wealth and geography. Although the majority of domestic violence happens to

women we as a Council understand that domestic violence can happen to both men and women.

Domestic violence/abuse can include abuse by a son, daughter or any other extended family members as well as current or ex partners.

1.5 The Legal Implications

- Employers have a duty of care under the Health and Safety at Work Act 1974 to ensure as far as is reasonably practicable the health and safety at work of their employees.
- The Management of Health and Safety at Work Regulations 1999 also requires employers to assess the risks of violence to employees and make arrangements for their safety by effective planning, organisation and control.

Newcastle under Lyme Borough Council recognises its legal responsibilities in promoting the welfare and safety of all our staff.

1.6 The Facts

- One in Four women and one in six men will experience domestic violence in the course of their lifetime.
- Domestic violence accounts for one quarter of all violent crimes.
- Repeat victimisation is common. No other type of crime has a rate of repeat victimisation as high
- On average, two women per week are killed by a male partner or former partner. Domestic violence is the largest cause of morbidity in women aged 19-44, greater than war, cancer and motor vehicle accident.
- In the UK in any one year more than 20% of employed women take time off work because of domestic violence.
- 2% of women lose their job as a direct result of domestic violence.
- Research suggests that up to 50% of women have at some stage given up their job as a result of being abused.

1.7 What is Domestic Violence/Abuse

Domestic violence is the abuse of power over one person by another. It can take many different forms including physical, sexual, emotional, verbal and financial abuse, it is known as both domestic violence and domestic violence.

The list below gives examples of the types of domestic violence, it is important to be aware that domestic violence can come in various forms, the list below is just some of the examples of types of abuse:

- **Destructive Criticism and verbal abuse:** shouting/mocking/accusing/name calling/verbally threatening
- **Pressure tactics:** sulking, threatening to withhold money, disconnect the telephone, take the car away, threat to commit suicide, take the children away, report to welfare agencies unless their demands are complied with.
- **Disrespect:** persistently insulting in front of others, not listening or responding when spoken to, interrupting phone calls, taking money from purse without asking, refusing to help with child care or housework, humiliating, criticising, putting people down.

- **Breaking trust:** lying, jealousy, withholding information, having other relationships, breaking promises and shared agreements.
 - **Isolation:** monitoring or blocking telephone calls, preventing movements, forbidding seeing other people – friends/relatives, monitoring money.
 - **Harassment and stalking:** following someone, checking up, opening mail, checking telephone calls, intentionally embarrassing.
 - **Threats:** making angry gestures, using physical size to intimidate, shouting, destroying possessions, breaking things, punching walls, wielding a weapon, threatening to kill or harm a partner or ex partner or their children, threatening to hurt family or friends.
 - **Sexual violence:** using force, threats or intimidation to make you perform sexual acts, having sex with someone that doesn't want to, any degradation treatment based on sexual orientation.
 - **Physical violence:** punching, slapping, hitting, biting, pinching, kicking, pulling hair out, pushing, shoving, burning, strangling.
 - **Denial :** Claiming it's the partners fault, saying their partner has brought it on themselves, insist it will never happen again? Deny they did anything, Play down what has happened.
- * **Other forms of domestic violence - Female Genital Mutilation, Forced Marriage and Honour Crimes.**

Whilst the above can be forms of abuse it is also important to state that domestic violence is power and control of another and forms a pattern of abusive and controlling behaviour, it is rarely a one off and usually escalates in frequency and severity over time.

1.8 Possible Signs of domestic violence

Domestic violence can greatly impact on the working life of someone who is being abused, some signs of abuse are:

- Uncharacteristic depression, anxiety, distraction or problems with concentration
- Changes in the quality of work performance for no apparent reason
- The receipt of repeated upsetting calls/faxes/e-mails, or the individual being a victim of vandalism or threats.
- Nervous when receiving phone calls.
- Unusual number of calls from home and strong reaction to the calls
- Obsession with time or avoiding lunch breaks or socialising outside work.
- Late for work and needing to leave early
- Secretive about home life
- Needing regular time off for appointments
- Increased hours being worked for no apparent reason
- Repeated injuries, or unexplained bruising or explanations that do not fit the injuries displayed.
- Partner may be dropped off & picked up outside of work or frequently met at lunchtime.
- Isolating themselves from colleagues.
- Flowers/gifts sent to work for no apparent reason.
- Insufficient money.
- May be quiet, avoid interaction, not engage in conversation.

- Worries a lot about leaving their children.
- Visible injuries/bruising with unlikely explanations.
- Change in dressing – excessive clothes in the summer.
- Increase in make up – to cover up injuries/where someone's been upset.
- May be anxious/cry at work.
- Frequent medical absences.
- Staying longer hours but not taking flexi.

It is important to note that the above is not a checklist. Some victims may display no indicators. Victims of domestic violence suffer a broad range of physical and emotional consequences. A more important sign is when an individual behaves in a way that is unusual for them.

The Council will train managers, counsellors and trade union representatives on this Policy and are made aware of the effect domestic violence can have on an employee's life and career.

2.1 What can you expect from Newcastle under Lyme Borough Council?

Employees experiencing domestic violence know their abusers better than anyone else and when it comes to their own safety the following should be considered with the employee:

- *Support*

We are concerned about your health, safety and welfare and we will respond in an effective, confidential and sympathetic manner to any employee disclosing that they are experiencing domestic violence.

- *Time Off*

You may need time to attend counselling sessions or court hearings or to make alternative living arrangements etc, you may be entitled to time off in accordance with the Flexible Working Hours Policy, any employee experiencing domestic violence who is not covered by this scheme will need to speak to their line manager or HR.

Any periods of absence or sickness as a direct result of domestic violence will still be managed under the Council's Attendance Management Policy and procedure, however, support will be offered during these periods.

- *Counselling*

Confidential counselling is available through specialist support services like ARCH, there are telephone numbers within this policy for the individuals who can deliver this service.

- *Adapted Working Arrangements*

A change in working hours, work location, work patterns or other temporary measures for protecting your safety will be available to you as far as reasonably practical. The Council will fully consider any security arrangements for you, such as screening of telephone calls and not giving information about your work arrangements to callers.

The Council recognises domestic violence may have a negative impact on your work performance and you will not be discriminated against because of domestic

violence. However it is important that you discuss any problems and needs with your manager, points of contacts or your trade union representative.

- *Money*

There may be ways in which the Council can help with financial issues for example changing the method by which you receive your salary or issuing an advance of pay.

- *Publicity*

We employ a Community Safety Officer who leads on domestic violence and is based within the Partnerships Team this Officer has a responsibility to ensure that approaches to domestic violence across the Borough are coordinated and working effectively. Further to this the Officer should ensure that domestic violence preventative material is distributed appropriately throughout Newcastle and more relatively the Civic Offices.

- *Support Programmes*

We work in close partnership with ARCH Domestic Violence Outreach Team and through your Point of Contact, manager or trade union representative you may be able to access their Freedom Programme. The council will also offer the opportunity to access confidence building or assertiveness training courses, as domestic violence can affect an employees self esteem.

- *Confidentiality*

The Council recognises that confidentiality is essential for an employee experiencing domestic violence. In most circumstances whatever you tell your line manager will remain confidential and will not be revealed to anyone without your permission.

However, there are some circumstances in which confidentiality cannot be assured, these occur when there are concerns about children or vulnerable adults or where the employer needs to act to protect the safety of employees.

In circumstances where this organisation has to breach confidentiality it will seek specialist advice before doing so. If it is decided to proceed in breaching confidentiality after taking advice, it will be discussed with you why it is doing so and your agreement will be sought where possible. (Please refer to the Safeguarding Policy)

In cases where Social Care are informed they recognise that living domestic violence is frightening for adults and children. Social Care will want to support you in protecting your children and they will work with you to see if there is any help they can offer before things get worse.

If an employee discloses to colleagues they will be reminded that this information must remain strictly confidential and any breaches of this may result in disciplinary action.

- *Points of contact*

Points of contact are available within the Council who have had specific training in domestic violence, you may wish to speak to them if you don't wish to speak to your line manager, a list of their names is available at the end of the Policy.

3.1 Are you suffering domestic violence? - Who can you turn to?

If you are being abused by your current or ex partner, there are things that you can do and there is help available, you don't have to suffer in silence.

There are individuals and organisations that can give you both practical and emotional support, inside and outside of the Council. You can talk to your manager, HR, domestic violence points of contacts or your trade union representative.

3.2 Role of Domestic Violence Points of Contact

- To ensure that they have as much up to date information as is possibly available before the session takes place.
- To ensure sessions are not interrupted
- To create an environment of support and understanding to encourage employees to come forward and ask for help
- To actively listen and believe each employee who requests help and assistance, remembering that it is not easy to ask for help and that by asking for support this could increase the victim's vulnerability.
- To be patient, non judgemental and supportive, always reassuring the employee that they are not to blame.
- To ensure that the employee is aware of all the options available to them, being mindful that the victim may not be ready to engage yet but they should have the information.
- To always respect the decision of the employee.
- To reassure the employee that any records kept will not be kept on their personnel file or affect promotion prospects in the future
- Keep information confidential (subject to the requirements of child and adult protection).
- To be aware that dealing with Domestic Violence demands a multi-agency approach.
- To assist the employee to think through an emergency check plan/leaving list.

4.1 Perpetrators of Domestic Violence in the Workplace

Any act of domestic violence is unacceptable and will not be condoned. Perpetrators of domestic violence might be using workplace resources such as telephones, fax or emails to threaten, harass or abuse their current or former partners and may involve other colleagues, who may or may not be aware of their motives in assisting them.

The Council will not tolerate this abuse and we will take disciplinary action in line with the Dignity at Work Policy, this could also include a change of duties or withdrawing access to certain computer programmes.

Domestic Abuse such as the above could be damaging and potentially dangerous for those being abused as well as possibly bringing the service and council into disrepute if the abuse is allowed to continue.

If an employee approaches the Council about their abusive behaviour, we will provide information about the services and support available to them.

A perpetrator's conduct outside of work may result in the Council taking action under the Council's Disciplinary Procedure.

4.2 What if the Victim and Perpetrator both work for the Council?

In a situation where both the victim and perpetrator work for the Council action will be taken where appropriate, safety will be a priority when considering what changes to make. Action may need to be taken to ensure the perpetrator and victim do not come into contact in the workplace.

5.1 Guidance for Managers

Management have a responsibility to take the lead in implementing an effective workplace Domestic Violence Policy and a culture, which does not tolerate domestic violence. As a manager it is important that you respond positively to an employee disclosing a problem with domestic violence. Discussing this issue will have taken a great deal of courage and your response may be a crucial factor in determining whether an employee seeks help. Research shows that victims of domestic violence wish somebody had asked them about it, therefore managers will ask the question where appropriate.

Managers are to ensure that –

- All employees are familiar with and act in accordance with this Policy
- Health and Safety risks to staff are minimised in workplaces and immediate vicinity.
- They routinely remind staff never to divulge personal information about employees to callers.
- Employees experiencing domestic violence are taken seriously and dealt with sensitively and according to the Policy.
- Any discussions that take place happen in private.
- They are not judgmental.
- Employees working with those experiencing domestic violence and abuse are adequately trained and are given appropriate support and supervision in their work.
- They acknowledge that staff dealing with people experiencing domestic violence may find work stressful and difficult.
- Respect a person's decision if they choose to go back to or stay with the perpetrator – the most dangerous time for a victim is when they leave and this shouldn't be underestimated.

