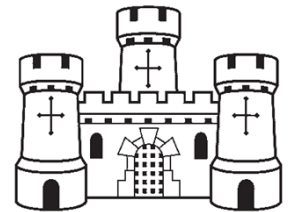


# Public Document Pack

**Date of meeting** Thursday, 13th December, 2018  
**Time** 7.00 pm  
**Venue** Astley Room - Castle House  
**Contact** Jayne Briscoe 2250



**NEWCASTLE  
UNDER LYME**  
**BOROUGH COUNCIL**

Castle House  
Barracks Road  
Newcastle-under-Lyme  
Staffordshire  
ST5 1BL

## **Economy, Environment & Place Scrutiny Committee**

### **AGENDA**

#### **PART 1 – OPEN AGENDA**

- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTES OF LAST MEETING (S)** **(Pages 3 - 12)**  
To consider the minutes of the last meeting of the Committee held on 26 September and 11 October 2018
- 4 SMART MOTORWAY/M6 - JUNCTIONS 15 AND 16 AND IMPLICATIONS OF HS2**  
Representatives of the appropriate bodies have been invited to attend the meeting.
- 5 REVIEW OF TOWN CENTRE CAR PARKS** **(Pages 13 - 26)**
- 6 BOROUGH MARKET MANAGEMENT** **(Pages 27 - 28)**
- 7 DISCRETIONARY GRANTS SCHEME** **(Pages 29 - 32)**
- 8 RECYCLING AND WASTE SERVICE** **(Pages 33 - 52)**
- 9 WORK PROGRAMME** **(Pages 53 - 56)**
- 10 PUBLIC QUESTION TIME**  
Any member of the public wishing to submit a question must serve two clear days' notice, in writing, of any such question to the Borough Council.
- 11 URGENT BUSINESS**

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

**Members:** Councillors S. Burgess, J. Cooper, A. Gardner, D. Harrison, A. Lawley, M. Olszewski, B. Panter, M. Reddish (Vice-Chair), J Tagg, G White (Chair) and J Williams

**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.

### **SUBSTITUTE MEMBER SCHEME** (Appendix 9, Section 4 of Constitution)

The Constitution provides for the appointment of Substitute members to attend Committees. The named Substitutes for this meeting are listed below:-

- T. Kearon
- A. Parker
- Mrs. A. Rout
- C. Spence
- M. Stubbs
- P. Waring
- S. White
- I. Wilkes

*If you are unable to attend this meeting and wish to appoint a Substitute to attend in your place you need to:*

- Identify a Substitute member from the list above who is able to attend on your behalf
- Notify the Chairman of the Committee (at least 24 hours before the meeting is due to take place) NB Only 2 Substitutes per political group are allowed for each meeting and your Chairman will advise you on whether that number has been reached

**NOTE:** THERE ARE NO FIRE DRILLS PLANNED FOR THIS EVENING SO IF THE FIRE ALARM DOES SOUND, PLEASE LEAVE THE BUILDING IMMEDIATELY THROUGH THE FIRE EXIT DOORS.

ON EXITING THE BUILDING, PLEASE ASSEMBLE AT THE FRONT OF THE BUILDING BY THE STATUE OF QUEEN VICTORIA. DO NOT RE-ENTER THE BUILDING UNTIL ADVISED TO DO SO.

## **ECONOMY, ENVIRONMENT & PLACE SCRUTINY COMMITTEE**

Wednesday, 26th September, 2018

Time of Commencement: 7.00 pm

**Present:-** Councillor Gary White – in the Chair

Councillors:

Burgess

John Cooper

Driver

Gardner

Harrison

Olszewski

Reddish

J Tagg

J Williams

Officers

Andrew Bird - Head of Recycling, Waste and Fleet Services, Jayne Briscoe - Democratic Services Officer, Executive Director (Regeneration and Development) - Neale Clifton and Regeneration and Economic Development Manager - Kim Graham

Also in attendance: Councillor M Holland (representing Councillor Northcott) and Councillor T Johnson

Mrs V Bradford, Mrs A Williams and Mr Doug Morris from the Newcastle under Lyme Business Improvement District.

### 1. **APOLOGIES**

There were no apologies.

### 2. **DECLARATIONS OF INTEREST**

Councillor Gardner declared an interest in the University Growth Corridor as an employee of Keele University and took part in the discussion.

### 3. **MINUTES OF PREVIOUS MEETING - 4 JULY 2018**

**Resolved** That the minutes of the meeting held on 4 July 2018 be agreed as a correct record.

### 4. **REPRESENTATIVES OF THE BID - INVITED TO ATTEND THE MEETING**

On the invitation of the Chair Mrs Viv Bradford, Mrs Amy Williams, and Mr Doug Morris, representatives from the Newcastle under Lyme Business Improvement District, attended the meeting and highlighted the achievements of the BID during 2017 within the priority work areas of:

- Promoting Newcastle under Lyme

- Developing the Distinctive Newcastle under Lyme Experience
- Growth and Investment

They explained that businesses were encouraged to attend networking events and to meet on a regular basis to help ensure that the trader's voice was heard. Parking in the town centre was highlighted as a priority area for joint working with the Borough Council. The appearance of the empty Town Centre vacant units which included the Ryecroft area was a concern for the BID members. The developments of the CCTV strategy together with a Town Centre Wi-Fi were opportunities for development and joint working.

The use of the bandstand in Queens Gardens for a Sunday concert could be considered by the BID at the Events Committee.

The Chair questioned the level of support offered by the Borough Council and the BID members referred to the previous agreement in respect to free parking after 3pm in conjunction with Christmas late night shopping events. BID members noted that the Ryecroft car park was consistently underoccupied.

Members of the BID asked for clarification of the discretionary scheme in respect of business rates.

**Agreed:** (i) That, at the December meeting of this Committee, the charging policy at the Borough Town Centre car parks be examined in relation to the need to encourage footfall

(ii) That, Cabinet be informed of the view of this Committee to support the BID in their request for free car parking in conjunction with Christmas late night shopping.

(iii) That a report setting out clarification of the discretionary business rate support scheme be submitted to the December meeting of this Committee.

5. **EXECUTIVE RESPONSE TO SCRUTINY COMMITTEE REPRESENTATIONS - TREE MANAGEMENT - CHAIR TO REPORT**

The Chair of the Committee, Councillor G White reported on the response received from the Leader of the Council to the request from the Committee to retain the supplement of £30,000 for tree maintenance within the future budget allocation. The Leader indicated that this amount was built into the base budget and that to ensure that the money was spent effectively and efficiently it would be reviewed every year.

**Agreed:** That the report be noted.

6. **RECYCLING SERVICE - UPDATE**

The Head of Recycling and Fleet Services presented a review of the recycling collection service following the report of a Cross Party Cabinet Panel Task and Finish Group, which included the proposal to charge for the provision of a garden waste collection service.

Members of this Committee were asked to examine the performance of the service in terms of the recycling rates being achieved and in this respect there were a number of KPIs which the Committee could monitor in relation to the future performance of the service.

The Chair pointed out to members that there was the potential call in on this item.

Members discussed the proposed recycling service and were supportive of the intention to reduce the number of recycling containers.

It was confirmed that the new scheme could be delivered within budget, including the current overspend. With regard to the cost of new bins it was confirmed that this was approximately £1m and that new vehicles would need to be procured.

A member suggested that aluminium recycling be encouraged due the relatively high income which could be achieved.

Members asked for evidence to confirm that 60% of Authorities charged for the collection of garden waste and that there was no evidence that flytipping had increased as a result of this charge.

It was anticipated that any resident with a large garden could access, at cost, a home compost bin.

It was noted that the capacity of the bin may be an issue with the move to fortnightly recycling bin collections.

**Agreed:** That the report be noted

## **7. UNIVERSITY GROWTH CORRIDOR**

A report was submitted, for the view of this Committee, on the vision and proposals for the University Growth Corridor, an area of land to the west of Newcastle substantially comprising the Keele University campus and the site of the former Keele Municipal Golf Course.

The consultant delivered a brief presentation confirming the boundaries of the study area; the technical constraints relating to the land (highlighting the Green Belt designation); the broad principles of arranging the land uses to respond to the Local Plan requirements for housing and employment and indicative plans showing the arrangement of housing-led development on the former golf course (amongst retained woodland areas and public open space), along with a new primary school and expansion of the University to enable delivery of more Science and Innovation Park business space, academic floorspace, post-graduate accommodation and renewable energy provision.

The general consensus was that the principle of development was acceptable however there were areas of concern:-

- quality of housing / density; there was general agreement that any housing should meet wider community needs whilst being of a good quality overall. Specific concern was raised about the potential risk

of the development being too dense for this urban fringe/rural location.

- mix of housing; there should be a wide range of house types and tenures to meet local need as well as any demand arising from the University's growth.
- Transport and community infrastructure; Members felt that it was important for the development to reflect future infrastructure requirements in the wider area particularly in relation to highways but notably in relation to medical facilities such as a GP and dental practice.
- Open space; linked to the earlier point about housing density Members were keen to ensure that there would be adequate levels of publicly accessible open space in addition to the retained woodland areas.

To conclude the discussion Members were asked to focus upon the following three questions:

1. Are Members happy that the main objectives of the masterplan have been met; in particular, in relation to the case for Green Belt release?

***Members agreed that, as far as their remit was concerned, the masterplan objectives had been met***

Are Members satisfied with the economic growth case put forward?

***Members agreed that, as far as their remit was concerned, there was a very compelling case for economic-led growth in this location.***

2. Are Members content, in principle, that the proposed quantum, scale and nature of development on the former golf course are consistent with the Council's objectives for land disposal

***Subject to any future, more detailed plans addressing the specific points raised, and as far as their remit was concerned, Members were satisfied with the indicative proposals in respect of the Council-owned land.***

#### 8. **SMART MOTORWAY**

**Agreed:** That representatives from the appropriate bodies in connection with the Smart motorway be invited to attend the meeting of this Committee in December.

#### 9. **WORK PROGRAMME**

The Committees work programme was presented by the Scrutiny Officer who pointed out that there were currently no items to be considered at the meeting of the Committee on 13 December 2018.

