

<b>Report To:</b>	<b>CABINET</b>	<b>Date:</b>	<b>26 November 2018</b>
<b>Heading:</b>	<b>BIG ASHFIELD SPRING CLEAN</b>		
<b>Portfolio Holder:</b>	<b>DEPUTY LEADER OF THE COUNCIL, OUTWARD FOCUS</b>		
<b>Ward/s:</b>	<b>ALL WARDS</b>		
<b>Key Decision:</b>	<b>YES</b>		
<b>Subject to Call-In:</b>	<b>YES</b>		

### **Purpose of Report**

The Big Ashfield Spring Clean was a district wide clean-up campaign delivered over a three-week period between 19<sup>th</sup> May and 9<sup>th</sup> June 2018.

This report sets out the successes of the project, the cost of delivery and the impact the scheme made along with lessons learned from the first campaign and recommendations for future delivery of Spring Clean campaigns.

### **Recommendation(s)**

1. Members to note the full evaluation of the 2018 Big Ashfield Spring Clean.
2. Members to approve the plans for the 2019 Big Ashfield Spring Clean as set out in this report.
3. Members to delegate authority to the Director of Place and Communities and Assistant Director Neighbourhoods and Environment in conjunction with the Portfolio Holder, to lead on the project.

### **Reasons for Recommendation(s)**

It is the political policy direction to create a more regular event (annually) and with this in mind, it is necessary to use the evaluation and lessons learned reports to be able to recommend the most effective way forward for 2019 and beyond.

### **Evaluation of 2018 Big Ashfield Spring Clean**

In summary, the campaign was rolled out geographically across the District over a 3 week period, with Sutton week one, Kirkby and the Rurals week 2 and Hucknall week 3. It had 3 distinct offers

for residents: static skips were placed at various locations across the District, complemented by “flying skip” bin lorries which collected waste at pre-determined routes over the weekends (excluding the Bank Holiday weekend) and free bulky waste collections for residents who needed door to door collection or additional support.

On Monday 15<sup>th</sup> May the Council released information to residents of Ashfield that a Big Ashfield Spring Clean Campaign was set to get underway. Information was provided to residents to inform them of static and flying skips to be sited across the district to enable them to support the spring clean and help them clear out unwanted waste.

### **Week 1 - Sutton**

On Saturday 19<sup>th</sup> May 2018 2 RCV bin lorries acted as flying skips and collected waste from the following locations in Sutton in Ashfield:

- Welbeck Square, Stanton Hill
- Beechwood Court, Skegby
- The Hillcocks Car Park
- Highfield Road
- Woodlands Way
- Leabrooks Avenue

These were managed by waste collection crews. Residents were able to bring out their waste for disposal on the lorries. The amount of waste collected by the two RCVs was 4.1 tonnes

From Monday 21<sup>st</sup> May 2018 15 Static skips were sited across Sutton in the following locations:

- Pepper Street
- Woodlands Way
- Willowbridge Lane
- Sutton Road Library Car Park
- Woodland Avenue
- Quarrydale Road
- Fackley Road/Brand Lane
- Leamington Drive
- Carsic Lane
- Carsic Road/Northwood Avenue
- Redcliffe Street
- Penn Street
- Garden Lane
- East Street
- Oak Street/Hazel Street

The flying skips were not utilised to full capacity. However, the static skips in Sutton were well used and evidence of overspill side waste was present. To ensure safety, site checks were carried out by Environmental Services operatives and side waste was collected by operational crews on a frequent basis.

Some concerns were raised by members and residents regarding the amount of usage at the Sutton skip sites and a decision was taken to take away full skips and replace them on 23<sup>rd</sup> May to provide more capacity to residents.

The total amount of waste collected in the skips is recorded as 19.615 tonnes and the amount of waste collected around the vicinity of the skips as side waste was 9.74 tonnes.

The cost of delivery in Sutton, including skips costs, employee costs of crews and the cost of waste disposal totals £9,538.93.

The project team identified at the planning stage that there was a risk of small traders using the skips to dispose of commercial waste as the skips were not continually manned. It is difficult to evidence or quantify the amount of commercial waste presented in the skips, but in the light of operational experience, this did take place.

Using an assessment of the percentage of total weights collected in each area of the district as Sutton 40%, Kirkby & Rurals 35% and Hucknall 25%, the model can be applied to make assumptions on the amount of potential commercial waste presented throughout the campaign.

