
WASTE & CLEANSING SERVICES

1 April 2021 – 31 March 2022

Head of Service signature	N. Martin
Date	23.03.2021
Peer Review signature	<i>Peter Caldwell</i>
Date	01.04.2021
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Date	01.04.2021



**Ards and
North Down**
Borough Council

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1. Introduction

Name of Service	Waste & Cleansing Services
Included Service Units	Borough Cleansing Services; Waste Collection Services; Waste Resources and Contracts
Directorate	Environment
Purpose of Service	The primary purpose of the service is to ensure the effective management of municipal solid waste produced within the borough, in order to protect the local environment. Secondly, the Council has a statutory duty under the Litter (NI) Order and the Clean Neighbourhoods and Environment Act, to keep adopted streets and roads clean and free from litter.
Key customers/ stakeholders and their needs	As the provider of a range of frontline statutory services, we interact with all householders in the Borough on a weekly basis. Waste collection and cleansing services are also important to businesses within the Borough.
Context, challenges & key assumptions	<p>The Waste Management industry is highly regulated on account of the significant impact waste can have on the environment. This has been widely publicised in recent years as part of the climate change agenda, resulting in new targets and legislation.</p> <p>Among the key challenges to the services is complying with statutory targets identified within the legislation, while ensuring that compliance measures do not place an excessive financial burden on the Council.</p> <p>Both the Covid-19 pandemic and Brexit have placed additional pressures on the services and the full out workings are still to be fully realised. The market conditions for recovered materials remain extremely depressed and present difficulties in terms of expanding the range of materials that can be recycled.</p> <p>Improving the cleanliness of the Borough also remains a challenge. The pandemic has resulted in more members of the public going outdoors for exercise and businesses changing their service model to carry-out food and drinks, which in turn has created more litter.</p>
Reflection on previous performance – successes and lessons learned	Key Successes: In terms of service delivery none of the staff have ever worked through a comparable period. The ability to continue to deliver the majority of services through the lockdown must be recognised as a success. The importance of having a flexible workforce was also highlighted during the current crisis and illustrates the importance of staff development, to enable them to take on other roles at short notice.

2. How does our Service contribute to community planning outcomes and PEOPLE priorities?

The Waste & Cleansing Services can be expected to have a direct impact on the following:

Community Planning Outcome	PEOPLE priority	Our focus for 2021/2022
Outcome 5. Feel pride from having access to a well-managed sustainable environment	Environment	Increasing the Council's recycling rate. Improving the cleanliness of the Borough
Outcome 5. Feel pride from having access to a well-managed sustainable environment	Pride	Assisting and supporting our communities with improving the cleanliness and appearance of our Borough
Outcome 5. Feel pride from having access to a well-managed sustainable environment	Excellence	Ensuring services are delivered in an effective and efficient manner, to both improve recycling and reduce the financial burden of landfill costs

3. Key activities for 2021/2022

SERVICE:			
Community Plan Outcome:	Outcome 5: Feel pride from having access to a well-managed sustainable environment		
Corporate Plan PEOPLE priority(ies):	Environment – providing for a clean, attractive environmentally responsible place, including our towns, villages, countryside and coast.		
Council KPI(s):	LEAMS Cleanliness Index Score for the Borough		
Service Objective:	To improve and enhance the cleanliness of the Borough		
What difference will it make?	Help to instil a sense of pride from having access to a well-managed sustainable environment		
Underpinning strategies:	Sustainability and Environmental Policy, Clean Neighbourhoods and Environment Act (NI) 2011.		
Business as Usual activities we will deliver in 2021/2022 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Mechanical Sweeping of towns and villages	Ongoing	A Kerr	Garage
Litter picking of key arterial routes (where traffic management arrangements permit)	Ongoing	A Kerr	Dfl Roads
Pavement washing of Public Realm areas	Ongoing	A Kerr	Contractor
Provision and servicing of street litter bins	Ongoing	A Kerr	

