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## WASTE & CLEANSING SERVICES

1 April 2022 – 31 March 2023

|                           |   |
|---------------------------|---|
| Head of Service signature | <i>Nigel Martin</i>   |
| Date                      | 02/02/2022  |
| Peer Review signature     |  |
| Date                      | 04/02/2022  |
| Director signature        |  |
| Date                      | 08/02/2022  |

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## 1. Introduction

|   |  |
|---|--|
| <b>Name of Service</b>  | Waste & Cleansing Services   |
| <b>Included Service Units</b>   | Borough Cleansing Services; Waste Collection Services; Waste Resources and Contracts.  |
| <b>Directorate</b>  | Environment  |
| <b>Purpose of Service</b>   | The primary function of the services 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.   |
| <b>Key customers/ stakeholders and their needs</b>                        | As 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 and to visitors to the Borough.  |
| <b>Context, challenges &amp; key assumptions</b>                          | <ol style="list-style-type: none"> <li>1. 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.</li> <li>2. 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. The lack of available landfill capacity and the delay in determining Waste Treatment Facilities planning applications has the potential to significantly impact on gate fees over the next 2 – 3 years.</li> <li>3. 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 some recovered materials remain volatile and present difficulties in terms of expanding the range of materials that can be recycled.</li> <li>4. 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. Social distancing requirements within the workplace also continue to negatively impact on how services are delivered, with the requirement for additional resources that are not always readily available.</li> </ol> |
| <b>Reflection on previous performance – successes and lessons learned</b> | <b>Key Successes:</b> The ability to deliver the majority of services through the pandemic must be recognised as a success. Despite increased sickness levels due to covid-19 and staff having to isolate to protect co-workers, all essential frontline services have continued to be delivered. The importance of having a flexible workforce was also highlighted during the current crisis and illustrates the   |

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importance of staff development, to enable them to take on other roles at short notice.

Despite staffing difficulties, the Council received 3 Platinum and 2 Gold awards in the British Toilet Association 2021 “Loo of the Year” awards (Platinum – Bangor – South Pier, Mill St, Newtownards, Bridge St CP, Comber; Gold - . The Parade, Donaghadee and Harbour CP, Groomsport.

**Lessons Learned:** Covid-19 cases have indicated just how vulnerable a large workforce based in the same Depot are to an airborne virus and where working from home is not an option. The introduction of social distancing measures within the workplace has kept transmission within the workplace to a minimum but has placed extra demands on both employees and Managers, in terms of ensuring strict adherence to requirements.

To ensure effective social distancing and to provide cover for covid cases and isolation cases, the services have relied on the availability of support staff comprising mainly Agency workers. During the initial lockdown period when a large proportion of Council employees were furloughed, the redeployment of staff from other services proved helpful. In the event of a similar occurrence in the future, consideration should be given to a much faster and effective staff redeployment system.

Similarly, planning and the development of contingency measures to ensure service continuity is dependent on key staff being available. This highlights the importance of Managers having delegated authority to make necessary decisions at short notice, such as bringing in Agency support staff, being able to redeploy staff to other roles and to order PPE and other consumables that are essential to protect employees.

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

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

| Community Planning Outcome   | PEOPLE priority | Our focus for 2022/2023   |
|--|-----------------|---|
| Outcome 5. Feel pride from having access to a well-managed sustainable environment | Environment     | Increasing the Council's recycling rate.<br>Supporting waste prevention and re-use initiatives.<br>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 2022/2023

|  |   |                    |                        |  |
|--|---|--------------------|------------------------|--|
| <b>SERVICE:</b>  | <b>Borough Cleansing</b>  |                    |                        |  |
| <b>Community Plan Outcome:</b>   | Outcome 5: Feel pride from having access to a well-managed, sustainable environment.  |                    |                        |  |
| <b>Corporate Plan PEOPLE priority:</b>   | <b>Environment – providing for a clean, attractive environmentally responsible place, including our towns, villages, countryside and coast.</b>           |                    |                        |  |
| <b>Council KPI(s):</b>   | Keep NI Beautiful – LEAMS Cleanliness Index Score for the Borough<br>British Toilet Association – Loo of the Year Awards achieved.                        |                    |                        |  |
| <b>Service Objective:</b>  | To maintain and improve the cleanliness of the Borough  |                    |                        |  |
| <b>What difference will it make?</b>   | Studies have indicated that the presence of litter creates an impression of neglect and encourages further littering, anti-social behaviour and vandalism |                    |                        |  |
| <b>Underpinning strategies:</b>  | Sustainability and Environmental policy, Clean Neighbourhoods and Environment Act (NI) 2011.  |                    |                        |  |
| <b>Business as Usual activities we will deliver in 2022/2023 (actions)</b>         |   | <b>Due Date</b>    | <b>Lead Officer(s)</b> | <b>Who do we need to help us? (Internal/External partners)</b> |
| Mechanical street sweeping of town and villages across the Borough                 |   | Daily - Ongoing    | A Kerr                 |  |
| Litter picking of key arterial routes where traffic management arrangements permit |   | Daily - Ongoing    | A Kerr                 | DfI Roads  |
| Pavement washing of Public Realm footpaths   |   | Daily - Ongoing    | A Kerr                 |  |
| Provision and servicing of litter bins   |   | Daily - Ongoing    | A Kerr                 |  |
| Provision of additional seasonal litter bins at popular tourist/day tripper areas  |   | Easter - September | A Kerr                 |  |
| Opening/closing and regular cleaning and of Council's Public Conveniences          |   | Daily - Ongoing    | A Kerr                 |  |
| Supporting community clean-ups across the borough                                  |   | Spring/Summer      | A Kerr                 | NET  |
| Providing cleansing support for Council run events                                 |   | Throughout year    | A Kerr                 | Events Team  |