From the 60.896 tonnes of waste collected in the static skips, it can be reasonably assumed that 9.247 tonnes of this waste was made up of materials which could have been presented from traders. Applying the model outlined above, 40% of this, 3.70 tonnes could be attributed as potential commercial waste presented in Sutton. Indicative costs that could be attributed to 3.70 tonnes of commercial waste could be projected at £580. (£156.80 per tonne).

## **Week 2 - Kirkby & Rurals**

Monday 29<sup>th</sup> May saw the siting of 12 static skips across Kirkby and the Rural areas in the following locations:

### **Kirkby:**

- Chartwell Road
- Ashwood Avenue
- Church Street
- Sherwood Court
- Rowan Drive
- Bourne Avenue
- Nuncar Court
- Byron Road

### **Rurals:**

- Hankin Avenue, Underwood
- Main Road, Jacksale
- Alfreton Road, Selston
- Victoria Road, Selston

On Saturday 2<sup>nd</sup> June 2018 2 RCV bin lorries acted as flying skips and collected waste from the following locations in Kirkby and Rurals:

- Midfield Road, Kirkby
- Central Avenue, Kirkby
- Chestnut Avenue, Kirkby
- Rutland Road, Jacksdale

- Palmerston Street, Underwood
- Sherwood Way, Selston

Lessons learned from the Sutton element of the campaign enabled officers to plan a more robust approach to managing the static skips in the second leg of the campaign. Static skips were monitored daily by operational teams and arrangements were made to collect skips as soon as they became full.

It is acknowledged that side waste was presented at the sites as anticipated, but where skips were not full, the waste was shifted into the skips by Environmental Services' staff. This made it difficult to quantify the amount of side waste present. Further complexities occurred when lorries stored waste, only tipping off when getting to capacity. This means for Kirkby and Rurals, modelling of waste ratios in other areas has been used to make an informed assumption on the amount of waste captured in the skips or presented as side waste.

The total amount of waste collected in the skips is recorded as 25.857 tonnes. However, it is assumed that 6.98 tonnes of this waste was actually presented as side waste, and placed in the skips prior to collection. This means skip waste for Kirkby & Rurals could be modelled at 18.877 tonnes.

The cost of delivery in Kirkby and Rurals, including skips costs, employee costs of crews and the cost of waste disposal totals £8,814.05.

From the 60.896 tonnes of waste collected in the static skips, it can be reasonably assumed that 9.247 tonnes of this waste are made up of materials which could have been presented from traders. Applying the model outlined above, 35% of this, 3.23 tonnes could be attributed as potential commercial waste presented in Kirkby & Rurals. Indicative costs that could be attributed to 3.23 tonnes of commercial waste could be projected at £506. (£156.80 per tonne).

### **Week 3 - Hucknall**

The final week of the campaign took place in Hucknall from 4<sup>th</sup> June with 9 static skips placed in the following locations:

- Brickyard Drive
- Farleys Lane
- Derbyshire Lane/Sandy Lane
- Storth Avenue/Croft Avenue
- Ward Avenue
- Hucknall Leisure Centre
- Vaughan Avenue
- Ruffs Drive/Watnall Road
- Babacombe Way

Flying skips followed and provided an end to the campaign on Saturday 9<sup>th</sup> June in the following locations:

- Kenbrook Road
- Yew Tree Road

- Garden Road
- Christchurch Road/Edgewood Drive
- Beauvale Crescent
- Washdyke Lane

The total amount of waste collected in the skips is recoded as 15.424 tonnes and the amount of waste collected around the vicinity of the skips as side waste was 3.22 tonnes.

The cost of delivery in Hucknall, including skips costs, employee costs of crews and the cost of waste disposal totals £8,585.10.

From the 60.896 tonnes of waste collected in the static skips, it can be reasonably assumed that 9.247 tonnes of this waste are made up of materials which could have been presented from traders. Applying the model outlined above, 25% of this, 2.31 tonnes could be attributed as potential commercial waste presented in Hucknall. Indicative costs that could be attributed to 2.31 tonnes of commercial waste could be projected at £362. (£156.80 per tonne).

### **Performance data**

To determine the success of the campaign, an understanding of the purpose of the campaign needs to be recognised. Whilst the Council is actively working towards the national target of 50% of household waste recycled or composted by 2020 and the stretching target of 65% by 2030 there is a recognition that the high recycling rates from this project are a by-product of its purpose, which was to help residents clear out their waste.