**Agreed:** That the work programme be amended as follows:-

- That, representatives from the appropriate bodies be invited to attend 13 December meeting to enable members to consider the issues surrounding the Smart Motorway.
- That, at the 13 December meeting, members scrutinise the policy of charges at Town Centre Car Parks in relation to the need to encourage footfall in the Town Centre.

**10. PUBLIC QUESTION TIME**

There were no questions from members of the public on this occasion.

**11. URGENT BUSINESS**

There were no items of business on this occasion.

**12. DATE OF NEXT MEETING**

The next meeting would be held on Thursday 13 December 2018.

**COUNCILLOR GARY WHITE**  
**Chair**

Meeting concluded at 9.45 pm

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## **ECONOMY, ENVIRONMENT & PLACE SCRUTINY COMMITTEE**

Thursday, 11th October, 2018  
Time of Commencement: 7.00 pm

**Present:-** Councillor Gary White – in the Chair

**Councillors:**

S. Burgess	J. Cooper	A. Gardner	D. Harrison
M. Olszewski	B. Panter	M. Reddish	A. Rout
J Tagg	J Williams		

**Officers** Executive Director Operational Services-  
David Adams, Andrew Bird - Head of  
Recycling, Waste and Fleet Services,  
Jayne Briscoe - Democratic Services  
Officer, Executive Director (Regeneration  
and Development) - Neale Clifton and  
John Tradewell - Acting Chief Executive /  
Head of Paid Service

Also in attendance: Councillor Kearon as  
Lead call in member for the Future  
Recycling Strategy; Councillor Stubbs as  
Lead call in member for the University  
Growth Corridor; The Leader Councillor  
Simon Tagg; Councillor Johnson  
(Cabinet Member for Environment and  
Recycling) and Councillor Northcott (  
Cabinet member for Planning and  
Growth)

### 1. **APOLOGIES**

An apology was received from Councillor Driver. Councillor Rout attended the meeting as substitute.

### 2. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

#### The Party Whip

The Chair explained how scrutiny was intended to operate outside the party whip system and asked each member, on an individual basis, to declare whether or not they were subject to the party whip. All of the members of the Scrutiny Committee confirmed that they were not subject to the party whip.

#### Decision options

The Chair confirmed the process for the Committee reviewing the call-ins and clarified that the debates would conclude with Members being asked to either reject the call ins or to support them and refer the matters back to Cabinet. He confirmed that there was no opportunity to refer the matters to full Council because the proposals fell within the budget and policy framework.

3. **CONSIDERATION OF THE CALL IN OF THE CABINET DECISION - UNIVERSITY GROWTH CORRIDOR**

Councillor Stubbs, as the lead call in member presented the reasons for the call-in in respect of the University Growth Corridor as set out on the call-in form. Councillor Stubbs considered that the decision making process was inadequate for the size of the development proposed and sought a more detailed scrutiny of the proposal by the Finance, Assets and Performance Scrutiny Committee.

The Head of Paid Service and Interim Chief Executive confirmed that the proposal was within the budget and policy framework rules.

It was explained that the proposals represented a feed into the early stages of policy formulation which would ultimately result in the Local Plan adoption at a Full Council meeting. In addition it was confirmed that any legal and technical costs arising from the Local Plan process were included in the budgetary proposals.

Councillor Northcott, as Cabinet member for Planning and Growth, explained that the report under consideration was the first step on the consultation journey to include the site in the Joint Local Plan and that the process would offer future opportunities for challenge.

The Leader confirmed that the decision making process in respect of the Local Plan would conclude at Council.

Scrutiny members questioned the Call-In representative and the Cabinet members as decision takers.

Members pointed out that their concerns had been raised at the Scrutiny Committee (26/9/2018) and were assured that their views would be taken into account throughout the Planning process. The Leader gave a commitment that the Scrutiny Committee would be given a further opportunity to examine the proposals.

It was confirmed that affordable housing would be included in the development and that there was an opportunity for the Council to commission a Development Brief to address concerns about density, quality and layout of any new housing.

The potential benefits of the scheme including opportunities for new skilled and high value employment were outlined. Also the potential community benefits of the proposals that could be derived from such infrastructure improvements and community facilities were outlined.

Members resolved to reject the Call-In.

**Resolved:** That the Call-In be rejected.

4. **CONSIDERATION OF THE CALL IN OF THE CABINET DECISION - FUTURE RECYCLING STRATEGY**

Councillor Kearon, as the Lead Call-In member, presented the reason for the Call-In of the Recycling Strategy. Councillor Kearon acknowledged the work of officers and members but felt that the options needed further member level scrutiny.

Councillor Johnson, as Cabinet member for Environment and Recycling explained the background to the decision which had been taken and outlined how the proposed recycling service had been trialled within the Borough.

The Leader stated that there was no evidence to suggest that the charge for collection of green waste would lead to an increase in fly tipping.

The Leader asked the Committee to carry out a bi-monthly review of the recycling service.

Continuing members questioned the Cabinet members on the risk assessment carried out, the planned savings, the options in respect of green waste generated as a result of Community Work Days, self-funding alternatives to charging for green waste, communication plan, evidence in respect of impact of charges and measures to mitigate the effects of an increase of fly tipping.

Councillor Johnson explained that a specialised team would be available to remedy any 'grot spots' and that an increase in the activity of this team could be considered.

**Resolved:** That the decision to agree a preferred option for the introduction of a new kerbside recycling service which included a charge for the collection of green waste be referred back to the decision maker for further consideration.

5. **DATE OF NEXT MEETING - 13 DECEMBER 2018**

**COUNCILLOR GARY WHITE**  
**Chair**

Meeting concluded at 9.35 pm

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## **Review of town centre car parks**

In October 2018 Cabinet considered a report on the management and operation of the Council's town centre car parks with the aim of increasing utilisation thereby increasing footfall to improve the town centre economy and stabilising income for the Council.

The proposals sought to achieve a reasonable balance between the Council's ongoing need for income generation (noting the responsibility for management, maintenance and repair) and making the town centre more accessible and affordable thereby supporting the town centre economy.

### **Cabinet approved:**

(a) That officers be authorised to take all the necessary steps to introduce a flat rate charge of £1 for all town centre car parks after 3pm at the earliest opportunity (by no later than 1 December 2018)

(b) That officers be authorised to take all necessary steps to implement a variation to the current Traffic Regulation Order to establish short stay pay and display in respect of the spaces on the former Civic Offices forecourt (Merrial Street) at the earliest opportunity (by no later than 1 March 2019)

(c) That officers, in liaison with the relevant Cabinet Member, be authorised to engage with the Newcastle Business Improvement District with a view to implementing the following:

(i) A BID supported Permit parking arrangement targeted at BID members on the basis described in the report.

(ii) To enable discounted town centre parking on up to five occasions in any financial year on the basis described in the report and;

(iii) To facilitate free parking on all town centre car parks from noon to 8pm on the 2018 Christmas lights switch-on.

(iv) To give free parking on all town centre car parks from 3pm to 8pm on up to five late night pre-Christmas shopping events.

(d) That officers take steps to promote the sale of Permits to medium to large size businesses and organisation (minimum 20 employees)

(e) That officers be authorised to take all necessary steps to introduce parking charges on the town centre car parks on Bank Holidays at a flat rate of £1 with effect from no later than 1 April 2019.

(f) That officers continue to promote "Pay by phone" on all appropriate town centre car parks.

(g) That officers be authorised to explore through consultation with local partners the potential for establishing Pay on Exit arrangements on key town centre car parks (particularly The Midway MSCP, Goose Street and King Street) and to report back the outcome at the earliest opportunity.

(h) That officers be requested to monitor the impact of the above proposals (particularly (a) to (f)), and be asked to report back by no later than 1 February 2020 so that Members can review future approaches.

(i) That officers, in consultation with the relevant Portfolio Holder(s) report back by no later than summer 2019 with a 10 Year Parking Strategy for the town centre, taking account of any comments or suggestions made by the Economy, Environment and Place Scrutiny Committee and including the following matters within the Strategy (not an exhaustive list):

- To engage with the Highway Authority to explore the potential for enabling greater traffic movement within the town centre and provision of short term parking
- To review options for introducing more convenient (cashless) payment methods for car parking charges and
- To explore the potential for collaboration with University Hospital North Midlands with a view to achieving accessible and affordable parking to serve the needs of the hospital (staff and visitors) and minimise the adverse impact of on-street parking on local communities.

(j) That this matter be referred to the Economy, Environment and Place Scrutiny Committee for its comments and any suggestions to inform the proposed 10-year Strategy.

### Scrutiny Role

It is appropriate that this Scrutiny Committee consider the Council's charging policy and review the progress in implementing the above Cabinet recommendations as well as responding to Cabinet resolution (j) above – i.e. whether Members have any alternative proposals or suggestions for inclusion in the proposed 10-year Strategy.

Scrutiny Committee Members may wish to consider if the changes above will or have supported the town centre and if alternative options would be appropriate.

The following financial information provides Members with the income and expenditure for Council car parks as at 31/10/2018. A summary of the income and expenditure for each of the cost centres is as follows:

#### F101 – Parking Services (Operational Budget)

	<b>Annual Budget (£)</b>	<b>Budget to Date (£)</b>	<b>Actual to Date (£)</b>	<b>Variance to Date (£)</b>	<b>Variance (£)</b>
Expenditure	475,370	357,620	322,437	35,183	152,933
Income	-1,150,800	-625,448	-541,988	-83,460	-608,812
Net	-675,430	-267,828	-219,550	-48,278	-455,880

At the end of period 7 the Council's income from off street parking totalled £77,800 (18%) less than the profiled budget. In comparison 2018/19's income from off street parking to date is £48,000 less than the same period in 2017/18. Income and expenditure for the Ex Sainsburys Site / Ryecroft is excluded from these figures, but they are as follows:

E118 / E120 – Ex Sainsburys Site / Ryecroft

	<b>Annual Budget (£)</b>	<b>Actual to Date (£)</b>	<b>Variance (£)</b>
Expenditure	0	11,494	-11,494
Income	0	-17,530	17,530
Net	0	-6,036	6,036

The Ryecroft income and expenditure is shown as 25% of what has been received / spent, due to the ownership share with Staffordshire County Council, where they own 75% of the site.