Managers will be trained to:

- Identify if an employee is experiencing difficulties
- Ask the question where appropriate, you are advised to have a conversation with the Community Safety Domestic Violence lead before these discussions take place.
- Provide initial support
- Offer referrals to support services.
- Discuss ways to help the person stay safe in the workplace

- Consider options such as diverting phone calls and emails, allowing staff to use assumed names.
- Be aware that there may be additional issues facing employees to seeking help because of their ethnic background, religion, age, sexual orientation or disability which may make them feel more vulnerable when talking about their situation.
- Ensure that communication is maintained with the employee during any absence, whilst remembering to maintain confidentiality of their whereabouts.
- Have an agreed method of communication with the employee should they be absent so they know they are safe.
- Understand that they are not counsellors.
- Where the employee is a perpetrator of domestic violence, make them aware that domestic violence is a serious issue, which can lead to criminal convictions and of the “zero tolerance” policy of the Council.
- Understand and refer to Child and Vulnerable Safeguarding Policy and responsibilities.

5. 2 Recording Information

Any discussions that take place between a Manager and an employee must be documented as clearly as possible. The records need to be clear and accurate and kept securely, paper copies should be locked away and information kept on a computer must be password protected.

N.B Please Appendix 1, 2 and 3 which are flowcharts to illustrate practical processes.

Role of Colleagues:

Newcastle-under-Lyme Borough Council encourages employees to report if they suspect a colleague is experiencing or perpetrating abuse. Employees should speak to their line manager about their concerns in confidence.

In dealing with a disclosure from a colleague, employers should ensure that the person is made aware of this policy and that there is internal and external support available. Encourage them to talk to the Council's point of contacts in confidence.

6.1 Implementation, Monitoring and Review

The Council will include the Domestic Violence Policy in all inductions of new staff, current employees will receive training on the Policy and management and HR staff will receive more specialised training.

The council will ensure that training for managers is timely with the implementation of this policy as we recognise that without such the Policy will be ineffective.

The Council will publicise the updated Domestic Violence Policy for staff to boost awareness through utilizing the intranet, informing staff at team meetings and E-voice.

Any breaches of the Policy will be dealt with through the Council's disciplinary procedure.

Prior to this Policy being launched a staff survey will be sent out to gather information on peoples experiences and perception of domestic violence, another survey will be sent out after the launch and after training has taken place.

The Policy will be reviewed after one year to ensure that it is working effectively and to update it if necessary. Trade Unions and Health & Safety representatives will be consulted regarding any proposed changes.

This Policy has been written taking guidance from Women's Aid, Refuge and the Local Government association best practice guidelines for Work Place Policy.

7.1 Useful Numbers:

North Staffs Domestic Violence Helpline	01782 205500
Local Domestic Outreach Team	01782 222421
24hr National Helpline	0808 2000 247
Elizabeth House Refuge	01782 713737
Victim Support	0845 30 30 900
Sexual Assault Referral centre	0300 7900 166
Childline	0800 11 11
Male National Domestic Violence Helpline	0808 801 0327
Broken Rainbow (LGBT)	0845 2604 460
Newcastle Housing Advice (Emergency out of hours number 01782 615599)	01782 635200
Advocacy After Fatal Domestic Abuse (AAFDA)	07768 386922
Police	101
Police Emergency	999
Forced Marriage Unit	0207 008 0151
National Stalking Helpline	0808 802 0300
National Centre for Domestic Violence	0844 8044 999

Within Newcastle under Lyme Borough Council

Points of contacts:

Catherine Fox	Ext 2238
Sarah Moore	Ext 2496
Michelle Bailey	Ext 2597
Paul Pickerill	Ext 4760

Union Representatives:

Unison

Kim Graham	Ext: 2465
Jackie Ciatello	Ext 4444

GMB

Gary Morgan	Ext 4640 / 2750
Paul Pickerill	Ext 4760

Websites:

www.archnorthstaffs.org.uk – information about local domestic violence services, safety plans and contacts.

www.womensaid.org.uk - for information about services available, your legal rights, campaigns etc

www.lgbt-dv.org - a web-site developed for survivors of same sex abuse

www.aafda.org.uk – Action After Fatal Domestic Abuse

www.stalkinghelpline.org – for information if your being stalked either physically or cyber stalked.

www.mensadvice.org.uk – Advice for men in abusive relationships.

www.gov.uk/forced-marriage - Information on forced marriage and honour violence.

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Report to the Cleaner, Greener and Safer Communities Overview and Scrutiny Committee

4th December 2013

Vacant and Derelict Building Enforcement



Report Author: Elaine Moulton
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Introduction

A report has been requested by Members that addresses the Council's current powers in relation to vacant and derelict buildings enforcement, and whether best use is being made of these powers.

Background

The condition of derelict buildings can adversely affect the amenity of the area, be a danger to the public, and become a target for anti-social and criminal activity and appropriate action should be taken to minimise the harm arising.

Questions to be Addressed

What are the powers available to the Council?

When is it appropriate to use such powers?

Could there be better use of such powers?

Outcomes

The Council should use its powers proactively, and working across the Council should be encouraged by ensuring that all have knowledge of the powers at the disposal of other sections and the scope of such powers so that complaints are passed on to the relevant sections when appropriate. Where a decision is taken that it is not appropriate to use particular powers, the reasons should be recorded and shared.

Supporting Information

There are a number of powers that are available to the Council to address derelict and vacant buildings as follows

- Section 215 (s215) of the Town & Country Planning Act 1990 (the Act) provides a local planning authority (LPA) with the power, in certain circumstances, to take steps requiring land and buildings to be 'cleaned up'
- Sections 79-82 (ss79-82) of the Environmental Protection Act for abatement or prohibition of a nuisance, operated by the Environmental Health Division;
- Sections 76-79 (ss76-79) of the Building Act addresses defective premises, dangerous buildings, ruinous and dilapidated buildings and neglected sites, this power is operated by Building Control on behalf of the LPA;
- Section 29 of the Local Government (Miscellaneous Provisions) Act 1982 for works on unoccupied buildings, operated by the Environmental Health Division;
- Completion Notices served by the LPA; and
- Compulsory Purchase Orders served by the LPA.

S215 notices apply where it appears that the visual amenity of part of the area is being adversely affected by the condition of neighbouring land and buildings. The notice is served on the owner requiring that the situation be remedied. These notices set out the steps that need to be taken, and the time within which they must be carried out. LPAs also have powers under s219 to undertake the clean up works themselves and to recover the costs from the landowner.

Ss79-80 of the Environmental Protection Act can be served if the Council is satisfied that a statutory nuisance exists, or is likely to occur or recur (an abatement notice).

Under **s76** of the Building Act, the Council may issue an abatement notice when it believes that any premises are in such a state as to be prejudicial to health or a nuisance and unreasonable delay in remedying the defective state would occur by following procedure prescribed by s80 of the Environmental Protection Act. The Council can carry out the works in default nine days after service of the notice and may recover expenses incurred.

Where a building or other structure is in such a condition that it places people in immediate danger, the Council has legal powers, but not an obligation, under **ss77-78** of the Building Act to investigate and to take whatever action is necessary to remove the danger. Depending on the severity of the state of the building or structure, Building Control can either attempt to obtain a verbal commitment from the owner to remove the danger immediately, or employ a contractor to do the minimum amount of work necessary to remove the danger and recover the costs.

Under **s79** of the Building Act the Council may serve notice where a building or structure is in a ruinous or dilapidated condition, or where rubbish or other material resulting from, or exposed by, the collapse of a building or structure is lying on the site or on any adjoining land if it is seriously detrimental to the amenities of the neighbourhood. The notice can require the owner to execute works of repair or restoration and take such steps as may be necessary in the interests of amenity. The Council may recover expenses incurred in carrying out the works in default.

Under **s29** of the Local Government (Miscellaneous Provisions) Act the Council may where a building is unoccupied or the occupier is temporarily absent take action to secure the premise to prevent unlawful access or prevent it becoming

a danger to public health. This is normally only carried out where the owner and/or occupier has failed to comply with a notice issued but; where the Local Authority considers immediate action is required it can action the works without notice and will recover full reasonable costs incurred

A **Completion Notice** can be served where development has begun in accordance with planning permission but has not been completed, is adversely affecting amenity and the Council consider that the development will not be completed within a reasonable period. The notice states that the planning permission will cease to have effect at the expiration of a period, which is not less than 12 months after the notice takes effect.

Compulsory purchase powers are provided to enable Council's to compulsorily purchase land to carry out a function which Parliament has decided is in the public interest.

The Council should use its powers proactively; they should not just be complaint-led although quite often that is the case. Working across the Council should be encouraged by ensuring that all have knowledge of the powers at the disposal of other sections and what scope there is to use such powers so that complaints are passed on to other sections for consideration when appropriate.

The powers can only be used in certain circumstances, and cannot require work to be undertaken that would require the benefit of planning permission or listed building consent. In some cases the consequences of utilising a particular power may exacerbate the issues arising and as such there may be justification for not utilising the powers that are available. It is important, however, that where it has been decided that it is not appropriate to take action the reasons for that decision should be recorded. Similarly there should be a record of the reasons why particular steps are required (or not required) within a notice if served. The recording and sharing of such information will benefit all.

It is not always necessary to serve a notice as pre-notice discussions or 'first warning' letters can result in the issues arising being remedied as the mere threat of a notice may elicit the same response as actually serving the notice. However it should be acknowledged that serving a notice/s and the work that is then undertaken can result in a 'ripple' effect by encouraging improved standards and conditions over a wide area.

Direct action by undertaking works in default is sometimes appropriate, where prior warning has been given, although caution should be exercised. Before direct action is taken consideration must be given to whether there is an appropriate budget for such work, and who has the authority to make such a decision.

Invited Partners/Stakeholders/Residents

None.

Constraints

In all cases the powers available to the Council are discretionary and only apply in particular circumstances. The issues arising from a vacant and derelict building may go beyond the remit of a particular notice and careful consideration is required as to

what, if any, powers can be relied upon in order to effect a remedy. In some cases there may be no powers available to the Council, and appropriate powers to address the issues may rest with others.

In some cases costs cannot be immediately recovered where direct action has been undertaken. In such cases the Council has the option of registering a charge on the property, which would ensure that the land or property cannot be sold without the charge being shown. It can be some time before costs can be recovered therefore.

Conclusions

The Council has a number of powers that can be used in particular circumstances. Such powers should be used proactively and working across the Council should be encouraged. A greater understanding of the powers and scope of such powers would be beneficial.

Use or 'first warning' letters and pre-notice discussions should be considered as the threat of action may have the same result as taking formal action.

Direct action can be used, but this may be a last resort given the budgetary implications.