Information received from the skip company shows that a large variety of waste types was received into the skips and 99.6% of these were able to be recycled, reprocessed or reused. The following table details the types of waste present in the skips throughout the campaign, the items highlighted in red were not able to be recovered for recycling or reprocessing:

Waste type	Weight (tonnes)
Wood	11.819
Packaging	11.665
Furniture	11.574
Plastics	9.925
Bricks	5.673
Green waste (garden)	3.465
Inert waste	1.809
Tiles and ceramics	1.488
Metals	1.318
Mixed waste (recycled)	0.832
Mixed waste (landfill)	0.092
Floor coverings	0.872
Canteen/office/adhoc	0.177
Hazardous materials	0.100
Electrical and electronic WEEE	0.087
<b>Total</b>	<b>60.896</b>

The Council is a Waste Collection Authority (WCA) and measures performance data of waste collected from households as residual waste, dry recycling, garden waste and glass. The cost of disposal for these types of household wastes is met by the Waste Disposal Authority (WDA) and not the Council.

The Council also collects waste from households in additional or bulky waste collections, and these collections are classed as trade waste. There is therefore a charge applied to the council for wastes by tonne. This charge is commercially sensitive and cannot be shared. During the campaign the council made 867 free bulky waste collections from residential properties. Income and expenditure accounts for 2017/18 show that bulky waste generated income of £72k. As of 30<sup>th</sup> October the council has generated £42.2k income from bulky waste with a year-end projection of £72.6k. Overall the forecast income for 2018/19 is expected to be the same as in 2017/18. This is demonstrated in Fig 1 below.

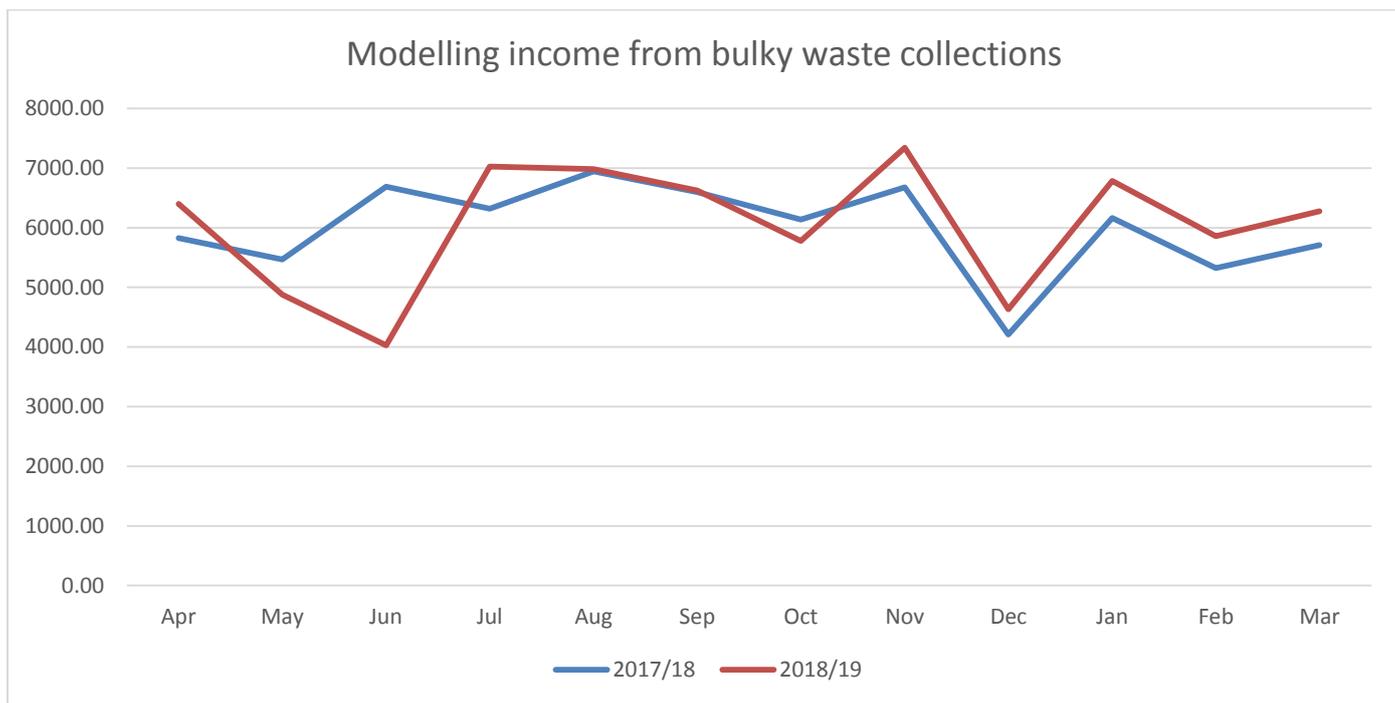


Fig 1 Modelling income from bulky waste collections

Data from the weeks leading up to, during and after the campaign have been compared to the same time period in the previous year to understand the influence that the campaign had on waste collected across the district.