SERVICE:			
Community Plan Outcome:	Outcome 5: Feel pride from having access to a well-managed sustainable environment		
Corporate Plan PEOPLE priority(ies):	Pride – partnering with our community to develop positive relationships, community pride, respect and safety.		
Council KPI(s):	LEAMS Cleanliness Index Score for the Borough		
Service Objective:	To improve and enhance the cleanliness of the Borough		
What difference will it make?	Help to instil a sense of pride from having access to a well-managed sustainable environment		
Underpinning strategies:	Sustainability and Environmental Policy, Clean Neighbourhoods and Environment Act (NI) 2011		
Business as Usual activities we will deliver in 2021/2022 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
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Pavement washing of Public Realm areas	Ongoing	A Kerr	Contractor
Provision and servicing of street litter bins	Ongoing	A Kerr	
Supporting community clean-ups by collecting materials, providing equipment, etc	Ongoing	A Kerr	
Assisting with clean-ups during and following Council run events	Ongoing	A Kerr	Events Team

SERVICE:			
Community Plan Outcome:	Outcome 5: Feel pride from having access to a well-managed sustainable environment		
Corporate Plan PEOPLE priority(ies):	Excellence - Ensuring services are delivered in an effective and efficient manner, to both improve recycling and reduce the financial burden of landfill costs		
Council KPI(s):	Household waste recycled and composted as a % of arisings. Household waste landfilled as a % of arisings. Local Authority Collected Municipal Waste (LACMW) arisings		
Service Objective:	To meet legislative requirements regarding the collection, treatment and disposal of Local Authority collected municipal waste.		
What difference will it make?	Ensuring that all controlled waste arisings that the Council is responsible for are effectively managed, contributing to a well-managed sustainable environment		
Underpinning strategies:	Sustainable Waste Resource Management Strategy, Environmental Policy, Council Waste Management Plan, statutory duties under the Waste and Contaminated Land (NI) Order 1997 and associated Regulations.		
Business as Usual activities we will deliver in 2021/2022 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Fortnightly waste collections (blue, brown/green and grey bin)	ongoing	I Frazer	
4-weekly glass recycling collections	ongoing	I Frazer	
Operation of Household Recycling Centres (9 No.)	ongoing	J Bradley	
Commercial waste collection service on request	ongoing	I Frazer	
Bulky waste collection service on request	ongoing	I Frazer	
Waste awareness and education programmes	ongoing	J Bradley	Schools
Implementation and award of Waste Recycling and Treatment Contracts	ongoing	J Bradley	Procurement

Service Development / Improvement

What service development/improvement will we undertake in 2021/2022?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Full utilisation of Town Centre Wardens (TCWs)	Service Quality, Service Availability and Efficiency	Incidents of dog fouling, littering and overflowing litter bins can occur during the main business hours and after daily sweeping has taken place. The presence of TCW allows incidents to be dealt with in a timely manner.	01.04.21	A Kerr	
Deployment of seasonal litter bins and introduction of 20+ solar compaction litter bins	Sustainability, Efficiency and Innovation	The demand on litter bins at certain locations varies widely throughout the year, leading to complaints on occasions regarding overflowing litter bins	01.04.21	A Kerr	Dept for Communities (grant funding)
Buying in temporary traffic management services to enable litter picking and sweeping of main arterial routes within the Borough	Service quality and Service Availability	Litter build-up on road verges is a major source of complaints and impacts the Council's LEAMS score. The clearing of litter and detritus from high speed roads can only be safely carried out with temporary traffic management controls.	01.04.21	A Kerr	Traffic Management Service Provider
Recycling On-the-go trial	Sustainability and Efficiency	Surveys have indicated that up to 90% of materials deposited in litter bins are readily recyclable, however educating the public to only deposit recyclables in the correct container remains a challenge.	01.09.21	A Kerr	