Relevant Portfolio Holder(s)

Cllr Terry Turner – Economic Development, Regeneration and Town Centres

Cllr Ann Beech – Environment and Recycling

Local Ward Member (if applicable)

n/a

Background Materials

Town and Country Planning Act 1990 Section 215 – Best Practice Guidance

Legislation listed above

**Report to the *Cleaner Greener and Safer
Communities Overview and Scrutiny Committee***

Wednesday 4th December 2013

***Staffordshire Waste Partnership
Joint Municipal Waste Management Strategy***



Report Author: *Trevor Nicoll*
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Introduction

This paper is to inform members of the rationale behind the development for a refreshed Joint Municipal Waste Management Strategy (JMWMS) for Staffordshire and Stoke-on-Trent, and the process for consultation and final adoption by the partner authorities represented through the Joint Waste Management Board (JWMB).

Background

The current JMWMS was last refreshed in 2007 and set out how Staffordshire would move towards Zero Waste to Landfill by 2020. With construction of the new Energy from waste plant in the south of the county, known as 'W2R' well underway, and completion on target, the partnership will only landfill a very small amount of the material (less than 5%) collected. As a partnership we are now recycling and composting over 50% of the waste we collect, and therefore the partnership has achieved its core objective as far as practicably possible.

In agreeing to refresh the JMWMS in 2012, the JWMB recognised this milestone had been met, and that the issues surrounding effective and sustainable waste management has changed drastically since 2007.

Development of the refreshed JMWMS 2013 has taken place over the last twelve months, utilising the partnerships own resources. Newcastle-under-Lyme Borough Council have been the project lead for the refreshed strategy, and the process managed by an officer steering group, consisting of the Chair of the Staffordshire Waste Officers Group (SWOG) the Chair of the Staffordshire Recycling Officers Group (ROG) a lead officer from one of the WCA's, a lead officer from the WDA, and

a lead officer from Stoke-on-Trent UA, with the support of an officer on a part time basis from the Staffordshire Waste Partnership.

Events have been undertaken for officers and members of the JWMB to set their vision and aspirations, which has culminated in the adoption of six key principles to which the refreshed strategy will focus.-

- *Waste Prevention*
- *Efficiency Savings*
- *Resource Recovery*
- *Carbon Reduction*
- *Infrastructure & Contracts*
- *Municipal Waste Household & Commercial (providing more efficient customer focused services)*

These key principles have been further developed into a draft delivery plan which was formally approved by the JWMB at its meeting in October 2012.

It is important to note that this JMWMS acts as an overarching document allowing individual partner authorities to develop their own waste strategies which recognise individual authority aspirations and needs of their communities. The process for refreshing Newcastle's Waste management strategy is currently in the process of development being led by a cross party group of members.

Questions to be addressed

The areas that scrutiny should focus on within the meeting are the same as the consultation questions:-

- *Do you agree with the key principles identified within the Strategy?*
- *Do you agree with the principle of making efficiencies through collaborative working across the 10 Staffordshire local authorities, where mutual benefit is demonstrated?*
- *Should Staffordshire local authorities look to work collaboratively with local authorities outside of the county?*
- *Should Staffordshire local authorities look to work collaboratively with third sector organisations (charities etc)?*
- *Should Staffordshire local authorities aim to reduce the carbon footprint of existing waste services?*
- *Should Staffordshire local authorities consider the carbon footprint when developing new services?*
- *Should Staffordshire local authorities strive to further increase recycling levels?*

Outcomes

The outcomes that are required from this scrutiny process are Members comments and feedback for the consultation questions either collectively as a committee or individual per Member.

Supporting Information

To enable the scrutiny committee to have a full discussion of the topic area and to make informed decisions it is requested that Members have read the 2013 Refresh of the Joint Municipal Waste Management Strategy for Staffordshire & Stoke-on-Trent [2007 – 2020] prior to the meeting.

Link to the consultation

http://www.staffordshire.gov.uk/yourcouncil/consultationandfeedback/consultationde tails.aspx?consultationid=municipal-waste_2013&consultationdeptid=environment

Constraints

The consultation period on this strategy runs between Monday 21st October 2013 and Friday 13th December 2013.

Relevant Portfolio Holder(s)

Cllr Ann Beech - Cabinet member for environment and recycling

Local Ward Member (if applicable)

All

Background Materials

Copy of the Staffordshire Waste Partnership – 2013 Refresh of the Joint Municipal Waste Management Strategy for Staffordshire & Stoke-on-Trent [2007 – 2020]

Appendices

Appendix 1 Staffordshire & Stoke-on-Trent Joint Municipal Waste Management Strategy Formal Consultation.

Appendix 1

Staffordshire & Stoke-on-Trent Joint Municipal Waste Management Strategy Formal Consultation.

1. The key principles listed below are identified within the Strategy. Do you agree with them?

- Waste Prevention, including reuse
- Efficiency Savings
- Resource Recovery
- Carbon Reduction
- Infrastructure & Contracts
- Municipal Waste (Household & Commercial)

Multiple choice checkboxes

Strongly Agree Agree Disagree Strongly Disagree Unsure

2. Do you agree with the principle of making efficiencies through collaborative working across the 10 Staffordshire local authorities, where mutual benefit is demonstrated? Such as the merging of services and commissioning of waste management infrastructure.

Multiple choice checkboxes

Strongly Agree Agree Disagree Strongly Disagree Unsure

3. Should Staffordshire local authorities look to work collaboratively with local authorities outside of the county?

Multiple choice checkboxes

Yes No Don't Know

4. Should Staffordshire local authorities look to work collaboratively with third sector organisations (charities etc)?

Multiple choice checkboxes

Yes No Don't Know

5. Should Staffordshire local authorities aim to reduce the carbon footprint of existing waste services?

Multiple choice checkboxes

Yes No Don't Know

6. Should Staffordshire local authorities consider the carbon footprint when developing new services?

Multiple choice checkboxes

Yes No Don't Know

7. Should Staffordshire local authorities strive to further increase recycling levels?

Multiple choice checkboxes

Yes No Don't Know

8. If you disagree with the previous question, please provide reasons why
Disagree with increased recycling

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Staffordshire Waste Partnership

2013 Refresh of the
Joint Municipal Waste Management Strategy
for Staffordshire & Stoke-on-Trent
(2007 - 2020)

From **zero waste**
to landfill...

...towards a
resourceful economy



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Foreword

We all create waste in one form or another, whether at home, in the workplace, or through leisure pursuits. Staffordshire's waste collection and disposal services are for many residents their primary interaction with their Local Council. Our residents have adapted well over recent years, as collection services have developed to divert waste from being thrown away to being reused or recycled, including composting. Surveys confirm high satisfaction levels of the provided services, resulting in a positive public response with Staffordshire recycling and composting over 50% of the waste collected. This compares with the national average of 41%.

The 10 local authorities in Staffordshire aim to work together on waste management issues within the Staffordshire Waste Partnership (SWP). In 2007, SWP published a Joint Municipal Waste Management Strategy and set an ambitious target of Zero Waste to Landfill by 2020. We achieved 50% recycling performance by 2012, ahead of the 2015 target, and I am pleased to announce that, with the opening of our state of the art Energy from Waste plant in 2014, it is predicated that we will achieve the 55% recycling performance target in 2014, ahead of the 2020 deadline.

Much has changed since 2007, not least the constraints on public sector finance and the need to ensure we provide efficient and affordable services our residents and businesses require, including a Governmental Waste Policy review in 2011. In meeting the targets set in 2007, and to address the changing landscape of waste management, it was decided that an update to the strategy was required. This refreshed strategy document provides a plan to determine new actions needed to take us to 2020, when the original strategy ceases. The delivery plan will be monitored every 3 months and formally reviewed annually to make necessary adjustments to take account of new opportunities and developments in technology.

This refreshed strategy focuses on waste prevention at the heart of our thinking, whilst maintaining the "zero waste" target. Collected waste is now considered as a valuable resource, as a commodity material for the production of items, or as a means of energy production through a wide range of new technologies. There is no easy solution, but with an effective partnership and close co-operation with our residents, stakeholders and businesses, there are a number of opportunities to allow us to continue to deliver efficient and effective services which are flexible and sustainable.



Councillor Ann Beech – Newcastle-under-Lyme Borough Council
 Chair of the Joint Waste Management Board for Staffordshire Waste Partnership

Executive Summary

The 2013 refresh of the Joint Municipal Waste Management Strategy is an update to the 2007 full strategic plan, addressing the management of municipal solid waste within Staffordshire and Stoke-on-Trent to the year 2020. It has been prepared in partnership by Staffordshire Waste Partnership (SWP), which comprises Staffordshire County Council, Stoke-on-Trent City Council, and eight Staffordshire District/Borough Councils.

As the targets set in the 2007 strategy have been achieved ahead of their 2020 deadline, and changes in legislation and policy since 2007 resulted in alterations to the primary focus of waste management, a refreshed version of the 2007 strategy has been undertaken to reflect these changes and set new targets. Based on the key principles set out in the original strategy, the following updated principals (in no particular order) form the core objectives for the delivery plan in this refreshed strategy:

- Waste Prevention,
 - Carbon Reduction,
- Efficiency Savings,
 - Infrastructure & Contracts,
- Resource Recovery,
 - Municipal Waste.

The following table summarises the key projects of the delivery plan;

Time frame	Project
Short term; immediate works	<ul style="list-style-type: none"> • Creation of a SWP Waste Prevention Plan. • Review of clinical waste services in South Staffordshire, aiming to implement alterations already underway in North Staffordshire. • Baseline research / data collation of all services, technologies and contracts, to assess current status, and identify gaps. • Agree a partnership procurement framework. • Create a Transport Managers Group to move forward on operational changes for efficiency savings.
Medium term; in place by the end of 2013	<ul style="list-style-type: none"> • Assess contracts according to end dates, undertaking review and alterations - focus on service contracts and local infrastructure. • Commercial waste service review and rebrand, including scoping of a single pricing structure and options for collaboration. • Bulky waste collection review, with proposition of contracted services using the third sector. • Improved WEEE facilities, including potential for reuse.
Long term; background projects	<ul style="list-style-type: none"> • Guidance document on available collection, process and disposal technologies, to aid future decisions. • Ongoing work to align the variety of policies of individual partnership authorities.

1. Introduction

The 2013 refresh of the Joint Municipal Waste Management Strategy (for here on in referred to as the refreshed strategy) is an update to the 2007 full strategic plan, addressing the management of municipal solid waste within Staffordshire and Stoke-on-Trent to the year 2020. It has been prepared in partnership by Staffordshire Waste Partnership (SWP), which comprises Staffordshire County Council, Stoke-on-Trent City Council, and the eight Staffordshire District and Borough Councils.

This is an update to the 2007 waste strategy, which stated waste management targets to be met by 2020. However, as the result of structured delivery and public willingness to adopt changes in waste management, the original targets have now been met. Furthermore, changes in legislation and policy since 2007 resulted in alterations to the primary focus of waste management. A refreshed version of the 2007 strategy has been undertaken to reflect these changes and set new targets.

This refreshed strategy provides key objectives as outlined in the Government's Guidance on Municipal Waste Management Strategies, and is underpinned by a delivery plan (discussed in section 4 of this document). This document should be read in conjunction with the 2007 full strategy and associated Strategic Environmental Assessment, upon which this document is fundamentally based.