Fig 2, below shows the amount of waste, in tonnes, collected in quarter 1 which is the performance quarter in which the campaign took place. The top lines in red shades demonstrate general household waste tonnes collected and the bottom lines in green shades demonstrate household recycling weights.

The graph shows that, in quarter 1 of 2018 household recycling tonnages remained relatively stable compared to same time period in 2017. Quarter 1 of 2018 data for general wastes shows that the performance year began with a 5% increase in the amount of waste collected when compared to the previous year.

This trend continued throughout the quarter until the weeks of the spring clean where a 14.6% increase was seen in week commencing 21<sup>st</sup> May, this was the first week of the static skips being

deployed in Sutton. Weekly weights then declined by 10% following the campaign and by the end of quarter 1 the amount of waste collected had reduced to the levels previously seen in 2017.

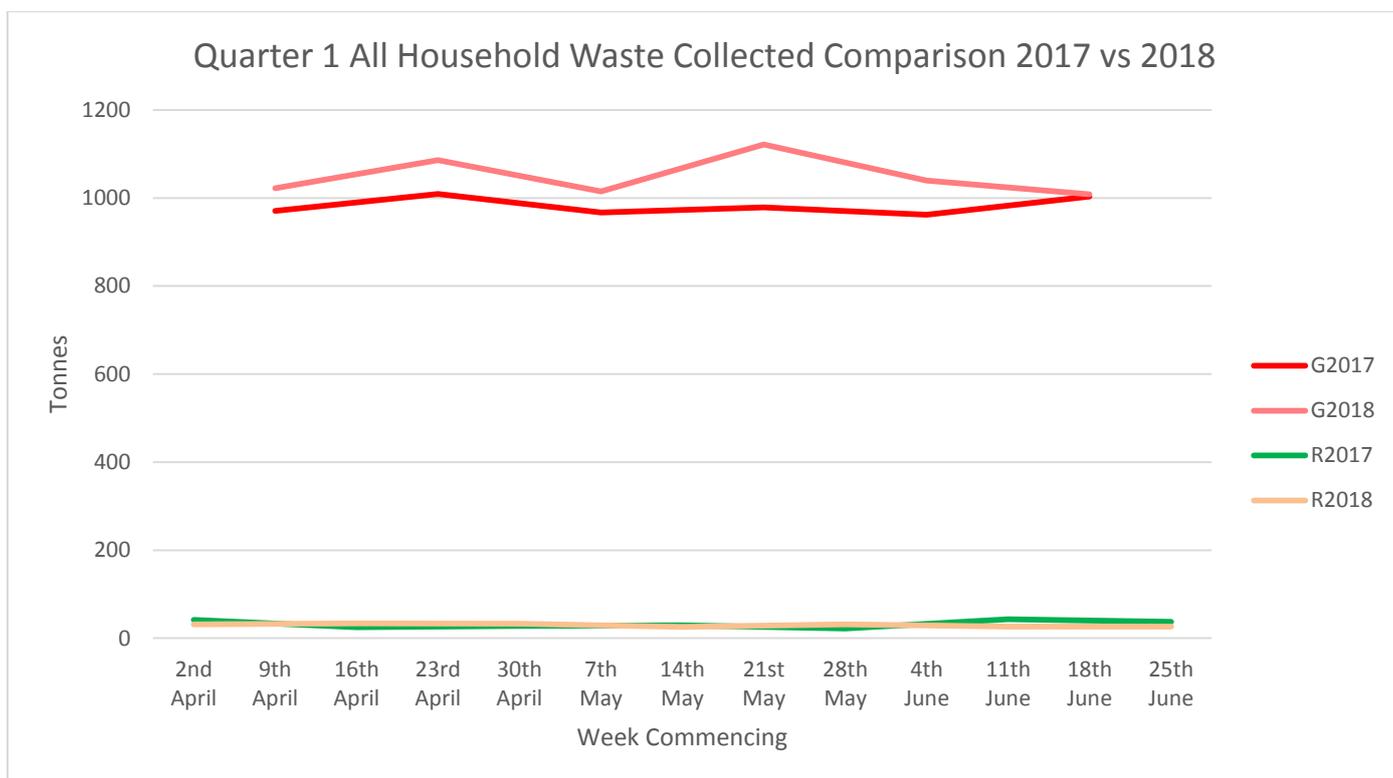


Fig 2 Modelling all wastes collected in Quarter 1

## **Lessons learned**

### **1 The overall approach**

Throughout the campaign officers shared learning with Cabinet from each phase and refined the approach to achieve the best outcome for residents. Assumptions made in the development stage of the campaign around the potential for traders to use the skips to dispose of commercial waste have been realised in part. Although there is no specific data to quantify this, it is accepted that some element of commercial waste was presented in the skips and estimates have been included in this report.