What service development/improvement will we undertake in 2021/2022?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
4-weekly residual waste collection trial (*subject to approval of DAERA grant application).	Sustainability, Efficiency and Innovation	With approximately 80% of household waste readily recyclable at the kerbside, the total container capacity availability is skewed towards residual waste resulting in materials that can be recycled being placed in the residual waste container. The trial will aim to address this by increasing the available recycling capacity while reducing the residual waste capacity	*01.09.21	I Frazer	DAERA (grant funding)
Review recycling measures at the 9 Household Recycling Centres (HRCs)	Service quality, Efficiency and Sustainability	On the basis of WasteDataFlow returns, the Council's recycling rate at the HRCs is the lowest. The review will aim to identify the reasons for this.	01.10.21	J Bradley	

SPECIFIED ASPECTS OF IMPROVEMENT

What will this improve?	Definition
Strategic Effectiveness	<i>is key to linking the community plan, and the ongoing processes that underpin it, with a council's improvement processes. The Department would expect that a council's strategic community planning outcomes and objectives should be central to that council's improvement activity and clearly contribute to the strategic effectiveness aspect.</i>
Service Quality	<i>all relate to service provision by aiming to meet the needs of citizens and ensuring fair ease of access to the most suitable services that meet their needs. Clearly, all of these objectives can be demonstrated individually or collectively. Fairness can also be demonstrated by exercising non-service functions in ways which reduce disadvantage and improve social well-being, for instance by improving citizens' access to information or by addressing inequalities experienced by Section 75 groups.</i>
Service Availability	
Fairness	
Sustainability	<i>When carrying out its functions or providing services, a council may demonstrate improvement when it operates in a way that contributes towards the sustainability of its area, as required under the Northern Ireland (Miscellaneous Provisions) Act 2006 and the associated Northern Ireland Executive Sustainable Development Strategy. on-going efficiency may also be shown if fewer resources are utilised while maintaining provision of substantially similar or better services. Should a council choose to alter the manner by which a service is provided and in so doing it uses fewer resources or more integrated services, it will not only be demonstrating efficiency, but may demonstrate improved sustainability as well</i>
Efficiency	
Innovation	<i>Any changes to service design and delivery methods that are intended to yield improvement under any other aspect and are reasonably likely to do so. This allows councils to make changes which may not have tangible effects within the same reporting year, but are likely to in subsequent years, and still count them as improvements.</i>

Service activities being stopped / changed:

What service / activities will we be stopping / changing in 2021/2022	Reason for stopping / changing activity	Savings	Impact on Performance	Impact on the Public	Impact on staffing
Glass Bring Bank recycling service	Network of bring banks have been reduced on account of duplication of service and remaining banks will be serviced in-house to reduce collection costs	Est. 25K	Improved efficiency in terms of collection of remaining bring banks, as servicing now managed in-house	To compensate for the reduction in bring bank locations, the kerbside service has been enhanced with the provision of a second glass box if required.	None

Performance Measures:

Performance Measures (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 To date	2021/22 Target
% Staff Attendance	Corporate	Quarterly		93.91	93.22	92.95	93.17	95
% Spend against budget	Corporate	Quarterly	99.4	105.35	100.73	100		95
% staff reporting regular receipt of team briefings	Corporate	Quarterly	N/A	N/A	93	92	0*	100
% Pride in Performance Conversations	Corporate	Annually	N/A	N/A	94	93	0*	95
LEAMS Cleanliness Index Score	Existing	Quarterly	77	75	76	73		75
% household waste recycled, reused and composted	Statutory	Quarterly	49	52	53	55	53.63	60
Tonnage of municipal solid waste sent to landfill	Statutory	Quarterly	43,836	39,540	37,049	33,497	34,096	34,500
% household waste collected sent to landfill	Statutory	Quarterly	44.47	41.69	41.38	39.36	40.85	35