1.1 Staffordshire Waste Partnership

Staffordshire Waste Partnership (SWP) is made up of all ten councils operating in Staffordshire; 8 Borough or District Councils, Staffordshire County Council, and Stoke-on-Trent City Council. SWP comprises;

- Cannock Chase District Council
- East Staffordshire Borough Council
- Lichfield District Council
- Newcastle-under-Lyme Borough Council
- South Staffordshire District Council
- Stafford Borough Council
- Staffordshire Moorlands District Council
- Stoke-on-Trent City Council
- Tamworth Borough Council
- Staffordshire County Council.

Figure 1 shows the areas covered by the partnership's district, borough or city councils. Figure 2 highlights the structure of Staffordshire Waste Partnership.

Figure 1. Map of local authority areas within the Staffordshire Waste Partnership

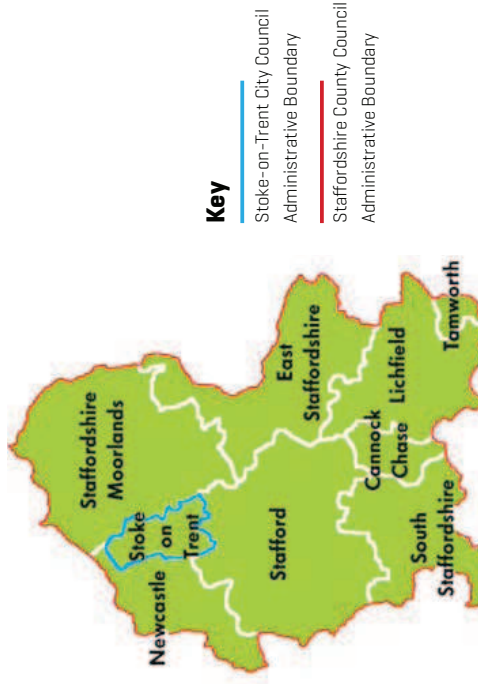
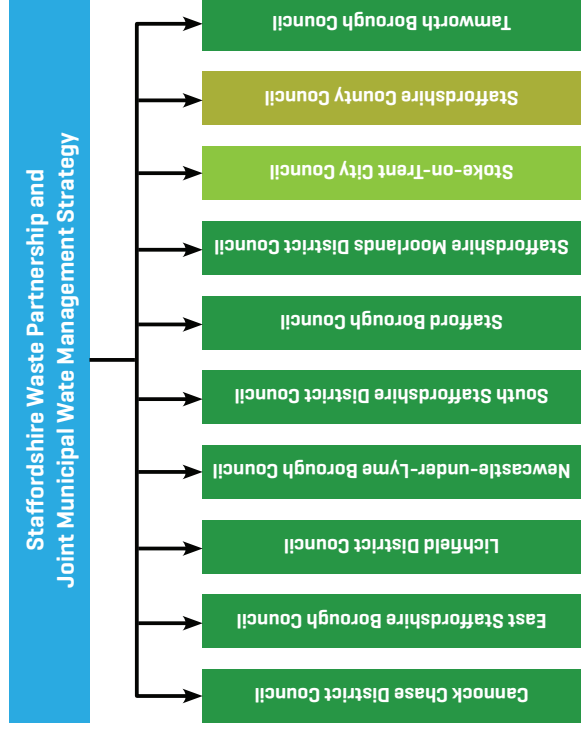


Figure 2. Staffordshire Waste Partnership structure



Engaging local schools in waste issues

Staffordshire (excluding the city of Stoke-on-Trent) is a two tier administrative area comprising 8 district or borough councils and Staffordshire County Council. The district and borough councils are Waste Collection Authorities (WCAs), meaning they are each responsible for the collection of Municipal Solid Waste (MSW) in their area. Staffordshire County Council is a two tier authority which acts as the Waste Disposal Authority (WDA) for the entire county, meaning it is responsible for the management and disposal of the waste collected by the WCAs. Stoke-on-Trent is a Unitary Authority (UA), meaning it is both a WCA and WDA.

SWP was established in 2001 to provide a platform for collaborative working between the WCAs and WDA, to provide a consistent framework for waste management in the county through the production of a strategy, offer knowledge sharing opportunities, and to present efficiency savings with consortium agreements.

SWP is operated through collaborative working between Waste Managers from each authority. In addition to this, between 2009 and 2012, two Waste Minimisation Officers were employed by SWP, whose main role was to work with local Waste and Recycling Officers in each authority to highlight awareness of waste issues within the communities of the county. In 2013, SWP decided that these fixed term posts would be replaced with a single post that focused on the strategic development of SWP through the management of key projects and facilitation of the required changes to meet the core objectives of this refreshed strategy.

1.2 Vision

The aim of Staffordshire Waste Partnership is to work together to reduce waste, and maximise reuse, recovery, and recycling. SWP aims to reduce the environmental impact of disposal by recovering energy from any residual waste. SWP is striving towards a zero waste economy, where all materials have a purpose and avoid disposal of any kind.

1.3 Review of the original strategy (2007 document)

The 'Integrated Municipal Waste Management Strategy for Staffordshire and Stoke-on-Trent' was originally produced in November 2003 and updated 2007. This strategy focused upon the following principles:

- Increased household recycling: Delivering on a combined household recycling and composting target of 55% (equivalent to 50% of all MSW) by 2015.
- Recovering benefit from all remaining MSW: Sending approximately 50% of all MSW for recovery by 2020.
- Zero waste to Landfill: Minimising all forms of waste to landfill through increased recycling followed by maximum recovery of all remaining residual waste, thus placing landfill as the last and final option.

The document's wider remit had the intention of:

- Achieving sustainable management of all waste arising in Staffordshire and Stoke-on-Trent through emphasis on the reduction, re-use, recycling and recovery of waste,
- Managing waste as a potential resource and as close as possible to its point of origin,
- Developing effective co-operation and joint working between local authorities, businesses and residents on the benefits of waste minimisation and increased recycling and recovery.

In 2012, we achieved 50% recycling performance (explained in more detail in section 2 – current waste management position). It is expected that, with the opening of a new Energy from Waste plant in 2014, we will achieve 55% recycling performance by 2014. In meeting these targets and adopting the other key aspects of the strategy ahead of schedule, new targets were required to take the partnership up to 2020. In addition, the 2007 strategy no longer effectively incorporates the strategies and policies adopted by individual authorities within SWP, requiring the balance to be addressed more effectively. As a result, there was a clear need to refresh the strategy.

1.4 Key legislation and economic drivers

The principle driver for the targets and objectives outlined in the 2007 strategy was derived from the European Landfill Directive which places a duty on member states to decrease the quantities of organic municipal waste sent to landfill. Since 2007, there have been changes to the legislative landscape and extensive policy review for waste management, which have become key drivers for a refreshed strategy.

The primary principal to address waste management remains to be the waste hierarchy (figure 3) as a starting point to focus priority issues. Recent policy and legislation has further strengthened the need for growth in the preferred options for waste, with increasing focus upon waste minimisation and reuse schemes.

Figure 3. Waste Hierarchy



There is a wide range of existing and forthcoming European, national and local policies and legislation that determine the way waste is collected and managed throughout Staffordshire, as discussed in the 2007 strategy document. Such policy / legislation extends to include climate change and reduction of carbon emissions, resource efficiency, sustainable consumption and production, and increasing the role of waste prevention. The Government Review of Waste Policy in England 2011 was a key driver that highlighted the need to refresh the 2007 strategy. Table 1 provides an overview of key policies and legislation since 2007 which drive the need for this refreshed strategy.

Table 1. Key waste management policies and legislation since 2007

Policy / Legislation	Salient information
Waste Strategy for England 2007	<ul style="list-style-type: none"> Decouple waste growth from economic growth. More emphasis on waste prevention and reuse. Meet and exceed the Landfill Directive diversion targets for organic municipal waste in 2010/2013/2020. Increase diversion from landfill of non-municipal waste and secure better integration of treatment for municipal and non-municipal waste. Invest in infrastructure needed to divert waste from landfill and for hazardous waste management.
Revised EU Waste Framework Directive 2008	<ul style="list-style-type: none"> Emphasises resource efficiency and waste prevention. Waste hierarchy is a priority but Member States may depart from it if doing so results in a better environmental outcome. Member States must put in place waste prevention programmes by the end of 2013. The Commission must report on progress in waste prevention by 2011, and by the end of 2014, it has to set waste prevention and decoupling objectives for 2020. Member States must achieve a target of re-using or recycling 50 per cent of household waste (including paper, metal, plastic and glass) by 2020; and achieve a target of re- using, recycling or recovering 70 per cent of construction and demolition waste by 2020. Member States must set up separate collection for at least paper, metal, plastic and glass by 2015.
Waste Policy Review 2011	<ul style="list-style-type: none"> Adoption of a revised waste hierarchy which has a greater emphasis on prevention and re-use. No new recycling targets imposed on local authorities. Withdrawal of the Landfill Allowance Trading Scheme after the 2012/13 scheme year. Maintain landfill tax increases towards a floor of £80/tonne in 2014/15. A revised recycling and waste commitment for both household and business waste. Changes to Section 46 of the EPA – powers of Local Authorities to deal with certain waste offences. Abolishing proposals to introduce new bin taxes for householders based on the amount of waste produced.

Waste Regulations 2011	<ul style="list-style-type: none"> Requirements for waste collection, transport, recovery and disposal. Requires businesses to confirm that waste hierarchy is applied when transferring waste and include a declaration on the waste transfer /consignment note. Introduces two-tier system for waste carrier and broker registration, including the new concept of waste dealer.
Wealth from waste, Local Government Association's local waste review, 2013	<p>Recommends the following Government changes;</p> <ul style="list-style-type: none"> Reinvestment of landfill tax receipts, Improvement to the quality of recyclable waste, Regulation changes to stop waste exportation, Improvements to capacity for high value recyclables, Encouragement reuse and reconditioning, Ensuring producers pay their share via PRN system, Introduction of financial reward schemes for residents.

In recent years, the Government has introduced a number of significant fiscal changes to local authorities, including significant reduction in public sector funding. This key economic driver has resulted in a challenge to ensure value for money, affordability and sustainability in our waste management. Landfill tax has risen in recent years, resulting in more costly disposal, meaning it has never been more financially important to source other waste management options.

A clear gap has been identified in the waste collection services provided across the county – trade waste is a large proportion of total waste arisings, however not all WCAs in Staffordshire offer a commercial collection service. Moreover, of those WCAs that do offer the service, it is greatly limited to residual collections only. This sector is a key waste producer that requires suitable collection services, which can generate an income through service charging. These important factors have therefore shaped the structure of this refreshed strategy.

Based upon these developments since 2007, the key legislative and economic drivers for current waste management practices have altered sufficiently enough to require a refreshed strategy document, reflecting the present situation.



Balls of processed recycling at the Material Recovery Facility

1.5 Purpose of the refreshed strategy

This document provides a framework for strategic decisions to be taken on the management of municipal solid waste (MSW) in Staffordshire and Stoke-on-Trent to the year 2020. It adopts a flexible yet focussed approach, recognising the need to respond to rapid developments of new ideas and opportunities. This refreshed strategy is needed to provide the context for preparing the new long term municipal waste management contracts that are due to come into operation over the next few years, in particular to develop options for contracts involving the Material Recycling Facility (MRF) at Aldridge, which end in 2015, and the North Staffordshire waste disposal contract, which ends in 2020.