F450 – R&R Fund (for repairs to Car Parks)

	<b>Annual Budget (£)</b>	<b>Budget to Date (£)</b>	<b>Actual to Date (£)</b>	<b>Variance to Date (£)</b>	<b>Variance (£)</b>
Expenditure	2,200	1,288	15,276	-13,988	-13,076

All of the figures above exclude any year end recharges, depreciation and impairment budgets.

In order to consider the options to alter car parking charges the following information is provided to illustrate potential financial implications on the Council's budget.

For the purposes of budget setting the Council's savings assume that a 2.99% Council Tax rise equates to £211k. This means that 1% would equal approximately £70,500. Therefore for every £70,500 of service demand or reduced income, there would be a 1% levy on the Borough Council's Council Tax, £141,000 would be 2%, £705,000 would be 10% etc. So in this case on the basis of the roughly £1m reduction in income from offering completely free car parking it would represent a 14.2% increase in Council Tax. Council Tax is capped such that any increase above the 2.99% would be subject to a referendum (which would bring substantial costs in itself).

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**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

**EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE CABINET**

**Date: 17 October 2018**

- |                                 |  |
|---------------------------------|--|
| <b>1. <u>REPORT TITLE</u></b>   | <b>Review of town centre car parks</b>                     |
| <b><u>Submitted by:</u></b>     | <b>Executive Director (Regeneration &amp; Development)</b> |
| <b><u>Portfolio:</u></b>        | <b>Finance &amp; Efficiency</b>                            |
| <b><u>Ward(s) affected:</u></b> | <b>Town</b>  |
- 

**Purpose of Report**

To review options for modifying the management and operation of the Council's town centre car parks with the aim of increasing utilisation thereby increasing footfall to improve the town centre economy and stabilising income for the Council.

**Recommendations**

- a) That officers be authorised to take all the necessary steps to introduce a flat rate charge of £1 for all town centre car parks after 3pm at the earliest opportunity (by no later than 1 December 2018).
- b) That officers be authorised to take all necessary steps to implement a variation to the current Traffic Regulation Order to establish short stay pay and display in respect of the spaces on the former Civic Offices forecourt (Merrial Street) at the earliest opportunity (by no later than 1 March 2019).
- c) That officers, in liaison with the relevant Cabinet Member, be authorised to engage with the Newcastle Business Improvement District with a view to implementing the following:
  - i) A BID-supported Permit parking arrangement targeted at BID Members on the basis described in the report;
  - ii) To enable discounted town centre parking on up to five occasions in any financial year on the basis described in the report and;
  - iii) To facilitate free parking on all town centre car parks from noon to 8pm on the date of the 2018 Christmas Lights switch-on.
- d) That officers take steps to promote the sale of Permits to medium to large size businesses and organisations (minimum 20 employees).
- e) That officers be authorised to take all necessary steps to introduce parking charges on the Town Centre Car Parks on Bank Holidays at a flat rate of £1 with effect from no later than 1<sup>st</sup> April 2019.

- f) That officers continue to promote “Pay by phone” on all appropriate town centre car parks.
- g) That officers be authorised to explore through consultation with local partners the potential for establishing Pay on Exit arrangements on key town centre car parks (particularly The Midway MSCP, Goose Street and King Street) and to report back the outcome at the earliest opportunity.
- h) That officers be requested to monitor the impact of the above proposals (particularly (a) to (f)), and be asked to report back by no later than 1<sup>st</sup> February 2020 so that Members can review future approaches.
- i) That officers, in consultation with the relevant Portfolio Holder(s) report back by no later than summer 2019 with a 10 Year Parking Strategy for the town centre, taking account of any comments or suggestions made by the Economy, Environment and Place Scrutiny Committee and including the following matters within the Strategy (not an exhaustive list):
- to engage with the Highway Authority to explore the potential for enabling greater traffic movement within the town centre and provision of short term parking;
  - to review options for introducing more convenient (cashless) payment methods for car parking charges and;
  - to explore the potential for collaboration with University Hospital North Midlands with a view to achieving accessible and affordable parking to serve the needs of the hospital (staff and visitors) and minimise the adverse impact of on-street parking on local communities.
- j) That this matter be referred to the Economy, Environment and Place Scrutiny Committee for its comments and any suggestions to inform the proposed 10-year Strategy.

### **Reasons**

The proposals seek to achieve a reasonable balance between the Council’s ongoing need for income generation (noting the responsibility for management, maintenance and repair) and making the town centre more accessible and affordable thereby supporting the town centre economy.

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## **1. Background**

- 1.1 The Council has recently approved a new Council Plan which sets out clear priorities up to spring 2022 (see section 4 for more detail). In particular the priority “A town centre for all” confirms the Council’s commitment to “Delivering car parking services that support the town centres”.
- 1.2 The Borough Council owns, maintains and operates a number of town centre car parks. Members will note from the table at Appendix 1 that income from the Council’s town centre car parks has been steadily declining in recent years. In view of this and the clear policy direction of the Council the Portfolio Holder has been working with officers with the aim of ensuring that the right balance is struck between enhancing the attractiveness of the town centre through its management and operation of the public car parks whilst optimising income from

the charges that are applied. In other words the Council is seeking to achieve an appropriate balance between its charging regime and the relative attractiveness of the centre in the hope of enticing more people to spend their time there whether that be to work, visit, live, shop or eat/drink.

- 1.3 At the time of writing and further to the content of paragraph 1.2 the Council was engaged in ongoing dialogue with the Newcastle BID with a view to identifying opportunities for both parties to achieve the said objectives by working in partnership together (consistent with the Council Plan's intentions as set out at paragraph 4.3).
- 1.4 The other relevant context for this report is the planned investment by the County Council, in its capacity as Highway Authority, in updating and improving road signs in the town centre environs to assist in 'wayfinding'. This initiative will offer motorists clearer direction to the available town centre car parks.

## **2. Issues / Proposals**

- 2.1 As indicated above the relevant Portfolio Holder has been working with officers to review the Council's arrangements for managing and operating town centre car parks with the dual aim of trying to encourage greater footfall into the town centre to improve the overall economy whilst stabilising the level of income to the Council derived from the charging regime. In view of the current trading conditions in the town centre this review has been undertaken with a view to identifying "quick wins" that are capable of early implementation. In addition it has helped to identify some key opportunities for further exploration as part of a future long-term (10-year) parking strategy for the town centre environs.

### New off-peak tariff

- 2.2 Having reviewed the general profile of car park utilisation it is evident that it falls away noticeably around mid-afternoon and those that do come tend to stay for relatively short periods. It is clear from discussion with the BID representatives that some form of incentive to encourage people to come into town late afternoon into the early evening may help both the retailers and food/beverage businesses. Also there is some evidence of other local centres (notably Stoke on Trent) introducing a flat-rate nominal fee from 3pm onwards.
- 2.3 Additionally there is considered to be some potential for this approach to encourage more people to visit the centre after 3pm thereby counter-balancing any loss of income. The proposal is that officers be authorised to take all the necessary steps to introduce a flat rate charge of £1 for all town centre car parks after 3pm (until 8am the following day) at the earliest opportunity (target date of no later than 1<sup>st</sup> December 2018).

### Merrial Street pay and display/TRO revision

- 2.4 There is a short-term opportunity to utilise the forecourt of the former Civic Offices for pay and display parking purposes. It is a convenient location and would complement the provision on Corporation Street (which is well-used) and should be progressed on the basis of the same charging regime.
- 2.5 The proposal is that officers be authorised to take all necessary steps to implement a variation to the current Traffic Regulation Order to establish short stay pay and display in respect of the spaces on the former Civic Offices

forecourt (Merrial Street). It is envisaged that this will be in place (taking account of the need for minor civil engineering works) by no later than 1<sup>st</sup> March 2019.

#### Proposals in partnership with Newcastle BID

- 2.6** The Council is a significant partner in the Newcastle BID partnership and were instrumental in helping to set it up as a successor body to the former, informal, Town Centre Partnership. The two parties continue to engage on matters of mutual interest in order to consider actions and/or initiatives that might assist in achieving improvement in the town centre economy. Car parking charges remains a significant point of discussion and whilst the BID appreciate that the Council needs to protect income it continues to reflect its Members wishes for the Council to consider options for improving footfall and the general operating conditions for the many businesses within the town centre environs.
- 2.7** So in addition to the other measures referred to in this report there are some specific proposals which the Council and BID representatives have explored on a joint basis; the preferred initiatives are summarised below:
- i)** Introduction of a discounted parking Permit arrangement on an area of under-utilised car parking within the town centre (the former Sainsbury's overspill area bounded by the former Civic offices car park and the ring road). The proposal is that the BID businesses are offered, on a discounted Permit basis (on the same basis as large businesses), priority use of the said area.
  - ii)** Secondly the BID has been keen for the Council to offer discounted town centre parking to support town special events (on up to five occasions in any financial year with the choice of days at the BID's discretion). Following a review of options the preferred option is to vary the proposed new off-peak tariff to bring forward the start time to midday; this would mean introducing a charge of a flat rate £1 to park from noon on the day of the event until 8am the following day. The BID has agreed to review with the Council any significant losses arising from this concession.
  - iii)** Thirdly on the basis of the above that the Council facilitates free parking on all town centre car parks from noon to 8pm on the date of the Christmas Lights switch-on.

The proposal is that officers, in liaison with the relevant Cabinet Member(s), be authorised to engage with the Newcastle Business Improvement District in respect of the detailed processes required to enable implementation of these initiatives at the earliest opportunity (noting that the Christmas lights switch-on event is approved for the purposes of early publicity).

#### Promoting Parking Permits

- 2.8** Ideally the Council would promote and sell permits via an electronic web based payment system. In the meantime the Council has developed an on-line form which once completed enables Customer Services to ring the customer and take a telephone payment or send an invoice. It is considered that there is scope to promote such Permits more proactively to the larger businesses and organisations in the town centre environs. To date there has been no significant interest in the overnight permits however it is known that on-street parking

around the town centre can create difficulties and as more student apartments are completed there is likely to be greater parking demand.