*Suspended due to COVID-19 Pandemic and social distancing requirements

4. Risks

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R					
1	Failure to meet statutory legislative requirements	Possible	Major	Medium	Service policies and procedures are regularly reviewed and designed to ensure compliance.	Remote	Moderate	Low	Tolerate	Continue to monitor new and forthcoming legislation to alert Council to any action/changes required.	Ongoing	Head of Service	
2	Failure to protect the health & safety of employees resulting in death/injury and resulting in prosecution, fines and claims	Possible	Major	Medium	Risk assessments and safe systems of work. Safety training. PPE provision. Audits and review. Use of technological aids to assist LGV Drivers	Possible	Moderate	Medium	Tolerate	Regular Health and Safety reviews through Team Meetings. Ongoing refresher training for all staff	Ongoing	Head of Service and Service Unit Managers	
3	Failure to deliver services within agreed budgets	Possible	Major	Medium	Analysis of monthly budget reports. Correct use of purchase order system and council purchasing policy. Internal audit checks	Remote	Moderate	Low	Tolerate	Training for Head of Services and Service Unit Managers on Total to allow more detailed analysis	Ongoing	Head of Service and Service Unit Managers	
4	Out-workings of Covid-19 Pandemic	Possible	Major	Medium	Monitoring of Government press releases and reports regarding relevant legislation and Regulations, risk assessments and service adjustments to ensure social distancing	Possible	Major	Medium	Tolerate	Continue to monitor press releases and reports to alert Council to any action/changes required.	Ongoing	Head of Service	
5	Failure to deliver services to a satisfactory	Remote	Moderate	Low	Service delivery plan. Development of KPIs Use of Tascomi Customer Relations Management System	Remote	Minor	Low	Tolerate	None	Ongoing	Head of Service and Service Unit Managers	

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
	standard leading to widespread dissatisfaction and high levels of complaints				to record, monitor and track complaints and queries.								

5. Resources

Are all actions resourced within the current (2021/22) budget plan? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Will additional resources be required? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> (If no, please comment in Section A below how the actions will be funded, i.e. Staff Resources, Equipment, Revenue Budget, Capital Budget.) (If yes please detail additional resources in Section B below.)
Section A: Agreed revenue budgets, capital budgets and pending Central Government grant support.
Section B:
Staff: N/A
Financial: N/A
Other: N/A
If the required additional resources are NOT available, please state:
What is the likely impact on performance? N/A
What is the likely impact on the public? N/A
What is the likely impact on staffing? N/A

6. Monitoring and Review

Financial monitoring and reporting are carried out monthly so significant financial events will be quickly identified and investigated.

Waste data monitoring is carried out monthly to reconcile payments and invoices. More detailed reporting takes place on a quarterly cycle to meet the requirements of the DAERA through WasteDataFlow returns.

Quarterly reports will be provided to the Environment Committee in respect of the progress of the new recycling initiatives against projected targets.

7. Conclusions

The service performance and meeting targets during 2021/22 will be heavily dependent on how quickly Northern Ireland emerges from the Covid-19 pandemic and some sense of normality is restored. A range of adaptations have had to be made to the delivery of services to comply with guidelines around social distancing. Additional redeployed staff and vehicles are still in use to facilitate social distancing arrangements in the workplace.

Of greater concern is how the pandemic has impacted on household waste arisings, with a significant spike in the volume of waste handled during the second half of 2020/21. Possible reasons identified include:

- Home working
- Home schooling
- Use of online shopping and click and collect services (additional packaging waste)
- Increased litter from takeaway/carry-out services
- Travel limitations with more people at home
- Increase in DIY activities
- Roof space and Garage clear-outs
- Gardening activity and clear-outs

The pressures of lockdown and other covid-19 measures have naturally shifted the public's focus from recycling and sustainability. This has made it difficult for the Recycling Officers to engage on waste awareness and waste minimisation programmes.

8. Appendices

None