In terms of community impact, initial assumptions made around the community self-policing the skips and skip sites were not realised. However there was a change in call demands as residents contacted the council to raise issues around skips in their area. The following graph shows the change in call demands before, during and after the campaign along with a comparison against the previous year. This shows that whilst the campaign was well utilised, there was a clear reliance on the council to manage all aspects of the campaign. This learning must be factored into future campaigns to ensure that plans consider the required resources and a longer lead in time will ensure more community and voluntary sector input.

Fig 3 below highlights call demands placed on the Customer Support Team prior, during and after the campaign. The red line on the graph shows the trend in call volumes for 2017. As garden waste was not chargeable at this time, the comparison data from 2018 has been shown without garden waste calls. This shows that whilst call demands were higher than last year at the start of the

operational year, there was a spike in the spring clean weeks but, the curve has been turned in terms of call demands and the call numbers have reduced to the same amount as last year in spite of the higher starting point.

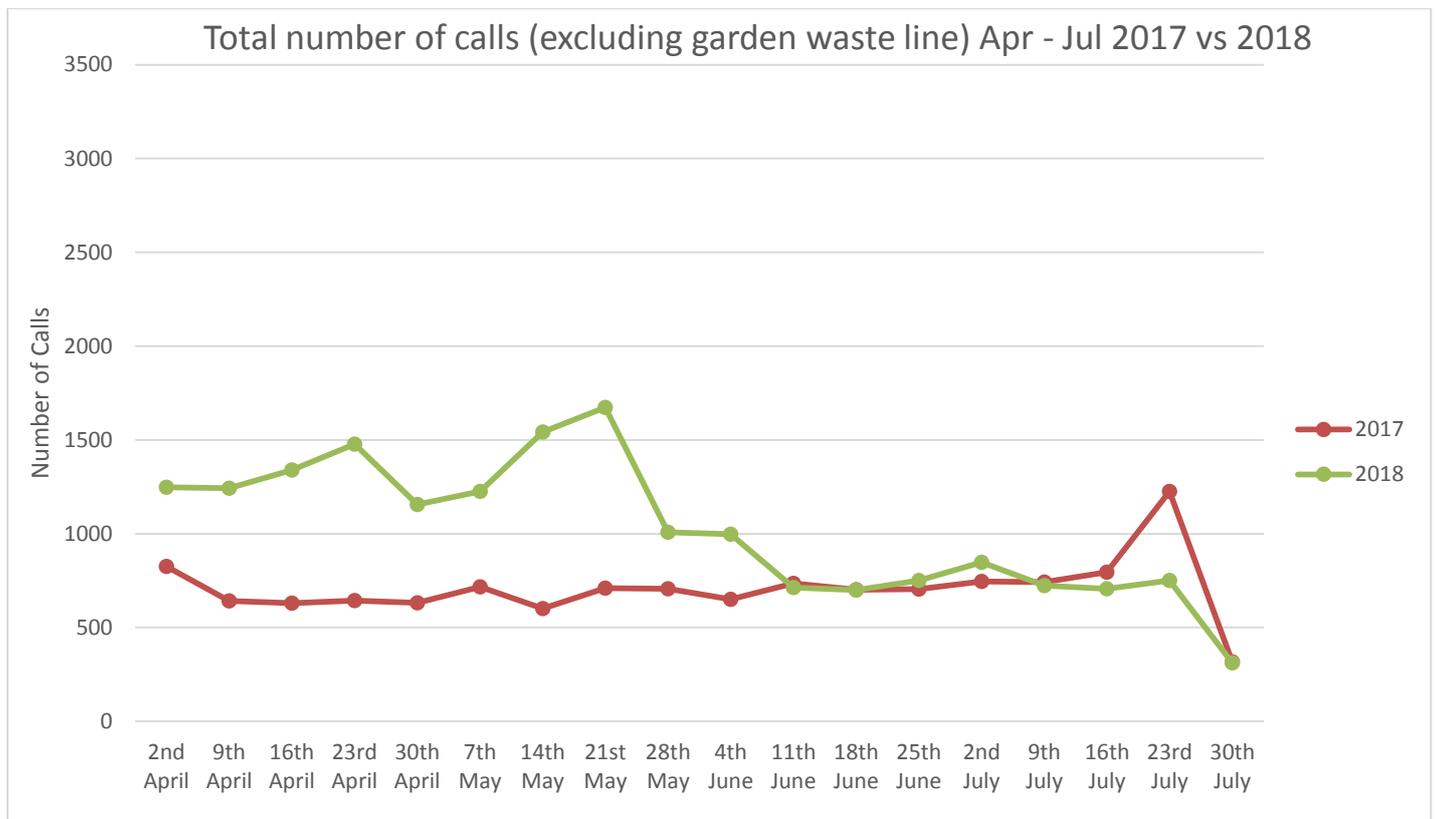


Fig 3 Modelling call demands (excluding garden waste) from April to July 2018 compared to 2017

The placement of skips around the district appeared to be welcomed by residents with positive comments made on social media pages showing this. However from an operational perspective, a lesson learned around having an unmanned site for waste disposal has informed the thinking for future campaign plans.

The under-utilisation of the flying skips has been reviewed and officers’ assessments are that the flying skips would be more effective if they moved around the district collecting waste on the move as opposed to parking up in set location with residents bringing waste to them. To use flying skips in future campaigns would provide the following benefits:

- Reduce or negate the need for residents to transport their waste;
- Onsite crews ensure no commercial waste presented;
- No set site to attract side waste;
- All weight data captured in once place.

Officers’ recommendations for future spring clean events would therefore be to utilise RCVs operating as flying skips and not to site any static skips in the District.

## 2 Community engagement and involvement

During the 2018 campaign officers were able to engage with community groups to support and empower them into delivering some clean up campaigns in their areas to support the Council’s activities. The community delivered campaigns in all areas of the district which included:

- Selston Parish Council litter picks in Selston and Jacksdale
- Portland Park volunteers cleared vegetation
- Teversall, Stanton Hill and Skegby Neighbourhood Forum completed litter picks
- Asda completed a litter pick in Sutton
- Teversall Manor Friends group completed a litter pick
- Green Buddies (young people volunteers) completed litter picks in Sutton