#### Pay by phone

- 2.9** A “Pay by phone” option is available on all town centre car parks. It is increasing in popularity and it is expected that this trend will continue for the foreseeable future. This arrangement allows customers to either pay in entirety or ‘top-up’ by ‘phone so it might be regarded as a “virtual” Pay-on-Exit arrangement because it avoids the user having to return to their vehicle once their ticket has expired (to either leave the car park or to purchase additional tickets). Regular customers or users may choose to download an “App” on their “Smartphone” which makes the transaction much more efficient. As we continue to move towards a more ‘cashless’ society this payment option provides customers with greater convenience and choice.

#### Pay on Exit

- 2.10** A range of stakeholders, including the BID, have commented upon the absence of “Pay on Exit” options in our town centre. It is considered to be more attractive to many customers and can help dwell time (and therefore potentially increase spending in the town centre). Your officers do not have the expertise or capacity to explore this option so officers are seeking authority to engage with local partners that have commissioned similar arrangements with the aim of being able to advise Members upon the potential for establishing Pay on Exit arrangements on key town centre car parks (particularly The Midway MSCP, Goose Street and King Street) and to report back the outcome at the earliest opportunity.

#### Bank Holidays

- 2.11** There is evidence that many Councils charge a flat rate for users parking on Council-owned car parks at not only weekends and evenings, but also Bank Holidays (including adjacent Local Authorities). Officers consider that the same principles could apply as in the case of the “Off-peak” tariff referred to above; i.e. that a nominal charge would be appropriate reflecting the fact that demand tends to be lower on these days (with many service sector businesses and some retailers not operating on these days). Therefore the proposal is that officers be authorised to take all necessary steps to introduce parking charges on the Town Centre Car Parks on Bank Holidays at a flat rate of £1 with effect from 1<sup>st</sup> March 2019. Members should be aware that some adjacent Councils also charge for parking on Sundays (typically a flat rate nominal sum). It is intended that free parking will continue on Sundays in Newcastle town centre.

#### Monitor and review

- 2.12** The potential benefit to the town centre economy, along with the financial impact upon the Council, of the above range of measures is difficult to quantify with any degree of accuracy. Therefore it is recommended that officers be requested to monitor the impact of the above proposals (particularly (a) to (f)) and report back to Members after 12 months of operation.

## 10-year Parking Strategy

**2.13** As indicated earlier the primary focus of this report is to identify a range of measures or initiatives that have the potential to achieve positive impact upon the town centre economy in the relatively short term, whilst arresting the decline in income to the Council from car parking charges. However it is acknowledged that there is a need to take a longer term look at this matter in light of both the changing face of town centres and the opportunities which we know exist because of local circumstances. So in the ensuing paragraphs officers have identified a few matters which might benefit from further exploration with the ultimate aim being to produce a 10-year Car Parking Strategy. Realistically officers consider that this should be available by summer 2019.

### Potential for increased permeability within the town centre

**2.14** In view of the changing nature of the town centre members of the public and people within the business community have expressed views about the potential opportunity of increasing vehicular movement through some parts of the town centre to make it more accessible, with a view to providing more short term parking. As members will be aware the Traffic Regulation Orders in place currently inhibit east-west movement through Merrial Street, Ironmarket and Hassell Street whilst High Street south enjoys only limited vehicular movement.

**2.15** It would be inappropriate to look at any individual routes in isolation; the preferred approach would be to engage with the Highway Authority in parallel with both the emerging Local Plan and any redevelopment plans on key sites such as Ryecroft. The thrust of the discussion would be to explore the potential for improving traffic movement within the town centre and consider the scope for provision of more short term parking.

### Introduction of 'smarter' parking charging

**2.16** As indicated earlier one of the perceived barriers to using town centre car parks arises from the increasingly 'cashless' society in which we live. So in addition to the "Pay by phone" option and the greater promotion of Permits there are other innovations to make payment easier such as credit/debit card payments as well as contactless payment methods. Acknowledging that such approaches would require investment in such technology officers should explore options with the aim of improving convenience for customers.

### Collaboration with University Hospital North Midlands (UHNM)

**2.17** Members will be aware that there are significant parking-related issues arising from the UHNM site, causing congestion in the locality and inconvenience for residents living in the area. So it is proposed that officers be authorised to explore the potential for collaboration with University Hospital North Midlands with a view to achieving accessible and affordable parking to serve the needs of the hospital (staff and visitors) utilising a combination of Council-owned land and town centre car parks.

### Economy, Environment and Place Scrutiny Committee

**2.18** In view of the significant and long-term implications of having a 10-year Strategy it is considered that the comments and suggestions of the Scrutiny Committee should be sought. As part of its scrutiny the Committee may also wish to

consider reviewing the range of short-term measures described in this report. The Committee met with representatives of the Newcastle BID at its last meeting and the matter of town centre car parking was discussed with them. Members were advised that the Cabinet would be receiving this report and so they resolved that it would be appropriate to scrutinise the matter at their next scheduled meeting.

### **3. Options / proposals**

**3.1** “Do nothing” on this occasion is not considered to be either an appropriate or viable option for reasons cited earlier. Without some form of intervention it is considered that the town centre economy may suffer further and, in addition, the Council’s income will continue to decline.

**3.2** Therefore the proposal is to implement the range of measures set out in section 2 of this report and to monitor their effectiveness over the following 12-month period. In addition it is proposed to prepare a 10-year Car Parking Strategy for the town centre including exploration of opportunities identified above.

### **4. Outcomes linked to Corporate Priorities**

**4.1** “Growing our people and places” is one of the four strategic priorities set out in the recently-approved Council Plan. It states that the Council wants to grow the borough’s economy and build on what is already good - the borough’s identity, its location within the Staffordshire region with good motorway links, education opportunities with our acclaimed Keele University and Newcastle-under-Lyme College, and our strong local communities. Our future depends on how we take up opportunities to raise aspirations and achieve our ambitions.

**4.2** It goes on to say that “Our aim is to strive for the borough to be a place where the economy is strong and sustainable, where local people have the skills and opportunities to take up the good jobs with good wages that are created, and where everyone benefits from economic growth. This also means that we need to ensure that there are good homes for everyone, and that every citizen has a safe and secure place to live.”

**4.3** In addition the Plan confirms the importance of working with key partners indicating that “To deliver this we will engage with our partners, locally and regionally, including businesses already in the borough, and work with them to develop their plans and encourage inward investment and the growth of our existing businesses for the benefit of our communities.”

**4.4** More specifically with reference to the town centre the priority “A town centre for all” states that “We want our town centres in Newcastle and Kidsgrove to be the vibrant and successful centres of life in the borough. We want to ensure that they have the right retail, public service, leisure, cultural, business and residential facilities that work for local residents and attract visitors and businesses to the town centres.”

**4.5** The Plan says that “For the period of this plan, we will continue to support and work with partners, such as the Newcastle Business Improvement District (BID) to build on its good work, notably in relation to the town centre activities programme which continues to grow in stature, with annual highlights firmly embedded in events such as the Lymelight and Jazz and Blues Festivals. These events are vitally important to ensure that Newcastle Town Centre remains the

local centre of choice for the borough's residents given the evident challenges for the retail sector."

- 4.6 More particularly the Plan confirms that the Council is committed to "Delivering car parking services that support the town centres".

## 5. **Legal and statutory implications**

- 5.1 The Council is under no statutory obligation to provide, manage or operate public car parks but in choosing to do so it must ensure compliance with relevant traffic regulations. In addition there is other prevailing legislation relating to the safe operation and use of premises, buildings and land put to use for car parking purposes, notably Health and Safety legislation.

## 6. **Financial and resources implications**

- 6.1 At this stage it is difficult to quantify with any high degree of accuracy the actual financial implications to the Council. However officers feel that with this balanced range of measures it is reasonable to assume that the Council will achieve a neutral position (i.e. stabilising income levels overall).
- 6.2 There may be some modest costs arising from exploration of the Pay on Exit (PoE) option which would be funded from existing budgets.
- 6.3 Subject to any future decision about the introduction of PoE there would be a requirement for capital expenditure for modifications to associated car parks. In addition there may be capital costs arising from introduction of smarter charging initiatives. But both of these matters are for future exploration and do not require any budgetary provision at this stage.
- 6.4 Budgetary provision of up to £15k will be required to implement the range of measures described in the above table. The main cost will arise from works associated with the Merrial Street pay and display along with other costs of new signs and alterations to ticket machines. This budget provision will be made from within existing resources.

## 7. **Major Risks**

- 7.1 That the local community does not respond positively to the various initiatives set out in the report thereby failing to achieve the aim of increasing footfall for the benefit of the town centre economy. The main influencing action / mitigation in this case would be the promotion and marketing of the new charging regime through both the Council's own media and that of the Newcastle BID.
- 7.2 That insufficient income is derived from the sale of Parking Permits to large businesses / organisations to counter-balance the various concessions and discounts being made by the Council. The main mitigating action would be utilisation of a range of marketing approaches to promote such Permits.