The refreshed strategy has been prepared by officers within the Staffordshire Waste Partnership, and supersedes the 'Integrated Municipal Waste Management Strategy for Staffordshire and Stoke-on-Trent' (produced in 2003 and updated in 2007). The core principles set out in the original strategy remain unaltered but are now updated in this strategy for 2013 in order to reflect the changes faced since the original document, such as legislative pressure, economic drivers, service alterations and implementing new targets, having achieved those originally set out.

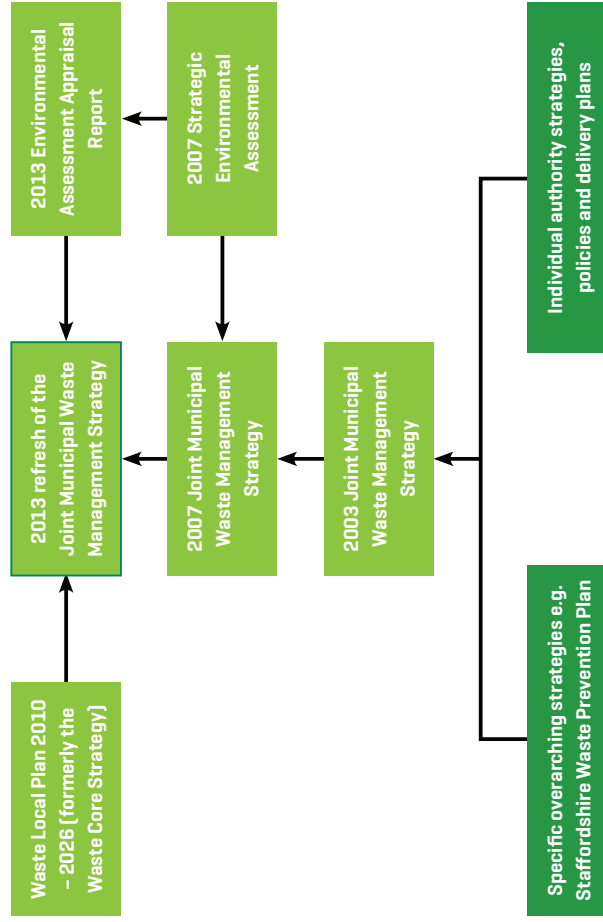
1.6 Structure of the refreshed strategy

The various strategic documents are all based on a partnership approach and will involve a wide range of strategic partners, all offering a diverse breadth of expertise. These partners will include the Waste Collection Authorities, Waste Disposal Authorities, producers and managers of non municipal waste, other public and private sector bodies, the voluntary sector and many other groups /organisations as needed. Collectively these partners will drive the waste strategy forward.

The refreshed strategy is structured so that each partner WCA will decide and develop the best collection systems which suit their area and deliver the core objectives (discussed in section 3 of this document) of the strategy in consultation with their local communities. Each partner will produce an individual Partner Authority Action Plan which will allow them flexibility in meeting local need, when delivering the plans set out by this refreshed strategy.

Whilst this refreshed strategy document supersedes the Joint Municipal Waste Management Strategies published in 2003 and 2007, both provide a context for how the strategic management of municipal waste management has evolved. Furthermore, this document should also be considered alongside the Waste Local Plan 2010, which sets out both the waste needs of the county and the areas which may be considered for waste development. Figure 3 shows how SWP related documents fit together to result in this refreshed strategy 2013.

Figure 4. SWP related waste management documents relevant to this refreshed strategy



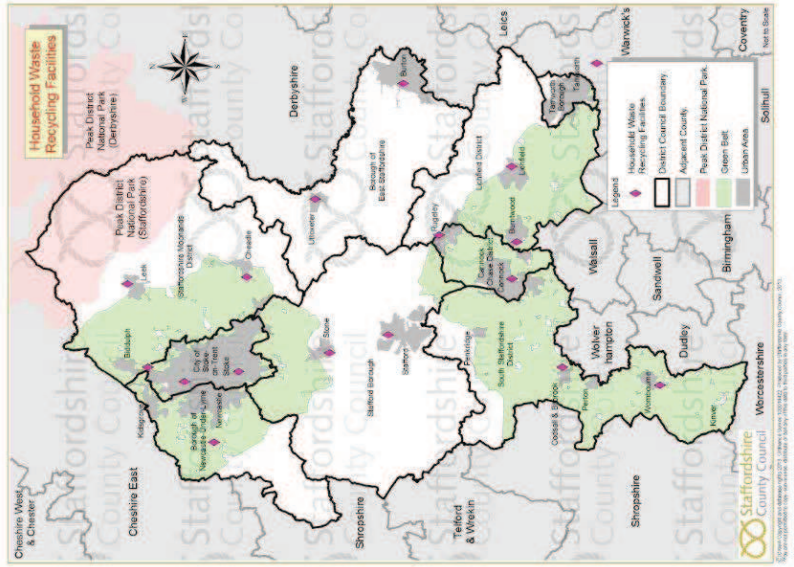
Recycling facilities at Household Waste Recycling Centres

2. Current Waste Management Position

In Staffordshire, the following waste management services are currently in operation:

- All eight WCAs and Stoke-on-Trent UA operate household waste and recycling collections, including free garden waste collections for at least one bin per household, and bulky waste collections. Services are delivered through a mixture of ‘in-house’ and contracted out services, which includes the third sector for bulky waste in some locations.
- 16 Household Waste Recycling Centres (HWRCs) are operated by Staffordshire County Council and Stoke-on-Trent UA [Figure 4].
- Over 300 bring banks, offering recycling facilities.

Figure 5. Map of Household Waste Recycling Centres (HWRCs) used by Staffordshire authorities [Waste Local Plan, 2010].



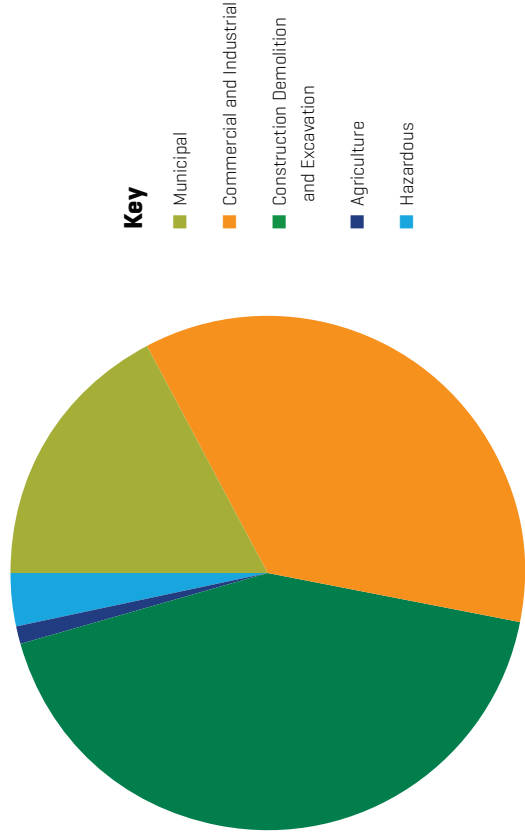
For more information the specific waste management services in each council administrative area, please contact your local council – contact details are available in the ‘Useful Contacts’ section of this document (section 5.1).

Staffordshire has made significant progress in managing waste sustainably, since producing the original strategy document in 2003. There has been investment in new collection schemes and facilities to improve recycling performance, including organic waste. This has allowed SWP to gain valuable experience in the use of a wide range of technologies, collection processes, and introduction of new waste streams. The advances made in each key area of waste management are discussed in the rest of this section.

2.1 Waste composition

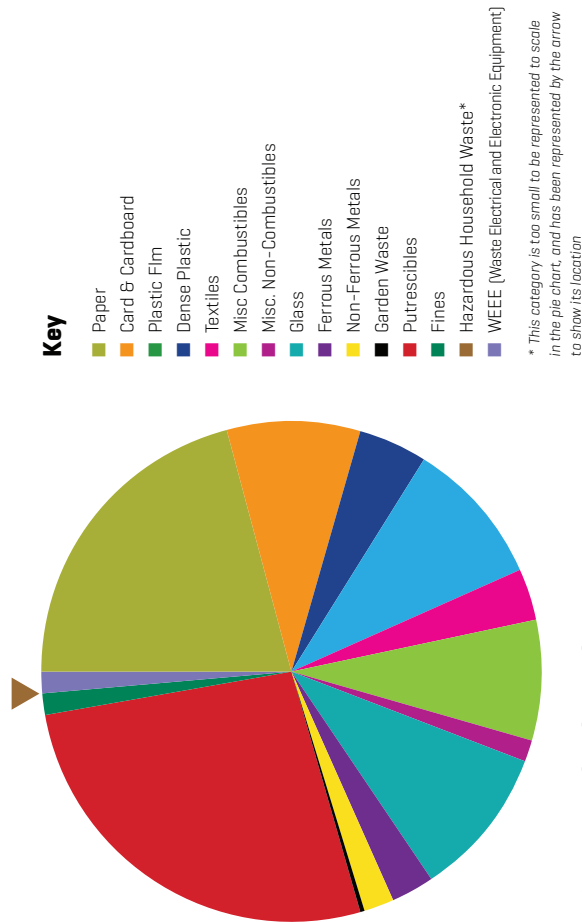
Municipal solid waste (MSW), mainly from households, currently makes up 14.7% of the total waste amount for Staffordshire and Stoke-on-Trent, with the majority of waste arisings produced by construction, demolition, commercial and industrial activities (Graph 1). In 2006/07, Staffordshire generated approximately 614,000 tonnes of municipal waste. During the same time period, the county recycled 33% of its total waste arising. Compared with other counties, Staffordshire is performing well against a national average of county recycling rate at 41 %.

Graph1. Pie chart showing the estimated controlled waste arisings in Staffordshire [Waste Local Plan, 2010].



Furthermore, recent compositional analysis has been used to estimate the composition of municipal waste across all Staffordshire areas in 2012 (Graph 2).

Graph 2. Pie chart showing the composition of municipal waste in Staffordshire in 2012



2.2 Waste reduction and reuse

Recent partnership work has resulted in engagement with approximately 6000 residents on the subject of waste prevention /minimisation. These campaigns included (but were not limited to):

- Delivering a £122,000 'Love Food Hate Waste' (LFHW) campaign (2009 - 2011),
- Assisting with the delivery of a regional LFHW campaign across the West Midlands,
- Developing and delivering a £20,000 'Unwanted Mail' campaign, which recently made the final for 'Best waste prevention project' at the LARAC awards,
- Developing new initiatives and methods to promote re-usable nappies in an attempt to engage a new audience,
- Assisting some local authorities with the roll out of new services.

Assuming these residents reduced the amount of waste they produced by 20% between 2009 and 2012, there has been the prevention of circa 2,400 tonnes across Staffordshire, attribute to waste reduction campaigns.

Reuse schemes are currently in their infancy across the county. Initial works include furniture reuse schemes where local authorities are working with a variety of third sector organisations, including Furniture Mine, YMCA, Home Comforts and the British Heart Foundation.