Officers' recommendations for future events around community engagement include approaching organised groups to encourage community action to carry out litter picks, vegetation clearance, street name plate cleaning and communal area cleansing and ownership to prevent fly tipping. Based on learning by an environmental group called Hubub, this approach gives ownership to residents whose back yards back on to shared spaces (eg alleyways or jitties) which have previously been used for fly tipping of household bulky items. With such action, supported by Environment Teams and signage provided by the council, the approach aims to build community trust and cohesion which helps to empower residents to monitor newly cleaned areas and actively prevent fly tipping in these areas.

As well as this officers will engage with local or national charities regarding the possibility of furniture recycling.

### **3 Communications and marketing**

The Council's communication plan for the 2018 Big Ashfield Spring Clean was fresh and modern, it engaged with residents and generated interest in the scheme. Evaluation of the communications approach showed the following results:

Facebook and Twitter posts were used to promote the campaign between 14<sup>th</sup> May and 9<sup>th</sup> June 2018 with 20 Facebook and Twitter posts which generated 109,796 Facebook views and 24,240 Twitter views.

An initial advertorial in the Chad and Hucknall Dispatch covering the launch event was followed by 3 editorials, one positive editorial around the siting of skips around Sutton to help residents dispose of their waste and two editorials covering the potential abuse of the skips by traders and a change in narrative framing a question about the campaign being clean up or "carnage". Feedback from residents remained positive and it was clear that the additional support in disposing of waste was well received.

The Council's website was kept up to date, following the launch, with detailed information around the locations of the skips. The Big Ashfield Spring Clean page generated 3536 views with 210 of them directing through from the advert banner page. The peak traffic day was 14<sup>th</sup> May with 409 clicks. This demonstrates that the website was an effective way of communicating the campaign information.

Officers' recommendation would be to use the same approach to communications for future events.

### **Scrutiny Consideration of the Big Ashfield Spring Clean**

Free Community Skips / Big Ashfield Spring Clean was added to the Scrutiny Workplan in September 2018 in order to review the project and learn lessons for any proposed future schemes.

At its meeting on the 26 September 2018 the Overview and Scrutiny Committee agreed to prioritise the workplan item relating to Free Community Skips for the next meeting of the Committee. In

addition, in preparation for the start of planning for the Big Ashfield Spring Clean 2019, Council also resolved on the 11 October 2018 to take note and carefully consider the recommendations made by Overview and Scrutiny when it reports back on the review, already in the Workplan, of the Big Ashfield Spring Clean 2018.