## 8. **Key Decision Information**

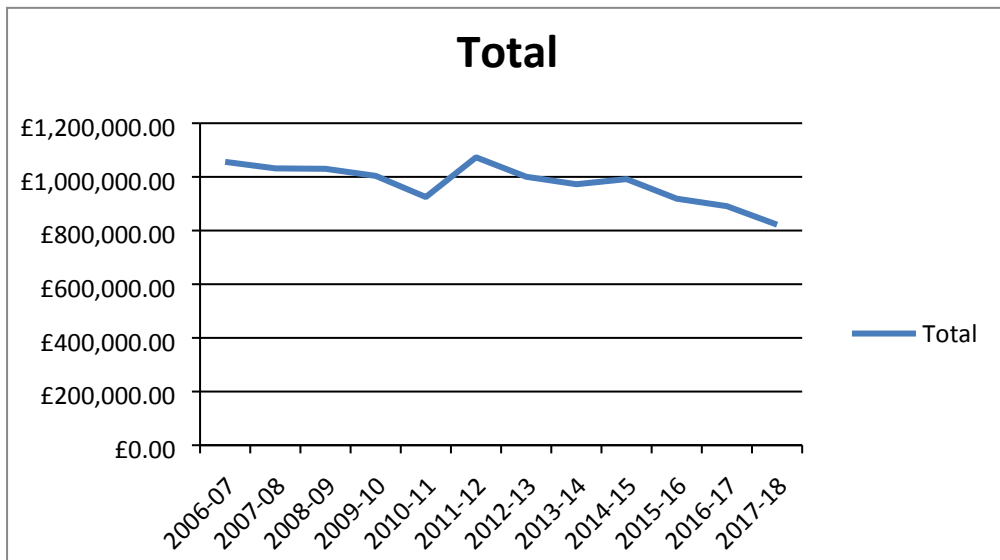
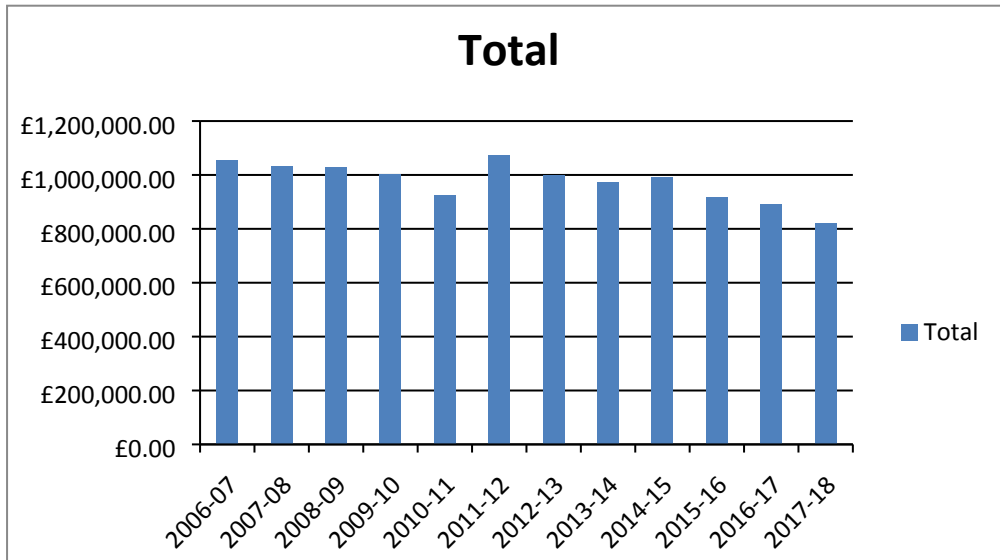
- 8.1 This is not a key decision.



**9. List of Appendices**

**9.1** Appendix 1 - Tables showing decline in income from town centre car parks over the past decade.

APPENDIX 1 – TABLES SHOWING DECLINE IN INCOME FROM CAR PARK TICKET MACHINES



## Review of Newcastle Market

### 1) Overview

At its meeting in November 2018 Cabinet authorised a review of Newcastle market in co-operation with local interested parties. This note provides an update on the review process.

### 2) The Review Process

Following consideration of the challenges faced by the market, officers have proposed that there are two main elements of work that need to take place:

#### a) Customer facing

The customer facing review is intended to gather and analyse local opinions about the market. This will include questions on what elements of the market are valued by local people; why people choose not to shop on the market and also whether a different type of market offer (such as occasional themed or specialist markets) would be valued more highly by local people. To this end officers are preparing a questionnaire for local people to respond to. By the time of the Scrutiny meeting it is anticipated that the questionnaire will have been put onto the 'have your say' page of the Council's website and can also be accessed directly through this link: <https://www.snapsurveys.com/wh/s.asp?k=154296875920>. The questionnaire will be promoted by the Council and also by Newcastle -under-Lyme Business Improvement District. Member support in promoting the questionnaire to local residents will be welcome in order to encourage a good range of responses to the questionnaire. The questionnaire will be open for responses until the end of January.

#### b) Management review

As the current working practices of the market have not been reviewed for a significant number of years it is appropriate to consider how these might be changed and updated. The baseline for this review will be work previously undertaken by both officers and members, such as the 2017 review of the market completed by the Economic Development and Enterprise Scrutiny Committee. Consultation with market traders, staff, the current market licensee and Newcastle -under-Lyme Business Improvement District will inform this element of the review. An external independent opinion will also be sought from NABMA (National Association of British Market Authorities) as the body that promotes excellence in markets and holds a repository of best practice examples.

### 3) Timescales

It is anticipated that formative ideas on the future of the market will be developed in February 2019. These will be offered for consideration by the Portfolio Holder and the Executive Management Team with a view to progressing any agreed actions after this time through appropriate decision-making channels.

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# Appendix A

## Newcastle under Lyme Borough Council

### Discretionary Rate Relief Scheme 2017

## Discretionary Relief Scheme

### Introduction

In the last budget the Government announced the establishment of a £300m discretionary fund over four years from 2017-18 to support businesses that face the steepest increases in their business rates bills as a result of the 2017 revaluation.

Under this scheme Newcastle under Lyme Borough Council have been awarded the following amounts:

2017/18: £273,000

2018/19: £132,000

2019/20: £55,000

2020/21: £8,000

**Total: £468,000**

All billing authorities have to develop their own Business Rates Discretionary Relief Scheme and are required to consult with precepting authorities (in order to qualify for our share of the Discretionary Relief Fund) and to determine how it is to be distributed amongst local businesses affected by the rate revaluation.

The Council will be compensated for any relief granted under section 31 of the Local Government Act. Any underspend must be returned to the Treasury and monies may not be vired between years.

### Proposed Scheme

Newcastle under Lyme Borough Council is keen to identify ratepayers who may qualify for the relief. The Council will look to simplify the application process wherever possible, and will look to encourage eligible ratepayers to apply but will expect any ratepayers to provide such information as is required by the Council to support their application.

The Council has decided that relief under the scheme will be awarded using the following criteria:

- a) The scheme is designed solely to assist ratepayers who have suffered significant increases in rate liability due to the revaluation and the subsequent increase to their rateable value.
- b) No relief can be granted to a precepting authority.
- c) In assessing any potential entitlement to an award under this scheme, the Council will compare the following:
  - i. The rate liability at 31st March 2017 for the 2016/17 financial year after any reliefs and reductions; and
  - ii. The rate liability of the ratepayer at 1st April 2017 for the 2017/18 financial year taking into account any transitional relief, small business rates relief or rural rate relief granted under any other provision.
- d) Relief will only be given to premises which are liable for occupied rates. No relief will be granted for unoccupied premises or where the premises becomes re-occupied.

- e) Relief will only be granted to ratepayers who were in occupation at 31st March 2017 and in occupation on the 1st April 2017. Relief will cease immediately the property becomes un-occupied or has a new occupier and will not be re-granted
- f) Ratepayers taking occupation after the 1st April 2017 will not be eligible for the relief on the basis that they would not have suffered from increases due to the revaluation.
- g) Relief will be targeted to local businesses and not those businesses that are national or multi-national in nature. Local businesses are, for the purposes of this scheme, those which have premises wholly in the Council's area.
- h) Relief will not be granted if the property is occupied by Payday lenders or short term high interest loan companies, Pawn Brokers, Bookmakers and Gambling establishments, E-cigarette/vaping shops, Off Licences, sex establishments or similar establishments. The Final discretion on acceptability lies with the Council
- i) Relief (or further relief) will not be granted where the property has an increase in Rateable Value after the 1st April 2017 which increases the rate charge above the 1st April 2017 value.
- j) Where a ratepayer is in receipt of any award under this scheme, the Council will not consider any application for relief under Section 44a of the Local Government Finance Act 1988 for the same hereditament.
- k) All payments under this relief are subject to European funding regulations and all recipients must satisfy the Council of their eligibility.

### **Amount of Relief**

Newcastle under Lyme Borough Council is proposing that relief will be awarded based on a formulaic approach (except for year 4 of the scheme when, due to the low value of funds available, claims will be assessed individually). We estimate that the allocation of funding from the Government could be used to offer eligible businesses discounts on the increase in their 2017/18 business rates bill as below.

Relief will be awarded as a percentage of the rates increase between 2016-17 and 2017-18

2017-18	45% of increase 2016-17 to 2017-18 (after other reliefs)
2018-19	48% of 2017-18 relief
2019-20	42% of 2018-19 relief
2020-21	Individual applications will be considered in exceptional circumstances only.

These percentages will be reviewed (and possibly amended) in February 2018.

### **Administration and Applications**

Applications will not be required (except year 4). The relief will be awarded automatically to qualifying ratepayers.

Ratepayers will however be required to contact the Council should they not be eligible under State Aid De Minimis regulations (1407/2013).

(The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years).

### **Variation and Amendments**

As with all reliefs the amount of relief awarded under this Discretionary Scheme will be recalculated in the event of a change in circumstances. In effect the relief is calculated on a daily basis in line with the rate payers liability on that day.

The scheme will allow the Council to review and amend the amount of relief during the year to reflect changing circumstances. The Council may revisit the percentages at any time.



## Report to the Economy Environment & Place Overview and Scrutiny Committee

13<sup>th</sup> December 2018.

### Recycling & Waste Service



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#### Introduction

This report has been prepared for members to consider following requests from the Chair for updates and statements on the following issues:-

- Progress on the introduction of Chargeable Garden Waste
- Progress on the planning for changes to the dry recycling and separate food waste service.
- Briefing on how the department copes with bad weather, and contingency plans for this year
- Staff absence issues affecting the service this year, how the department copes and contingency plans.
- Quarter 2 performance – for information

#### Background

Following Cabinets decision to introduce a new recycling service to residents, along with the introduction of chargeable garden waste, the decision was called in, and subsequently reviewed by the Economy Environment & Place Overview and Scrutiny Committee on the 11<sup>th</sup> October 2018. The Committee requested additional scrutiny of the proposed recycling system including the costings, implementation and any risks of both a new kerbside system and an affordable garden waste collection service

At its meeting on 17<sup>th</sup> October 2018, Cabinet resolved that the Economy, Environment and Place Scrutiny Committee receive regular updates from the Cabinet Member on the detailed planning and modelling of the new recycling service

including timescales and costs in the run up to its implementation to help shape its design and direction and report back into the Cabinets decision making process.

In addition to these updates this report details some of the continuing challenges faced by the Recycling and waste service, and measures put in place to manage them effectively

The report finishes with an update on quarter two performance for recycling and waste, together with missed bin collections.