2.3 Types of waste

All WCAs in Staffordshire source segregate waste to separate out recyclable materials, however each council does this to a different degree, according to local need and service suitability. All WCAs offer kerbside recycling collections, a service to collect organic waste, and more specific services for less common items, such as bulky items and trade waste. Progress in these areas is discussed below.

2.3.1 Recycling

Since the original strategy was created in 2003, each of the eight WCAs has achieved above 50% recycling performance (total recycling, including composting), with Staffordshire Moorlands District Council achieving above 60% in 2012/13. At the same time, all partner authorities have seen a reduction in the volume of waste produced. Table 2 shows the recent dry recycling performance for each WCA and UA. Table 4 shows the total recycling rate (dry recycling and organic waste) per WCA for the same time period (2011/12).

Table 2. Dry recycling collected in 2012/13

	Total household waste (tonnes)	Total recycling (tonnes)	Recycling rate (%)
Cannock Chase District Council	38,067.33	10,785.18	28.3
East Staffordshire Borough Council	45,044.28	10,939.45	24.3
Lichfield District Council	41,783.47	11,583.07	27.7
Newcastle-under-Lyme Borough Council	47,700.11	8,979.80	18.8
South Staffordshire District Council	44,372.52	9,554.08	21.5
Stafford Borough Council	51,952.69	12,634.51	24.3
Staffordshire Moorlands District Council	39,675.67	8,365.58	21.1
Stoke-on-Trent City Council	100,453.77	23,459.20	21.7
Tamworth Borough Council	29,503.98	8,437.50	28.6
Total	488,573.82	102,738.37	23.5

2.3.2 Organic waste

Organic waste includes food waste and garden waste. The following services are available to collect and recycle organic waste:

- Separate food waste and garden waste collections by Newcastle-under-Lyme Borough Council only.
- Joint food and garden waste collection in the same bin, by East Staffordshire, Cannock Chase, Staffordshire Moorlands, Stoke-on-Trent, Lichfield and Tamworth councils.
- Separate garden waste collections by Stafford Borough Council and South Staffordshire District Council (where food is collected as residual waste in the general waste bin).
- Garden waste recycling at all HWRCCs.

In Staffordshire, food waste accounts for approximately 15% of total waste arisings, and garden waste accounts for approximately 20%. Separate collections for organic waste have allowed more waste to be recycled, via composting and anaerobic digestion processes.

Table 3 shows the percentage of the total waste collected from households that is collected separately, as a type of organic waste. Table 4 shows the total recycling rate (dry recycling and organic waste) per WCA for the same time period (2011/12).

Table 3. Organic waste for composting or treatment in 2012/13

	Total household waste (tonnes)	Total organic waste (tonnes)	Total rate (%) composted or treated
Cannock Chase District Council	38,087.33	9,605.75	25.2
East Staffordshire Borough Council	45,044.28	12,994.56	28.8
Lichfield District Council	41,783.47	12,699.2	30.4
Newcastle-under-Lyme Borough Council	47,700.11	15,622.51	32.6
South Staffordshire District Council	44,372.52	12,386.00	27.9
Stafford Borough Council	51,952.69	14,853.06	28.1
Staffordshire Moorlands District Council	39,675.67	13,320.24	33.6
Stoke-on-Trent City Council	100,453.77	13,328	13.3
Tamworth Borough Council	29,503.98	6,523.54	22.1
Total	438,573.92	111,332.96	25.4

2.3.3 Other waste types

There are a number of specialist waste streams that WCAs now deal with;

- Clinical waste – Not all WCAs offer specialist collection services for clinical waste, as it poses certain health and safety risks. Those WCAs in North Staffordshire have offered suitable revised services since 2012, with plans to extend this to those WCAs in South Staffordshire in 2013 (see delivery plan in section 4.1).

- Bulky waste – Large items of waste, such as broken furniture, can be collected by specialist services on order from most WCAs. As furniture accounts for 42% of all bulky waste collections in Staffordshire, furniture reuse schemes are now in place in many areas.

- Electrical items (WEEE; Waste Electrical and Electronic Equipment) – By law, electrical items require suitable disposal and collection with residual waste is not appropriate for this, so most WCAs offer separate options for WEEE.

- Trade waste – Local Authority run commercial waste collection services are available for an extra cost in most areas of the county, however most authorities offer a residual waste collection service only.



Bulky waste collection services and reuse schemes are available for items like broken or unwanted furniture

Table 4. Total recycling rate, per Local Authority, for 2012/13

	Total household waste (tonnes)	Total recycling (tonnes)	Total recycling rate (%)
Cannock Chase District Council	38,087.33	20,390.92	53.5
East Staffordshire Borough Council	45,044.28	23,934.01	53.1
Lichfield District Council	41,783.47	24,282.27	58.1
Newcastle-under-Lyme Borough Council	47,700.11	24,602.31	51.5
South Staffordshire District Council	44,372.52	21,940.08	49.4
Stafford Borough Council	51,952.69	27,487.56	52.9
Staffordshire Moorlands District Council	39,675.67	22,685.82	57.2
Staffordshire County Council (Household Waste Recycling Centre tonnage only)	74,301.84	40,327.51	54.3
Stoke-on-Trent City Council	100,453.77	36,787.2	36.6
Tamworth Borough Council	29,503.98	14,961.04	50.7
Total	512,880.66	257,398.72	50.2

2.4 Waste disposal and treatment arrangements

Through a mixture of joint arrangements and individual contracts, SWP utilises the following technologies as waste recovery options other than landfill;

- three in-vessel composting plants (for garden waste),
- one Anaerobic Digestion (AD) plant (for organic waste involving food),
- three dry recycling Material Recovery Facilities (MRFs),
- three waste transfer stations,
- two Energy from Waste Plants (for residual waste),
- suitable reprocessing of street sweepings.

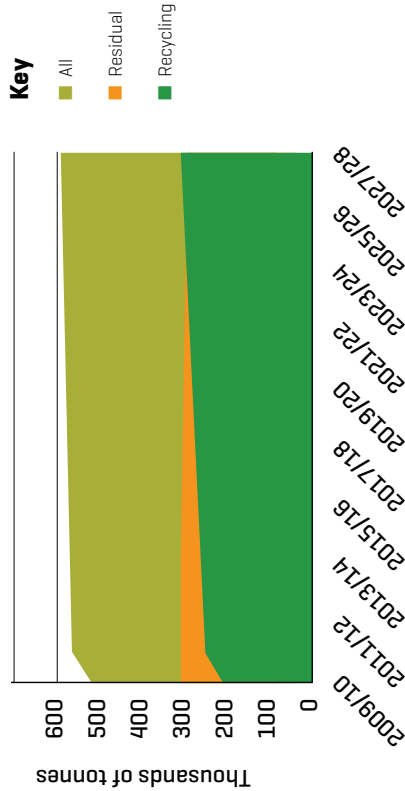
An Energy from Waste (ERW) plant, located in South Staffordshire, is currently under construction and is expected to be fully operational in 2014. It is expected that participation in this recovery method will divert waste from landfill disposal. The aim is to reduce the volume of waste to landfill disposal to less than 5% of total waste arisings.

2.5 Predicted waste growth

The implementation plan and core targets specified within this document are based upon predictions of waste growth in Staffordshire and Stoke-on-Trent over the next 15 years, as set out in the Waste Arisings Projections report (Valpak, 2012). This allows the quantification and justification of new targets for this refreshed strategy (section 4). Graph 3 summarises the progressive growth in waste arisings over the next 15 years. The general trend suggests that by 2027, not including expected population growth and associated increased housing numbers, on a like for like basis;

- overall waste arisings will increase by approximately 4%.
- collected residual waste will decrease by circa 25,000 tonnes.
- collected recycling will increase by approximately 50,000 tonnes.

Graph 3. A summary of predicted growth of waste arisings in Staffordshire and Stoke-on-Trent over the next 15 years (Valpak, 2012)



The indication that there will be a reduction in amounts of residual waste collected, and an increase in levels of recyclate collected, has the potential to positively alter the recycling rate across Staffordshire, but it is important to note that work on prevention and reuse will also have an effect on waste arisings.

3.0 Strategic Plans

Taking into account the current economic climate, associated drivers and legislative requirements, this refreshed strategy aims to provide a clear framework of collaborative working within SWP. This framework will assist in the development of consistent approaches to waste management across the county.

Reduction in total waste production over recent years can be attributed to, in part, the current economic climate, as austerity impacts buying habits. Going forward, the main challenge is to ensure that, as the economy improves and consumer confidence returns, unsustainable levels of waste production and therefore disposal do not also return.

Tackling the main issues as a partnership also requires the individual authorities' waste and minimisation strategies to be updated, allowing this refreshed strategy to be a simple overarching document which sits above the individual documents. As a result, there is a greater emphasis on the waste hierarchy, with waste prevention as the core of the strategic development of future waste management.

To facilitate this, this refreshed strategy has developed six key principles, which form the core objectives for the delivery plan;

- Waste prevention, including reuse.
- Efficiency Savings.
- Resource Recovery.
- Carbon Reduction.
- Infrastructure & Contracts.
- Municipal Waste.

The principals are in no particular order and have not been prioritised to form the above list.



Recycling collection vehicle

3.1 Core objectives

The core objectives are detailed below; however more information with regard to specific projects to deliver these objectives is included in the delivery plan (section 4.1).

3.1.1 Waste Prevention

To maintain zero waste to landfill and reduce the amount of local authority collected municipal and commercial residual produced in Staffordshire, benchmarked against the top 10% of residents, thus reducing the overall volume of waste that is treated, recovered, disposed, or recycled.

The Waste Regulations 2011 (England and Wales) require greater emphasis on the higher levels of the waste hierarchy (figure 5 in section 2.6), which highlights primary focus on waste prevention / minimisation and reuse. Local authorities have responsibility under the Waste Minimisation Act 1998 to promote waste reduction.

Waste prevention reduces the amount of waste entering the collection, processing and disposal system, which provides financial savings and reduces environmental impacts, such as lowering associated carbon emissions, avoiding harmful landfill disposal, and increasing material / item reuse, which reduces the consumption of valuable resources and raw materials. However waste prevention also poses challenges;

- decoupling waste prevention from economic trends,
- current popular cultural trends influencing the consumer driven economy has resulted in a throwaway society, which therefore requires effective communication for behavioural change,
- lower waste quantities and the changing nature of packaging and production materials may result in lower quality of collected materials, leading to increased cost for processing.

Waste minimisation and reuse was focused on in the 2007 strategy document, highlighting key areas of prevention as home composting and nappies via educational and awareness campaigns, working alongside reuse schemes. Operationally, reuse schemes remain a key factor to be improved upon to offer a better service for increased participation, as they have not yet been fully implemented to provide a high level service. As extensive works were undertaken to deliver the waste minimisation campaigns, this strategy will focus upon operational changes that can benefit local residents. However awareness and education campaigns will remain a strong point in conjunction with these works, as featured in proposals for SWP's Waste Prevention Plan. In addition, new contracts with Veolia (Four Ashes Energy from Waste plant) and FCC (HWRGs) also include the provision of waste education officers for community engagement on waste management issues.