Overview and Scrutiny considered the item on the 7 November. Also in attendance to assist the Committee with their considerations was;

- Deputy Leader of the Council (Outward Focus)
- Interim Director of Place & Communities
- Assistant Director, Neighbourhoods and Environment,
- Service Performance Officer

During consideration of this item Members discussed the following;

- Successes and learning points
- How the the Big Ashfield Spring Clean was financed and managed
- Tonnage and types of waste collected
- Types of skips used
- Concerns regarding asbestos reported in one of the skips.

On conclusion of the discussion of this item, Members of the Committee noted that whilst the Big Ashfield Spring Clean 2018 may have generated some positive outcomes, they hoped that a more detailed financial analysis and evaluation of the 2018 scheme, along with the recommendations made by the Committee, would be considered by Cabinet before progressing plans for a similar scheme in 2019.

The Committee resolved that the following recommendations be forwarded to Cabinet for their consideration;

- a) that both flying skips and static skips used in the Big Ashfield Spring Clean 2019 be staffed at all times.
- b) that a policy and procedure be developed for dealing with any hazardous waste deposited in skips during the Big Ashfield Spring Clean 2019.
- c) the Council's contractor used for the processing of waste collected from skips during the Ashfield Spring Clean 2018 be contacted for further information on how asbestos deposited in skips was processed as part of an investigation of how the incident of asbestos being deposited in a skip was dealt with.
- d) that a detailed written response on the written questions submitted by Councillor Mason in advance of the meeting regarding specific details of Big Ashfield Spring Clean 2018 be provided to Councillor Mason by the Interim Director of Place and Communities.
- e) full costings for all aspects of the Ashfield Spring Clean 2019 be made available in advance of the decision being made by Cabinet regarding the details and implementation of the Big Ashfield Spring Clean 2019.

## **Recommendations for Big Ashfield Spring Clean 2019**

The preferred approach, based on lessons learned and officers' recommendations, is to carry out the campaign before the start of the Garden Waste scheme and to utilise 3 of the garden waste bin lorries. Over a 3-week period, 3 lorries will follow 9 scheduled waste collection rounds, which mirrors the dry recycling rounds. This will enable the campaign to travel down every street in the district over the 3-week period.

Recognising that the garden waste lorries do not have low backs to enable crews to easily load larger items, 1100 litre bins will be taken out with the lorries to enable residents to safely transfer their waste into the containers before being transferred into the lorries as lorries pass slowly down streets.

Waste crews will be supported by one Environmental Services operative in a flatbed transit van to take any items that cannot fit into the container.

The approach will be complemented by 3 RCVs out each Saturday following the campaign to collect waste from selected locations across the district to ensure the campaign can be accessed by residents who are not able to engage mid-week.

This means the campaign will happen over the following timeframe:

Week	Area	Week day campaign	Weekend campaign
Week 1	Sutton	Monday 11 <sup>th</sup> to Friday 15 <sup>th</sup> February 2019	Saturday 16 <sup>th</sup> February 2019
Week 2	Hucknall	Monday 18 <sup>th</sup> to Friday 22 <sup>nd</sup> February 2019	Saturday 23 <sup>rd</sup> February 2019
Week 3	Kirkby & Rurals	Monday 25 <sup>th</sup> to Friday 1 <sup>st</sup> March 2019	Saturday 2 <sup>nd</sup> March 2019

For residents who are not able to access the scheme due to health issues, free bulky waste collections will be available in the areas for the weeks directly following the spring clean. This means that free bulky waste collections will be available in:

- Sutton from Monday 18<sup>th</sup> to Friday 22<sup>nd</sup> February 2019
- Hucknall from Monday 25<sup>th</sup> to Friday 1<sup>st</sup> March 2019
- Kirkby & Rurals from Monday 4<sup>th</sup> March to Friday 8<sup>th</sup> March 2019

Targeted enforcement will complement the clean-up approach in each area of the district, with the Council's Community Protection Officers providing visible patrols in town centres and the Council's parks, actively enforcing against littering and dog fouling behaviours. The Council's Environment Enforcement Officer will target fly tipping hot spots to seek out evidence for prosecution. Any notices issued during this time will be promoted as part of the campaign communications.

With this good level of lead in time, the Council's Community Engagement Officers will support the rollout of the Spring Clean campaign by liaising with the voluntary and community sectors to encourage local volunteers and recognised empowered community groups to participate. Many groups have already shown a real commitment to reducing littering issues in their specific areas and on green spaces and are keen to mobilise themselves into action. Resources and infrastructure will be made available to support them to do this, focusing on clean-up events to include litter picking, clearing weeds and cleaning street name plates.