## **Questions to be Addressed**

### **Progress on the introduction of Chargeable Garden Waste**

Progress is currently all going to plan with no real issues so far. Highlights so far as follows

- Member briefing held on 1<sup>st</sup> November 2018, fairly well attended with some useful questions and comments from members. Frequently asked Questions document have been slightly amended following the session to reflect members wishes / comments and copies were subsequently sent to all Members.
- Bin hangers placed on all garden bins presented for collection w/c 5<sup>th</sup> November for that and the following week advising residents they would only have one more free collection, and advising they could register their interest in the chargeable service. 6,200 residents registered their interest to the end of November.
- Web page for chargeable garden waste went live from the 5<sup>th</sup> November, with link to form for registering interest. Frequently asked questions and answers are available on the same web page.
- Social media has been used throughout November to notify residents that the current free collection service is ending and signposting them to register interest in the new service.
- Integration of the Councils new customer interface system, 'Jadu' has been integrated into the departments back office and in-cab operations system, 'Bartec'.
- Temporary additional staff recruited to contact centre to help with increased volume of transactions. Additional staff will be available until April.
- Online payments live from 10<sup>th</sup> December 2018, allowing residents to subscribe.

- Christmas arrangements for recycling and waste collections and a flyer promoting the new chargeable garden waste service posted to all residents w/c 10<sup>th</sup> December.
- Social media and webpage updated to advise residents payment system is now live.
- Monitoring of residents comments and any complaints being undertaken, and responded to accordingly. So far there have been ?? comments and ? complaints which have been handled through the Councils Corporate Complaints system. Issues raised by residents mainly relate to access to the internet, taxation through the back door, and concerns over potential increased fly-tipping.

### **Progress on the planning for changes to the dry recycling and separate food waste service.**

A high level timeline for projects has been produced to bring the new recycling service into operation on a phased approach over the next 18 to 24 months. The main project areas are detailed below together with anticipated time lines for delivery.

- Collection vehicle routing for new dry recycling service, as it changes from a weekly collection service to fortnightly.  
This piece of work is vitally important and will begin in January 2019. The outcomes will confirm in detail the number and type of vehicles required for the new service. It will also establish if any day changes are required for residents, although it is hoped this can be kept to a minimum as day changes only add to confusion for residents in any change of service.
- Establishing the most efficient and cost effective way to collect food waste on a weekly basis.  
As above, high level modelling suggested separate vehicles, rather than front line vehicles with food pod. More detailed modelling will confirm.
- Procurement and distribution of wheelie bins for dry recycling.  
A major piece of procurement, which will be undertaken in 2019. Procurement process will take around three months. Production of around 50,000 bins will take a number of months, and distribution will take another couple of months. Before the procurement process begins a decision is needed as to whether wheelie bins are the right sort of receptacles for certain properties, such as terraced houses, and whether unused garden waste bins could be utilised.
- Procurement of Vehicles / disposal of existing recycling vehicles.  
Once the route modelling exercises are complete, and tested via trials, procurement of the new fleet will need to commence. Procurement, order confirmation, vehicle build and delivery will take approximately 12 months.

- Procurement of processing for dry recyclable materials / sale of paper and card.  
A vital and major piece of work, which will be challenging in the current poor and volatile market conditions. It is planned to hold a bidders day event early in 2019 for providers of sorting facilities to come along and tell the Council what they are able to offer and a view on Risk sharing with market values for materials. We will be looking at joint procurement options with other authorities in Staffordshire and beyond, to try and achieve greater economies of scale though higher tonnages of materials.
- Changes necessary to the Council Transfer Station at Knutton Lane.  
The current transfer and processing facility at Knutton lane will require work to reconfigure it to handle comingled materials rather than source separated material as it does at the moment. Reconfiguration proposals will require agreement with the Environment Agency, and possibly the Planning Authority. Changes will need to link into the procurement process processing dry recycling materials mentioned above.
- Communications plan.  
Communications plans are to be developed to inform residents of the proposed changes through a variety of measures.

### **Briefing on how the department copes with bad weather, and contingency plans for this year**

Bad weather, especially snow will have an adverse effect on collection operations for recycling and general waste collections. Last winter was particularly bad, and the first time such bad weather had tested the resilience of the recycling service, which did not cope well at all.

Lessons have been learnt and a protocol for dealing with extreme weather and snow has been reviewed and amended. A copy of the amended protocol is attached for information.

When snow is forecast the Council puts into place its protocol so decisions and communications can be made quickly. If snow does fall, a risk assessment is made by a member of management of the service, together with the relevant trade Union Representative as to whether it is safe to operate, or whether to suspend the service. It may be the case that collection services are suspended in certain areas which are worse than others. Typical roads which have been adequately gritted will be safe for a vehicle and collections, but side roads which haven't probably won't be. If the service is able to operate even in a limited form it must be recognised that productivity will fall by as much as 60% simply because it is harder to walk and move bins on snow. Recycling is even worse, given operatives need to sort materials as well as decanting them into the collection vehicle.

Operations utilising wheeled bins are able to recover more effectively following disruption, with options for overtime and additional vehicles being utilised to catch up.

Recycling utilising boxes is far more difficult, and high winds can make the situation worse if collections are outstanding by a number of days. The contingency / recovery arrangements for recycling are effectively to utilise 'normal' refuse collection vehicles (RCV's) and slave wheelie bins which the boxes can be emptied into, and then into the vehicle. The material will then be bulked up either at our own depot, or Stoke-on-Trent City Councils facility, from where it will then be sent to a material recovery facility (MRF) for recycling. Recovery will be a little slower than just collecting bins, but should get material off the streets in a timelier manor. Communications to residents is important in these instances, as the Council could face criticism over the fact that people have spent time ensuring the right materials go into the right box, only for us then to mix it all up. We need to acknowledge this, and be open and honest as to the reasons why this process is being utilised to recover operations, and reinforce the fact that all material collected for recycling still will be recycled.

**Staff absence issues affecting the service this year, how the department copes and contingency plans.**

Staff absence has been a major issue with the recycling and waste service operation this year. At certain times up to 20% of the workforce have been absent through sickness. The recycling and waste collection service requires a core number of drivers and operatives to operate. Resources for day to day operations include a pool of staff to cover holidays and sickness to a certain level. Beyond that the department has to make use of agency staff to cover the shortfalls.

The table below shows the numbers and impact, together with the financial cost to the Council to cover daily collection operations.

<b>Long Term Absence</b>				
Month	Number of staff	Number of working days lost	Number of Hours lost	Agency / backfill cost £
April	4	65	487.5	8,317
May	6	115	862.5	11,592
June	5	97	727.5	16,365
July	6	135	1,012.5	13,910
August	7	153	1,147.5	20,404
September	9	178	1,335	16,884
October	7	169	1,267.5	20,235
November -part	6	62	465	5,852
<b>Totals</b>	<b>N/A</b>	<b>974</b>	<b>N/A</b>	<b>113,559</b>

<b>Short Term Absence</b>			
Month	Number of working days lost	Number of Hours lost	Agency / backfill cost £
April	41	307.5	3,931
May	24	180	2,103
June	47	352.5	16,045
July	31	232.5	2,103
August	26	195	2,560
September	39	292.5	4,037
October	68	510	8,212
November -part	25	187.5	2,346
<b>Totals</b>	<b>301</b>	<b>N/A</b>	<b>41,337</b>

The Council manages sickness and absence through its 'Attendance Management Policy and Procedure' process, which utilises a tool called the 'Bradford Factor' to monitor sickness levels of all its employees and determine what action may need to be taken. This method of measuring absenteeism levels was first established by the Bradford School of Management back in the 1980's and is now a widely established measurement used across all sectors of industry and commerce in the UK.

Bradford takes into account the occurrences of sickness absence and the duration of the absence to ensure a fair and consistent approach is adopted across the organisation and has a greater emphasis on the number of occasions of absence than on the total number of days. This is to provide a level of protection for staff with long term absence issues.

Triggers in the Bradford Factor are designed to encourage and help employees to develop appropriate patterns of attendance and all employees are monitored against them by managers informally through Return to Work Discussions and, where necessary, through the formal stages of the policy.

The Bradford formula is based on the following:

Number of absences X number of absences X total number of days = Bradford score' for example: 4 absences; 1 of 4 days and 3 of 2 days = 10 days provides a Bradford score of (4x4x10) = 160 points.

Triger points are –

- A score of at least 150 leads to a stage one consideration by the appropriate manager
- A score of at least 500 leads to a review following a Stage 1 warning being issued, the Manager / head of Service formally reviews the employee's sickness absence record with regards to issuing a final written warning.
- A score of at least 875, the Head of Service formally considers the employee's sickness absence record, with regards to dismissal.

The trigger points are not be used in isolation and other factors are be considered to help support a more comprehensive approach to manage and monitor sickness absence procedures.

By using the Bradford scoring matrix employees are aware of the trigger points and its aim is to ensure that all employees are treated consistently by applying a fair and consistent approach.

It is clear that sickness absence is a major problem for the department, and one which needs to be understood and tackled appropriately. Staff within recycling and waste services are working with the Councils Human Resources Department to manage sickness and look to bring the numbers down. This will also be a factor in development of the new recycling collection service.

Use of the Bradford Factor since its introduction has highlighted a number of issues that could be considered as part of a review of the Councils Attendance Management Policy. How long term sickness is factored in, the respective trigger points, as well as clarification over the method of calculation are three particular aspects that would benefit from review in order to support managers managing absence management within their respective teams.

### **Quarter 2 performance – for information**

The following table details the performance for recycling and composting, together with missed bin statistics for quarter 2 of this financial year.

#### Recycling Performance

	Qtr 1 – April to July 18	Qtr 2 – July to October 18
Overall Recycling Rate	52.3%	51.2%
Dry Recycling Rate	15.65%	19.39%
Garden Composting	31.88%	26.57%
Food Waste AD Composting	4.73%	5.59%
Residual Waste Kg's per household (low figure is good)	112.31 kg's	103.66 kg's

#### Missed Bins

	July 18	August 18	September 18
Recycling	247	198	146
Residual	136	105	67
Garden	91	48	63
Total	474	351	276
% of successful collections	99.905%	99.933%	99.939%

## **Outcomes**

That the report be noted and performance moving forward is monitored together with progress in developing the new recycling service.