Working in collaboration with WRAP (a Government funded recycling organisation), SWP has evaluated waste prevention activities currently undertaken (WRAP, 2012) and determined preventable tonnages of different types of waste via suitable waste prevention techniques (Table 5). This identified areas of significant potential to prevent waste entering collection and disposal services, which highlighted food, furniture and electrical items (WEEE) as waste streams to concentrate minimisation projects on. Reuse schemes for furniture and WEEE would also provide extensive social benefits to the local communities and environmental benefits.

Table 5. Potential preventable tonnage of waste through waste prevention techniques (WRAP, 2012)

Percentage of preventable tonnage captured	Preventable tonnage per annum			Total preventable tonnage minus WEEE per annum
	Food	Furniture	WEEE	
100%	9,000	4,400	2,000	13,400
75%	6,750	3,300	1,500	10,050
50%	4,500	2,200	1,000	6,700
25%	2,250	1,100	500	3,350

3.1.2 Efficiency Savings

To achieve efficiency savings across SWP, thus reducing the total budget for waste management below the rate of inflation.

Despite the current public spending restrictions, local authorities will continue to provide waste services which meet the high expectations of customers. In 2012, the cost of providing waste management services for Staffordshire, including collection, treatment, processing and disposal cost, was in excess of £45million. Of these costs, in excess of £42million can be attributed to transport, processing and disposal costs. As a result, the delivery plan will focus on these three key areas; ensuring SWP has the correct infrastructure in the right areas to reduce transport mileage (and therefore direct carbon emissions), provide comprehensive yet low cost processing services and disposal options.

To facilitate such reduction of costs requires further improvements in performance and service delivery achieved by collaborative working and sharing of best practice. It is important to consider the true cost of waste management in a two tier authority and identify financial savings for efficiencies in joint service and procurement opportunities. This will be conducted thanks to the shared commitment of SWP authorities to the vision of sustainable waste management for Staffordshire, which could expand to include other organisations, should joint working outside SWP present saving opportunities.

Reflecting local needs and differences in operating systems, contracts and infrastructure and measuring true success if efficiency gains from joint working, will prove to be challenging in achieving financial savings through improved efficiency.

3.1.3 Resource Recovery

To ensure the maximisation of resource value from collected materials, as a commodity or as energy provision.

In the last strategy (2007), a partnership wide recycling rate (including food waste) of 50% of total waste arisings was set as a formal target. This has been achieved however it is important to also recognise that collecting the source segregated materials results in maximum financial value for the materials as a commodity or as energy provision.

Scarcity of raw materials, particularly some rare earth metals, has a significant impact in global markets, results in the increased value of such materials recovered from waste. This could impact the product chain as scarcity of raw materials forces consideration of alternatives, which in turn impacts the range and volume of materials currently collected under waste services. This necessitates adaptable collection and treatment processes to meet market demands, that could lead to more variety in waste streams to include recovery of other viable materials depending on their value, which would affect kerbside collection routes. Strategic development therefore requires a flexible approach for future collection schemes and associated infrastructure requirements.

3.1.4 Carbon Reduction

To reduce the total carbon emissions for waste collection, processing and disposal activities 2% year on year, by ensuring consideration in future contract, infrastructure and procurement decisions.

In keeping with the targets that have been set in the UK Climate Change Act 2008, individual authorities have published adaptation plans which include actions to reduce the impact of their waste services on the environment and develop the management of these services to enable them to respond efficiently to Climate Change, as part of their Climate Change Strategies. All partnership authorities are also signed up to the Staffordshire Declaration on Climate Change.

The commitment to reducing carbon emissions has already been highlighted in achieving zero waste to landfill. SWP has therefore reduced the amount of landfill gas produced via degradation of waste under landfill condition. Landfill gas is primarily composed of methane which is a greenhouse gas that has an impact on the environment that is 23 times greater than the impact of carbon dioxide. However, there are further opportunities to reduce the carbon emissions, through waste prevention, item reuse, and recycling of materials to preserve raw materials / resources. In addition, waste processing methodology, and associated infrastructure can use and generate renewable energy and fuels which support national energy policies. This is a key driver for Stoke-on-Trent City Council, who recognise that increased use of renewable energy provides security of energy supply at an affordable price. New Staffordshire County Council disposal contracts now have a rolling 5% reduction in carbon emissions as a standard Key Performance Indicator (KPI).

Waste collection services and processing infrastructure will be appraised internally to SWP, using the Environment Agency's Waste & Resources Assessment Tool. Assessments can be made to alter service methodology and infrastructure accordingly, to support a low carbon economy.

3.1.5 Infrastructure and Contracts

To provide and support appropriate infrastructure with suitable contracts that ensure value for money, by developing procurement policies to maximise efficiency & sustainability.

Strongly linking with other core objectives, appropriate infrastructure supported by effective contracts could maximise the resource value of collected waste, provide efficiency savings with regard to practical aspects and collaborative procurement, and assist in the reduction of carbon emissions from waste services. Contracts need to be flexible to markets changes and material value fluctuations, in order to ensure efficient collection and high quality processing. From the extensive contracts register, key contracts will be an impending end date, including service contracts for several authorities in coming year, will be prioritised higher.

Key contracts to focus on include treatment contracts for each waste stream (and associated infrastructure requirements) and scoping of joint service contracts and other operational contracts. This aims to provide economies of scale, and further improve performance and sustainability of waste management; however it is important to reflect local needs. Contracts will be evaluated for potential savings and improvements when the contract is close to the end date, which necessitates a phased approach to this objective.

It is expected that, through the implementation of key contracts over the coming years, there is the potential to incorporate key infrastructure, where appropriate. This may also present further opportunities for efficiency savings.

3.1.6 Municipal Waste

To provide efficient and cost effective waste services to local residents and businesses.

SWP focus is shifting from household waste to all municipal waste collections including commercial waste, due to changes to government thinking as outlined in their review of waste policy in 2011. Our experience in shaping household waste collection services over the last decade has provided SWP with significant experience in treating waste differently. As a result, there is the opportunity to implement a comprehensive, county wide trade waste scheme, which could help local businesses to reduce their waste and therefore costs.

Development of commercial waste services has been identified as a key area of work to provide enhanced services to local businesses. This will build on work already undertaken in the north of the county which has identified this as significant opportunity to provide more cost effective and efficient services, offering a wide range of collections, including recycling and the potential for separate food waste.

Domestic collections remain at the core of our waste management. We aim to use our experience to offer effective and efficient services to our residents that complement the wider requirements of source segregation, to meet government policy and to accommodate with advances in technology. Throughout any changes to these drivers, waste collection services will continue to provide residents with simple, easy to use services that meet their needs.

3.2 Strategic Environmental Assessment

A Strategic Environmental Assessment (SEA) was conducted for the 2007 strategy. According to the SEA Directive, an SEA is not required to be undertaken for this 2013 refreshed strategy given that the 2013 refreshed strategy is fundamentally based upon the ethos of the 2007 strategy and provides ‘minor modifications’ to the focus of the strategy. To confirm this, an Environmental Assessment Appraisal Report conducted a short assessment of the 2013 refreshed strategies objectives, which identified no significant differences to the environmental impacts noted in the 2007 SEA. The conclusion that an SEA is not required for this strategy was agreed by the 3 statutory bodies regulating SEAs: Environment Agency, Natural England and English Heritage.

The 2007 Strategic Environmental Assessment can be accessed at: www.staffordshire.gov.uk/environment/rubbishwasteandrecycling/wastestrategy/JointMunicipalWasteManagementStrategy

The Environmental Assessment Appraisal Report forms appendix 2.

4. Strategy Implementation

4.1 Delivery Plan

This delivery of this refreshed strategy must be flexible to advances in technology, changes in policy / legislation, and alterations of community opinions. Based on the core objectives set out in the last section, a live delivery plan has been developed to implement this refreshed strategy. This plan is a working document that will be updated accordingly throughout the delivery process.

Table 6 summarises the projects of the delivery plan and prioritises them for future action. Appendix 1 details the full delivery plan of this 2013 refresh of the Joint Municipal Waste Management Strategy for Staffordshire and Stoke-on-Trent.

Table 6. Summary of key future projects

Time frame	Project
Short term; immediate works	<ul style="list-style-type: none"> • Creation of a SWP Waste Prevention Plan. • Review of clinical waste services in South Staffordshire, aiming to implement alterations already underway in North Staffordshire. • Baseline research / data collation of all services, technologies and contracts, to assess current status, and identify gaps. • Agree a partnership procurement framework. • Create a Transport Managers Group to move forward on operational changes for efficiency savings.
Medium term	<ul style="list-style-type: none"> • Assess contracts according to end dates, undertaking review and alterations - focus on service contracts and local infrastructure. • Commercial waste service review and rebrand, including scoping of a single pricing structure and options for collaboration. • Bulky waste collection review, with potential for contracted services using the third sector. • Improved WEEE facilities, including potential for reuse.
Long term; background projects	<ul style="list-style-type: none"> • Guidance document on available collection, process and disposal technologies, to aid future decisions. • Ongoing work to align the variety of policies of individual partnership authorities.

In addition to this delivery plan, this refreshed strategy is supported by individual action plans for each partner authority. The action plan will set out local activities that support the core objectives of this refreshed strategy, but allow the authority flexibility in delivery to support local need.

4.2 Monitoring Progress

The Joint Waste Management Board for Staffordshire and Stoke-on-Trent will be responsible monitoring progress and performance in delivering this refreshed strategy via the delivery plan. The delivery plan is intended to be a live document and practical management tool. SWP is committed to the on going monitoring, review and updating of the delivery plan, as required in accordance with SWP internal alterations or external changes in pressures.

Performance monitoring will be undertaken against a standard template to ensure county wide compliance, which will be reported for discussion to the Joint Waste Management Board. This monitoring will take place to a formal level yearly, with the production of an SWP annual report.

Additional monitoring will be undertaken in the meantime – informal performance monitoring of key criteria will be reported at Joint Waste Management Steering Group meetings, every six weeks. This is part of a mandatory requirement to provide regular updates on delivery plan progress, to ensure the ongoing employment of the SWP Officer, given that the role is funded by the financial savings achieved in the project work of the delivery plan.

4.3 Review

During the aforementioned monitoring process of this refreshed strategy, this document will continually be assessed in the annual reports as to it remains applicable. Should it no longer be applicable to the current waste management practices, a formal review will take place, resulting in either another refreshed strategy to update current plans, or an entirely new strategy, depending on the circumstances noted in the review.

If this refreshed strategy document is deemed to be applicable until the end of the reporting period in 2020, a formal review will take place at the end of the strategy coverage period. The overall strategy and associated strategic documents will then be formally reviewed in 2020 by the Staffordshire Waste Officer's Group, to determine progress against the core objectives and targets set in this document. Should another update be required to the strategy, following discussion with SWP's Joint Waste Management Board, a refresh of the strategy will be commissioned to reflect the changes at that point in time.