Communications will commence from January 2019 using 'coming soon' type approaches to energise community action and provide a contact and deadline for groups to get involved. Teasers on the Council's website and social media will inform residents of campaign information and timeframes with a launch event taking place on Monday 11<sup>th</sup> February that replicates the 2018 launch event on Sutton Lawn.

Following the media launch in the local press, the Council's website and social media pages will be updated throughout the campaign with officers live tweeting on clean up, community and enforcement action.

The indicative cost and resource implications of this approach across 5 weekdays and 1 weekend will be £29,000.

### **Alternative Options Considered**

*(with reasons why not adopted)*

#### **1 Repeat the Big Ashfield Spring Clean campaign in its current format**

To fit in with service demands, future campaigns of a similar scale are required to be delivered through February or March, to ensure resource and vehicles can be made available.

Learning from the Big Ashfield Spring Clean 2018 shows that community involvement is key and there needs to be a focus around sustainability to ensure the longer term benefit from a campaign is realised.

Static skips would need to be placed in areas of high demand for residents to get the most value from the campaign and the flying skip routes created using data from the Waste Advisor. There is a recognition that any campaigns involving static skips would require the skips to be fully monitored at all times to negate the risk of commercial waste being placed in them. This would significantly increase the cost of delivery and for this reason, a straight repeat of 2018 is not recommended.

#### **2 Community led spring clean campaign with free bulky waste collections**

To empower the community to lead a big spring clean with the Council complementing the approach with free bulky waste collections would reduce the financial impact for the council but there is a risk of lack of ownership across the whole district.

There is a recognition that there are pockets of active volunteers and groups in Ashfield but there is no consistent approach districtwide. To ask the community to lead and deliver the campaign will not enable the Council to be fully inclusive in providing a consistent spring clean campaign to all wards and is therefore not recommended as a single approach to the 2019 campaign.

#### **3 Deliver a council led spring clean campaign with flying skips, free bulky waste collections and more active community involvement – Recommended**

Applying the lessons learned leads us to construct a campaign around flying skips, free bulky waste collections and much greater community and volunteer effort. A longer lead in time than that of spring 2018 will enable officers to further refine the routes and work intensively with the voluntary and community sector to build in a more sustainable approach.

## **Implications**

### **Corporate Plan:**

The big Ashfield Spring Clean campaign supports the Council's aspirations, as set out in the Corporate Plan, to help residents reduce waste and recycle more. High profile campaigns linked to waste collection can help to drive forward messages around recycling and environmental issues. To provide residents with the opportunity to get rid of waste as part of a campaign which involves community action will support messages around reduction of fly tipping and littering in the district.

### **Legal:**

There are no legal implications with the proposed campaign. All waste is delivered to disposal sites as set out by the Waste Disposal Authority in line with their PFI contract for managing waste in Nottinghamshire.

### **Finance:**

<b>Budget Area</b>	<b>Implication</b>
General Fund – Revenue Budget	Indicative costs for a Big Ashfield Spring Clean 2019, using Waste Collection vehicles instead of skips is £29,000
General Fund – Capital Programme	N/A
Housing Revenue Account – Revenue Budget	N/A
Housing Revenue Account – Capital Programme	N/A

### **Risk:**

<b>Risk</b>	<b>Mitigation</b>
Potential for high demands putting pressure on the service	Planned for delivery outside of peak demand season to ensure resources and vehicles available
Risk of members of public being unable to access the campaign	Free bulky waste collections in the weeks following the campaign enables engagement where residents are unable to take their waste to the lorries on campaign week
Risk of commercial traders attempting to access the waste lorries	Fully staffed crews will ensure that businesses cannot present trade waste as domestic waste. Crews can sign post to relevant disposal points for traders.
Hazardous materials being presented.	As above; fully staffed crews will ensure that such waste is not taken.

### **Human Resources:**

There are HR implications because the campaign will be deliverable via voluntary overtime by existing staff. However, the GMB Union has been fully involved in drawing up these proposals and they do not envisage an issue with voluntary arrangements. As well as this, Environment crews work a 7 day shift pattern so will be able to operate as part of the campaign.

**Equalities:**

There are equality implications in terms of encouraging wide ranging public cooperation and engagement. We will engage fully with community groups regarding local clean up campaigns. Free bulky waste collections will be provided for residents who find it difficult to engage in the campaign.

**Other Implications:**

Communications will be key and we will liaise closely with the ADC Comms team regarding an effective campaign.

**Reason(s) for Urgency**

Not applicable

**Reason(s) for Exemption**

Not applicable

**Background Papers**

None

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