## **Supporting Information**

- Bad Weather Protocol.
- Windy weather protocol.

## **Invited Partners/Stakeholders/Residents**

None invited as part of this report.

## **Constraints**

N/A.

## **Conclusions**

The Recycling and waste service has had a challenging year so far with sickness and absence being well above what would normally be expected. However performance in terms of recycling and the reducing number of missed bins continues on target.

Development and implementation of Chargeable Garden Waste is on schedule.

Development of the Councils new Recycling Service has commenced and will build over the coming months, to ensure a smooth transition for residents within the next two years.

## **Relevant Portfolio Holder(s)**

Portfolio Holder for Environment & Recycling – Councillor Trevor Johnson.

## **Local Ward Member (if applicable)**

All Wards are affected by this service.

## **Background Materials**

There are no background papers to this report.

## **Appendices**

None



## Newcastle-under-Lyme Borough Council - Operational Services Directorate

### Operational Protocol for Recycling Collections in Bad Weather / Snowy Conditions

#### Recycling and Fleet Services.

#### Measures to deal with recycling and waste in extreme weather and snowy conditions:

Measures to help deal with operations in extreme weather and snowy conditions, and to recover the service if suspended.	Action Required	Lead Officer (s)
<p>Monitor weather forecast / updates from met office and Staffs CCU. Advise residents to hold off putting recycling boxes out when snow is forecast</p>	<p>Communications through Website / Social Media and service leaflets.</p>	<p>Development Officer / Recycling Officer – Recycling &amp; Fleet Services. Councils Coms Team</p>
<p><b>If snow falls, or there is heavy ice.</b> Risk assess rounds / streets to decide if safe enough to operate / part operate or suspend collection services. If services are deemed to be safe to operate, recognise, productivity could be affected, leading to missed streets, therefore consider and plan for recovery of the service.</p>	<p>On site checks of streets and rounds by Assistant Collection manager and relevant Trade Union Representative. Decision on what to do by Operations Manager Continue to monitor throughout the day.</p>	<p>Head of Recycling &amp; Fleet services Operations Manager / Collection Managers Recycling &amp; Fleet</p>
<p><b>Recovery Plan following snow / heavy ice.</b> If whole service is suspended, <b>Garden Waste will not be recovered</b> and residents will have to wait until the next scheduled collection. <b>Refuse &amp; Recycling collections will be prioritised</b>, the aim being to get materials off the streets, particularly recycling materials presented in boxes. This will be achieved as follows:-</p> <ul style="list-style-type: none"> <li>• Food waste will be collected with Refuse if refuse is presented, otherwise residents will need to hold until the next scheduled collection.</li> <li>• Recycling will be collected using Garden waste RCV's. Materials in boxes emptied into slave wheelie bins and comingled in vehicle.</li> </ul>	<p>Planning and monitoring of collection operations. Use of in-cab technology 'Bartec' to monitor collections and rate of completion. Adjust recovery plan as necessary to complete outstanding collections as safely and quickly as possible. Ongoing communication through focused campaigns through resident talks, Website / social Media.</p>	<p>Operations Manager / Collection Managers Recycling &amp; Fleet</p> <p>Development Officer / Recycling Officer – Recycling &amp; Fleet Services. Councils Coms Team</p>

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<p>This will allow more speed in collections, therefore reducing the time materials are left on the streets. All materials collected in this way will be recycled.</p> <ul style="list-style-type: none"> <li>• Additional crews sent out when available</li> </ul>		
<p><b>Recovery Plan – Dealing with Materials for Recycling at Depot TFS</b></p> <ul style="list-style-type: none"> <li>• Existing material bays at Depot TFS to be utilised for comingled material.</li> <li>• Vehicles will tip on by entrance and material pushed into bay utilising site JCB Loadalls.</li> <li>• Transfer of material using bulk vehicles to take material to an MRF for separation and recycling.</li> <li>• Use of Stoke-on-Trent City Councils bulking facility as a backup.</li> <li>• Commitment to residents that all materials collected for recycling will be recycled.</li> </ul>	<p>Agreement with an MRF in place to take material for recycling. Monitoring of tonnages and vehicle movements &amp; storage capacity. Plan / arrange adequate number of bulkers to take material to MRF. Communication through focused via Website / social Media</p>	<p>Operations Manager Technical Officers TFS supervisor Development Officer – Recycling &amp; Fleet Services. - Coms</p>

<b>Additional measures being considered</b>	<b>Action Required</b>	<b>Lead Officer (s)</b>
New Recycling Collection service, based on a bin system to come into operation 2020.	Build into programme of cabinet and scrutiny meetings	Head of Recycling & Fleet services
Increased communications on messages/options in above table	Annual Communications plan – ‘Smarter Communications’	Development Officer – Recycling & Fleet Services. - Coms

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## Newcastle-under-Lyme Borough Council - Operational Services Directorate

### Operational Protocol for Recycling Collections in High Wind Conditions

#### Recycling and Fleet Services/Streetscene

#### Measures to deal with recycling in windy conditions:

Measures to help prevent windblown material	Action Required	Lead Officer (s)
Additional lids are available on request (to secure materials)	Communications through Website / Social Media and service leaflets. Ensure adequate stock available	Development Officer – Recycling & Fleet Services. - Coms Technical Officers – Stock control
Additional boxes are available on request (to reduce over-filling)	Communications through Website / Social Media and service leaflets. Ensure adequate stock available	Development Officer – Recycling & Fleet Services. - Coms Technical Officers – Stock control
Overfilled boxes or loose material are to be avoided	Communication through focused campaigns through resident talks, Website / social Media and Service Leaflets	Development Officer – Recycling & Fleet Services. - Coms
Sensible stacking/weighting reduces chance of materials escaping	Communication through focused campaigns through resident talks, Website / social Media and Service Leaflets	Development Officer – Recycling & Fleet Services. - Coms
'Washing and squashing' message helps with capacity and not overfilling	Communication through focused campaigns through resident talks, Website / social Media and Service Leaflets	Development Officer – Recycling & Fleet Services. - Coms

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Holding off putting boxes out in/when very high winds are forecast	Communication through Website / Social Media	Development Officer – Recycling & Fleet Services. - Coms
Crews are asked to collect what they can when materials are spilt.	Message sent to all Team Leaders through Bartec. Assistant Managers check on site to see crews are picking up spilt materials	Collection Managers – Assistant managers
Supervisors monitor all collection rounds onsite as they take place	Collection Managers ensure Assistant manager resource is available	Collection Managers
Additional crews sent out when available.	Collection Managers plan and instigate additional resources	Collection managers
Streetscene support and back up crews with picking/sweeping	Collections rounds/days info provided to Streetscene for alignment with met office weather alerts to aid resource planning for support where capacity allows.	Streetscene Manager / Neighbourhood Managers
Probation Team and other appropriate volunteer groups also used to pick litter.	Site list compiled by Recycling & Fleet Services of areas requiring litter picks	Assistant Collection Managers Streetscene Manager / Neighbourhood Managers

<b>Additional measures being considered</b>	<b>Action Required</b>	<b>Lead Officer (s)</b>
Discussion with T&F Group on options	Build into programme of meetings	Head of recycling & Fleet services
Increased communications on messages/options in above table	Annual Communications plan – ‘Smarter Communications’	Development Officer – Recycling & Fleet Services. - Coms
Consider trial on ‘box-hat’ or ‘net’ options	Trial through residents T & F group	Head of recycling &

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		Fleet services
Options for use of Trolley Boxes in very exposed areas	Build into programme of meetings for T&F group	Head of recycling & Fleet services

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**Newcastle-under-Lyme Borough Council**

**Date - 13 December 2018**

**Report to Economy, Environment and Place Scrutiny Committee**

**Reason for report**

The Committee has requested information on:-

*The Communications Plan for the Council's chargeable garden waste service and changes to the recycling service.*

**Officer Response**

**Introduction**

At its meeting on 19 September 2018, Cabinet agreed significant changes which will impact on the Council's recycling and waste service. As well as changes to the way recycling and general waste materials are collected, the meeting agreed that a chargeable garden waste service would be introduced.

Charges for garden waste collections will come into effect in February 2019 with a new recycling and waste collections system brought in at a later date.

A Communications Plan for these changes was drafted by the Council's Communications Service in conjunction with officers from Recycling and Waste.

This plan has subsequently been considered – and signed-off - by the Recycling and Waste Steering Group which is an officer/member group that meets on a fortnightly basis to consider a range of plans drafted to support implementation of the service changes.

The initial focus of the plan has been to promote awareness of the chargeable garden waste service changes and encourage resident support and engagement.

The Communications Plan is a "living document" which will evolve and develop as the Council moves forward towards implementation of both of these significant projects for its recycling and waste services.

The plan contains some agreed key messages for both elements of the service changes. These messages will be repeated as often as possible in communications to enhance understanding of why decisions have been made and their potential impact on households.

**Key messages – chargeable garden waste**

Staffordshire County Council – as Waste Disposal Authority – is to phase out paying for recycling credits which means the Borough Council and the seven other county districts will be worse off. This decision will result in a £270,000 funding gap for the Borough Council.

The £36 annual subscription for the garden waste service is equivalent to around 69 pence per week for 12 months.

Chargeable garden waste systems are now operated by more than 60 per cent of waste collection authorities in England.

Residents have a choice over whether they pay for the new chargeable service. If they don't they could:-

- (i) Compost at home – this is a great alternative that is low cost and also good for the environment.
- (ii) Dispose of garden waste at the Household Waste and Recycling Centre at Leycett.
- (iii) Use their residual waste bin for small amounts of garden waste.

### **Key messages – changes to recycling and waste services**

The Council needs to have a consistent approach to describing the changes which are to be introduced.

A decision is still to be made on whether the Council will collect paper separately or paper and card. Once this decision is made this will form part of any key messages to increase awareness and understanding amongst our households.

For the time being, the key messages we can use are:-

- Recycling materials will be collected fortnightly.
- On the weeks when we don't collect recycling materials, residents will put their wheelie bin containing their normal household waste out for collection.
- Food waste will still be collected every week.

When discussions first began on changing the service, a public consultation exercise was organised. Around 1,300 people took part in the consultation and many voiced their dissatisfaction with the current service. The Council listened to what residents had to say and as a result brought forward proposals for change.