5. Helpful information

5.1 Useful contacts

For information on waste services in your local area, please contact your local authority;

Local Authority	Contact details / website
Cannock Chase District Council	01543 462621 customerservices@cannockchasedc.gov.uk www.cannockchasedc.gov.uk/waste
East Staffordshire Borough Council	0800 269098 environment@eaststaffsbc.gov.uk www.eaststaffsbc.gov.uk/services/wasteandrecycling
Lichfield District Council	0845 002 0022 waste.strategy@lichfielddc.gov.uk www.lichfielddc.gov.uk/recycling
Newcastle-under-Lyme Borough Council	01782 717717 wastemanagement@newcastle-staffs.gov.uk www.newcastle-staffs.gov.uk/environment
South Staffordshire District Council	01902 696203 waste@sstaffs.gov.uk www.sstaffs.gov.uk/your_services/environmental_services/waste_and_recycling.aspx
Stafford Borough Council	01785 619402 info@staffordbc.gov.uk www.staffordbc.gov.uk/binday
Staffordshire Moorlands District Council	0345 605 3014 Email via online form www.staffs Moorlands.gov.uk/smcouncil-services/environment-and-waste/bins-and-recycling
Stoke-on-Trent City Council	01782 234000 WasteManagement@stoke.gov.uk www.stoke.gov.uk/ccm/navigation/environment/waste-and-recycling
Tamworth Borough Council	0845 002 0022 enquiries@tamworth.gov.uk www.recyclefortamworth.co.uk
Staffordshire County Council	0300 111 8000 or 01785 277452 recycling@staffordshire.gov.uk www.staffordshire.gov.uk/environment/rubbishwasteandrecycling

For more information on waste management in Staffordshire, please visit the Staffordshire Waste Partnership's website: www.recycleforstaffordshire.org

For information on what can be recycled, please visit www.recycled.products.org.uk

For information on recycling and waste at home, in schools and at work, please visit www.recyclenow.com

To remove your name from junk mailing lists, please contact the Mail Preference Service on www.mpsonline.org.uk or 0845 703 4599.

5.2 Glossary of terms and acronyms

AD – Anaerobic Digestion; a collection of processes by which microorganisms break down organic material in the absence of oxygen, producing biogas and fertilizer.

Organic Waste – Materials such as paper, food and garden waste which decompose through the action of bacteria or other microbes. Generally, organic waste that is sent to landfill is squashed under all the other waste and does not have access to air. Decomposition without air (anaerobic) causes methane. Methane is a powerful greenhouse gas which is believed to contribute to global warming.

Bring bank – Recycling site open to the public.

Bulky waste – Large items of household waste such as furniture or fridges together with some garden and DIY waste.

Commercial waste – Waste from premises used mainly for the purposes of trade or business, or for the purposes of sport and entertainment.

Composting – Decomposition of organic matter in the presence of oxygen (aerobic) to produce compost for use as a fertiliser or a soil conditioner.

County Council – Is the waste disposal authority in the administrative area of Staffordshire.

District Council – Is the waste collection authority in the administrative area of Staffordshire.

Energy from Waste – Conversion of waste into a usable form of energy, either by incineration, thermal treatment or the production of gas.

Household waste – Covers waste from household collections, street sweepings, bulky waste collections, hazardous household waste collections, litter collections, household clinical waste collections, separate garden waste collections, waste from Household Waste Recycling Centres and waste collected separately for recycling/composting schemes.

HWRC – Household Waste Recycling Centre.

Kerbside collection – Collection of recyclables typically from the curtilage of premises.

Landfill – The process of depositing waste in/ on the ground.

Industrial waste – Waste from any factory and from any site occupied by an industry.

In-vessel composting – aerobic decomposition of organic / organic materials, confined within a building, container, or vessel, to create better air circulation than open composting.

JMWMS – Joint Municipal Waste Management Strategy

MSW – Municipal Solid Waste; This includes all waste collected by a Waste Collection Authorities, or its agents, such as waste from households, parks and gardens, fly-tipping and any waste they collect from commercial or industrial premises.

MRF – Material Recovery Facility, a specialized plant that receives, separates and prepares recyclable materials for marketing to end-user manufacturers.

Recovery – Recovery of materials or energy from waste by methods such as recycling, energy generation and composting.

Recycling – Collection or recovery of reusable materials from waste, and their subsequent reprocessing to form useable products.

Reuse – The use of waste items such as bottles, packaging or electronic components for their original or for another purpose without reprocessing.

Staffordshire Declaration on Climate Change – A public acknowledgement of climate change, and a commitment to action / community leadership to reduce emissions, adapt to changes which are now inevitable, and help the people of Staffordshire to do the same.

SWP – Staffordshire Waste Partnership; a collaboration of the ten councils in Staffordshire, tackling waste management issues together.

Trade waste – Commercial waste collected by the Waste Collection Authorities.

Waste arisings – The quantity of waste generated within a specified area.

WCA – Waste Collection Authority; in Staffordshire, arrangements for the collection of municipal waste are the responsibility of the district councils [except for Stoke-on-Trent City Council, which is a Unitary Authority].

WDA – Waste Disposal Authority; in Staffordshire, arrangements for the final disposal of household waste is the responsibility of Staffordshire County Council [except for Stoke-on-Trent City Council, which is a Unitary Authority].

WEEE – Waste Electrical and Electronic Equipment.

Unitary Authority – a self sufficient council, who collects and disposes of its own waste, without relying on other councils [e.g. Stoke-on-Trent City Council].

5.3 References

Environment Agency's Waste & Resources Assessment Tool; <http://www.environment-agency.gov.uk/research/commercial/1029222.aspx>

Joint Municipal Waste Management Strategy for Staffordshire County Council and Stoke-on-Trent City Council; Headline strategy, Implementation plan and Strategic Environmental Assessment [ref. 402.1395.00001], SLR, 2007. <http://www.staffordshire.gov.uk/environment/rubbishwasteandrecycling/wastestrategy/>

JointMunicipalWasteManagementStrategy.aspx

Staffordshire and Stoke-on-Trent Joint Waste Local Plan 2010 – 2026 (Adopted March 2013);

<http://www.staffordshire.gov.uk/environment/planning/policy/wastecorestrategy/Version-for-adoption-March-2013.pdf>

Waste Projection Report, Valpak, 2012.

WRAP, 2012. Composition of kerbside and HWRC bulky waste [MPD006-002].

Appendix 1 – Strategy Delivery Plan (live document)

Core objective	Project	Actions
Waste Prevention	Agree a partnership wide approach to waste prevention	Produce a Waste Prevention Plan Identify required resources to deliver action plan / agree funding mechanism
	Viability of alterations to bin size	Gather baseline information from partnership authorities Propose a series of aligned guidelines on bin size for SWP agreement, to be included in individual local authority policies
	Establish how LFHW success can be measured in terms of tonnage	Undertake cost benefit analysis
	Research how we can increase bulky re-use across Staffordshire	Undertake scoping exercise, create business plan, consider 3rd sector involvement, implement new service
	Introduce more comprehensive WEEE collection services (to avoid WEEE as residual waste)	Improve facilities on HWRC Offer wider coverage on bring sites
	Improve clinical waste services	Scope the potential for introducing reuse kerbside collections Implement cost saving measures trialling in North Staffordshire, to other areas
Efficiency Savings	Baseline report on currently used technologies / schemes (and their efficiency)	Establish Transport Officers Working Group, to review transport / workshop arrangements, plus recommend partnership arrangements where efficiency and carbon savings can be delivered
	Review of new technologies	Produce cost benefit analysis and feasibility study to assess efficiency and carbon savings of adopting new technologies
Resource Recovery	Complete waste compositional analysis all waste streams using waste data flow information for tonnages and split of recycling materials	Stoke-on-Trent City Council to procure composition analysis Staffordshire County Council to use Valpak to research waste composition of recycling and organic materials
	Ensure consideration to carbon reduction throughout all SWP activities	Include carbon reduction in all future decisions - written into local policies
Carbon Reduction	Complete research into whether local authorities are using alternative technologies and how successful they have been in reducing carbon impact	Conduct research using WRAP, LARAC, CIWM, networks
	Map waste service facility locations in Staffordshire and nearby authorities	Mapping exercise
Contracts / Infrastructure	Fully assess current infrastructure for gaps	Produce contract register of all current contracts and associated infrastructure Scope out contracts alterations where efficiency and carbon savings apply
	Agree procurement process / framework for SWP	Investigate potential to develop existing facilities, and provision of new facilities Determine potential for SWP wide procurement, to achieve economies of scale for financial savings
Municipal Waste	Improve commercial waste services offered by authorities through development of a single vision	Agree SWP wide pricing structure and options for service development Develop singular marketing strategy

Appendix 2 – Environmental Assessment Appraisal Report, 2013



Staffordshire
Waste Partnership

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SCRUTINY COMMITTEE WORK PLAN



Committee Name:	Cleaner, Greener & Safer Communities Overview and Scrutiny Committee
Chair:	Cllr Gill Williams
Vice-Chair:	Cllr Hilda Johnson
Portfolio Holder(s) Covering the Committee's Remit:	Cllr Elsie Bates – Culture and Leisure Cllr Ann Beech – Environment and Recycling Cllr Tony Kearon – Safer Communities
Work Plan Correct As At:	29 October 2013

Date of Meeting	Item	Reason for Undertaking
4 December 2013 (Agenda dispatch 22 November 2013)	County wide Joint Municipal Waste Management Strategy	To consider the County Wide Waste Management strategy in advance of the Borough's own strategy at a subsequent meeting.
	Vacant and Derelict Buildings Enforcement	To ascertain what the Council's current powers are in relation to vacant and derelict buildings enforcement, and whether best use is being made of these powers.
	Police and Crime Commissioner	To question and discuss policing priorities within the Borough and actions being taken to address crime.
	Domestic Violence Policy	Officer request from the Community Safety Officer - Domestic Violence Lead.
	Magistrates Court Move Working Group	To consider whether the group should disband because of their work reaching a conclusion.

Date of Meeting	Item	Reason for Undertaking
24 March 2014 (Agenda dispatch 14 March 2014)	Annual Review of the Scrutiny Committee's Work	To evaluate and review the work undertaken during 2013/14.
	Disabled Access / 'A' Frame Obstruction to Pavements in Towns	To ensure equal access to the Borough's town centres for disabled people.
	Alcohol Strategy	To look at the Alcohol Strategy Action Plan and the effectiveness of the actions.
	Decriminalised Car Parking	As requested by the Committee, to address issues that have become apparent within the Borough.
	Waste and Recycling Strategy	To consider the recommendations of the Cabinet Panel with reference to the Borough Council's Waste and Recycling Strategy before being received by Cabinet.

Task and Finish Groups:	Magistrates Court Move
Future Task and Finish Groups:	
Suggestions for Potential Future Items:	Warm Zone Delivery of Green Deal (potentially email to committee) Increase in Homelessness

Cleaner, Greener and Safer Communities Overview and Scrutiny Committee is responsible for:

- Anti-social Behaviour Orders
- Civil contingencies
- CCTV
- Community cohesion and safety
- Community Safety and Section 17
- Decriminalised parking enforcement and on-street parking
- Emergency planning
- Older people
- Crime and Disorder Reduction Partnership
- Street and community wardens.
- Buses and concessionary travel and taxis
- Car park management
- Climate change, sustainability and energy efficiency
- Environmental enforcement
- Environmental health
- Flooding and drainage
- Highways and transport (operational)
- Recycling and waste management
- Streetscene – litter, grounds maintenance, parks and gardens.

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