Among the findings from the survey was the fact that almost six out of 10 people were dissatisfied with the service.

### **Promoting the changes**

The Council is using a number of communication channels to promote the chargeable garden waste service. By the end of November around 6,000 households had completed an online form which allows them to express an interest in taking part in the new chargeable service.

In December, the Council began the process of starting to collect payments from households.

Promoting the other recycling and waste service changes will be done at a later date once the Council moves closer to implementing this part of the revised service. All of the work which is currently going on to promote changes is being done within existing budgets.



Work which has gone on to promote the changes and encourage households to complete the “expressions of interest” form and to then subscribe have included:-

*The Council’s website* – [www.newcastle-staffs.gov.uk](http://www.newcastle-staffs.gov.uk)

- Garden waste content has been reviewed and revised.
- Use of the revolving banner on the home page to promote key messages, milestones, actions.
- Publication of “Frequently Asked Questions” about the service changes.

*Social media*

- Regular promotional messages on the Council’s corporate Facebook and Twitter accounts.
- Responding to household enquiries via social media channels and signposting residents to further information on the Council’s website.
- Use social media to promote YouTube information.

*Working with the media - press releases*

Media releases have been produced on:-

- a) Last free collection of garden waste under way and launch of online expression of interest form.
- b) First 2,000 households express an interest.
- c) Council begins the process of taking subscriptions from households – planned for December.

(As well as being made available to local media channels, these releases are also placed on NewsNBC which is the news section of the Council’s website.)

Several radio interviews have also been organised involving the Cabinet portfolio holder for environment and recycling.

*Internal messaging*

Team talk – the Council’s internal monthly briefing mechanism for staff – has contained regular updates on the project.

On The Agenda – the Council’s internal monthly briefing mechanism for councillors – has contained regular updates on the project.

*Bin tags*

These have been used by the recycling and waste service for a number of years and are also utilised by many other councils as a means of communicating directly with households.

Bin tags were put on to bins that were presented by residents for collection during November.

These advised households of the fact that the Council wished to continue offering the service and from 2019 this would be £36 per year. The web address for registering an expression of interest in the service was included on the tag.

There was also a QR code contained which took users to the web page for expressions of interest. The cost for printing the tags was around £4,350.

### *Christmas information*

Each year the Council contacts every household to inform them of the Christmas and New Year collections.

Information this year will be posted out to all households in an envelope clearly marked to show it is from the Council and that it contains important information. Inside will be:-

- A flyer giving information about festive collections.
- A flyer giving information about the chargeable garden waste service.

### *Videos*

Short promotional videos are planned to highlight key messages around the chargeable garden waste service initially and then the wider service changes at a later date.

These will be used on the plasma screens at council buildings such as Castle House. They will also be promoted on YouTube.

Filming has been delayed for a short-time due to sickness absence issues.

### *Sentinel quarter page adverts*

The Council has an agreement in place with the publishers of The Sentinel which involves the payment of an agreed monthly fee for statutory public notices, digital promotions and a number of quarter page adverts each calendar year.

Two of the quarter page adverts will be used to promote the chargeable garden waste service.

## **Marketing**

As mentioned earlier, activities in the Communications Plan which have either taken place or are planned for the coming weeks, can be achieved within existing budgets.

Whilst they have achieved a good degree of success, the Council may also wish to take additional measures which actively market the service to encourage greater take-up levels.

If these are over and above the activities outlined earlier in this report, they are likely to incur costs. At this moment in time there is no specific budget allocated for these activities.

Some of the channels which could be used – and a broad outline of costs - are outlined below.

### *Digital marketing*

Discussions have taken place with a local provider of a new and innovative arm of digital engagement called “Programmatic Marketing.”

This is described as the ability to put marketing material in front of the right people at the right time.

The provider has the ability to show adverts across the web and optimise engagement towards an agreed outcome – in this case it would be sign-ups or payments for the chargeable garden waste service. This is different to other forms of digital engagement which can often measure views or shares rather than agreed outcomes.

The provider would use our data to target people who are homeowners or live within certain postcodes (provided by the Council). They are sent to a specific landing page encouraging them to sign-up. This has the potential to generate a huge response rate as very specific targeting and a direct link to sign up, unlike many traditional awareness only campaigns.

The company would then re-market to the users more likely to sign-up if they haven't already done so. This means, in effect, they are followed around the internet and regularly prompted about signing-up. These prompts are where the definite outcomes are achieved as they are proactive rather than passive digital marketing.

For £10,000, the Council would get a minimum of two million impressions to use over an eight-week campaign period.

The company would also provide a dashboard which illustrates how the campaign is performing on a day-to-day basis so the Council can monitor effectiveness.

### *Leaflets*

Direct contact with households using a leaflet is an option.

Quotes received from local suppliers suggest it would cost around £420 to print off double sided, full colour A5 leaflets.

A Solus distribution – where the leaflet goes out on its own without other material – would cost around £6,200.

This quote is based on initial estimates and is likely to rise once a more detailed price request was submitted. The quote was based using only one level of a mapping software and more detailed work would need to be done to produce a final price showing all rural areas and “difficult to reach” properties.

In addition, staff time would be taken on the design of any promotional leaflet.

*Advertising hoardings*

Discussions have taken place with one provider and an offer of £800 for one hoarding per month at some more prominent sites has been made. For sites which do not have as much passing traffic or footfall a price has been offered of between £650-700. This would include paste-up costs.

Once again, staff time would have to be added in for design work for the advertisements on the hoardings.

*Waste vehicles*

Vinyl promotional panels have previously been used on the side of the Council's waste vehicles.

These are fitted to the freighters used for residual household collections rather than the specialised recycling vehicles.

These cost around £400 per vehicle and staff time also has to be factored into changing and replacing these.

Phil Jones  
Head of Communications  
December 2018

ECONOMY, ENVIRONMENT AND PLACE SCRUTINY COMMITTEE

Work Programme 2018/19

Chair: Councillor Gary White

Vice-Chair: Councillor Marion Reddish

Members: Burgess, John Cooper, Driver, Gardner, Harrison, Olszewski, Panter, J. Tagg and Williams.

Portfolio Holders covering the Committee's remit:

Councillor S Tagg, Leader – Corporate and Service Improvement, People and Partnerships (for Economic Development Strategy)

Councillor Trevor Johnson - Cabinet Member – Environment and Recycling

Councillor Paul Northcott - Cabinet Member – Planning and Growth



The following services fall within the remit of this Scrutiny Committee:

Planning Policy and Development Control	Facilities Management
Building Control	Recycling and Waste Management
Land Charges	Streetscene and Litter Control
Housing Strategy (incl) Housing Advice and Homelessness) and Development	Crematorium and Cemeteries
Private Sector Housing	Climate Change, Sustainability and Energy Efficiency
Operational and Commercial Property Management	Environmental Enforcement
Strategic Transport	Environmental Health
Economic Development	Grounds Maintenance
Tourism	Community Open space
Taxi ranks	Parks and Gardens Maintenance
Bus Station	Flooding and Drainage
Markets	

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The core Work Programme is determined at the beginning of the municipal year. Issues can be added throughout the year with the Chair's approval or where a new priority area comes to the Committee's attention.

For more information on the Committee or its work Programme please contact Jayne Briscoe on 01782 742250 or at [Jayne.briscoe@newcastle-staffs.gov.uk](mailto:Jayne.briscoe@newcastle-staffs.gov.uk)

DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES
Wednesday 4 July 2018	Work Programme	To discuss the work programme and potential topics that Committee members would like to scrutinise over the forthcoming year
	Recycling Service - Update	Items listed at Chair's request.  Relevant Officers and Cabinet members requested to attend.
	Grass Cutting Team – Performance	
	Arboriculture Department- Workload and Resource	
Planning/Development Control – Performance and Staffing		
Wednesday 26 September 2018	Work Programme	To discuss the work programme and progress of scrutiny activity and to consider any amendment/additions to the Programme
	Chair to report on Executive response to Tree Management representations	
	Recycling Service – Update	Report deferred from last Committee
	Borough Market Update	Committee to receive an interim update on the management of the Borough Market – report requested by Member of the Committee
	SMART Motorway (use of the hard shoulder as 4 <sup>th</sup> land)	Report to include action taken to lobby for the scheme to include Junction 15 – requested by Member of the Committee
	Representatives from the BID invited to attend the meeting	Request from Member of the Committee to look at how the Borough can support and help build a strategy to enhance the reputation of the Borough

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Thursday 13 December 2018	Work Programme	To discuss the work programme and progress of scrutiny activity and to consider any amendment/additions to the Programme
	Representatives from appropriate bodies invited to attend the meeting to enable Members to consider the issues surrounding development of the SMART Motorway and HS2	To encourage economic prosperity and development of our area
	Scrutiny of the charging policy at the Borough Town Centre car parks	Request from Members of the Committee to encourage footfall in the town centre
	Clarification of the Business Rates Support Scheme	Request from the BID
	Update on the planning and modelling of the new recycling service including the communication plan, what contingencies were put in place to deal with inclement weather and high staff absences in the department	
	Update on the Borough Market	
Thursday 14 March 2019	Work Programme	To evaluate and review the work undertaken during 2018/19
	Update on Tree Management Operations Budget Allocation	
	Economic Development Year 1 Action Plan	
	Homelessness Policy	
	Allocations Policy	
	Management of the Borough Market	

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Thursday 20 June 2019	Work Programme	To discuss the work programme and potential topics that Committee members would like to scrutinise over the forthcoming year
Suggestions for potential future items: <ol style="list-style-type: none"><li>1. Items carried forward from Cleaner, Greener and Safer Communities Scrutiny Committee:<ul style="list-style-type: none"><li>• Review of Council's Waste and Recycling Service (Currently being considered by Cross Party Members' Panel)</li></ul></li><li>2. Introduction of Fixed Penalty Notices for Fly Tipping and Litter from vehicles</li><li>3. Food Standards Agency Review of Food Safety Regulations (expected to take place in late 2018)</li><li>4. SMART Motorway (M6) (Use of hard shoulder as 4<sup>th</sup> lane) – lobbying for amendment of the Scheme to include Junction 15)</li></ol>		

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