|  |   |                 |                        |  |
|--|---|-----------------|------------------------|--|
| <b>SERVICE:</b>  | <b>Waste Collection and Waste Resources</b>   |                 |                        |  |
| <b>Community Plan Outcome:</b>   | Outcome 5: Feel pride from having access to a well-managed, sustainable environment.  |                 |                        |  |
| <b>Corporate Plan PEOPLE priority:</b>   | <b>Excellence – Ensuring services are delivered in an effective and efficient manner, to both improve recycling and reduce the financial burden of landfill costs</b>                                       |                 |                        |  |
| <b>Council KPI(s):</b>   | Household waste reused, recycled and composted as a % of arisings.<br>Household waste landfilled as a % of arisings.  |                 |                        |  |
| <b>Service Objective:</b>  | To reduce the % of Household waste sent to landfill and to meet legislative requirements regarding the collection, treatment and disposal of Local Authority collected municipal waste.                     |                 |                        |  |
| <b>What difference will it make?</b>   | Landfill disposal costs including landfill tax represents one of the Council's largest annual financial burdens. In terms of the Waste Hierarchy, Landfill represents the least desirable treatment option. |                 |                        |  |
| <b>Underpinning strategies:</b>  | 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.     |                 |                        |  |
| <b>Business as Usual activities we will deliver in 2022/2023 (actions)</b>                 |   | <b>Due Date</b> | <b>Lead Officer(s)</b> | <b>Who do we need to help us? (Internal/External partners)</b> |
| Fortnightly kerbside waste collections (blue, brown/green and grey bin)                    |   | Ongoing         | I Frazer               |  |
| 4-weekly kerbside glass recycling collections  |   | Ongoing         | I Frazer               |  |
| Commercial waste and recycling collection service for businesses on request                |   | Ongoing         | I Frazer               |  |
| Bulky household waste collection service on request  |   | On request      | I Frazer               |  |
| Provision of free roll of caddy liners to all households to encourage food waste recycling |   | May/June 2022   | I Frazer               |  |
| Implementation and award of Waste Recycling and Treatment Contracts                        |   | ongoing         | J Bradley              | Procurement  |

|  |  |                 |                        |  |
|--|--|-----------------|------------------------|--|
| <b>SERVICE:</b>  | <b>Borough Cleansing, Waste Collection, Waste Contracts and Resources</b>  |                 |                        |  |
| <b>Community Plan Outcome:</b>   | <b>Outcome 5: Feel pride from having access to a well-managed sustainable environment</b>                            |                 |                        |  |
| <b>Corporate Plan PEOPLE priority:</b>   | <b>Pride – partnering with our community to develop positive relationships, community pride, respect and safety.</b> |                 |                        |  |
| <b>Council KPI(s):</b>   | Household waste reused, recycled and composted as a % of arisings.<br>LEAMS Cleanliness Index score                  |                 |                        |  |
| <b>Service Objective:</b>  | To improve and enhance the cleanliness of the Borough  |                 |                        |  |
| <b>What difference will it make?</b>   | Help to instil a sense of civic pride from having access to a well-managed sustainable environment                   |                 |                        |  |
| <b>Underpinning strategies:</b>  | Sustainability and Environmental Policy, Clean Neighbourhoods and Environment Act (NI) 2011                          |                 |                        |  |
| <b>Business as Usual activities we will deliver in 2022/2023 (actions)</b>           |  | <b>Due Date</b> | <b>Lead Officer(s)</b> | <b>Who do we need to help us? (Internal/External partners)</b> |
| Waste awareness and education programmes   |  | ongoing         | J Bradley              | Schools  |
| Operation of Household Recycling Centres (9 No.)                                     |  | ongoing         | J Bradley              |  |
| Supporting community clean-ups across the borough                                    |  | Spring/Summer   | A Kerr                 | NET  |
| Providing cleansing support for Council run events                                   |  | Throughout year | A Kerr                 | Events Team  |
| Opening/closing and regular cleaning and of Council's Public Conveniences            |  | Throughout year | A Kerr                 |  |
| Pavement washing of high-profile Public Realm areas                                  |  | Throughout year | A Kerr                 |  |
| Litter picking of key arterial routes (where traffic management arrangements permit) |  | Throughout year | A Kerr                 | DfI Roads  |

**Service Objective:**

| What service development/improvement will we undertake in 2022/2023? | Which of the specified aspects will this improve? | Rationale   | Due Date          | Lead Officer(s)  | Who do we need to help us? (Internal/External partners) |
|--|---|---|-------------------|--|---|
| Deliver an enhanced Public Realm street washing service in-house     | Service Quality and efficiency                    | The provision of an in-house team will enable the development of planned cleaning programme, without the reliance on the availability of an outside contractor. It will also allow a reactive response to specific issues that can arise.   | From 1 April 2022 | Borough Cleansing Manager                              |   |
| Improve the recycling rate at the Council's HRCs                     | Service Quality, Sustainability and Efficiency    | Waste data and on-site observations indicate that recyclable items and materials continue to be deposited in residual waste skips. There is circumstantial evidence of both commercial and waste originating outside the Borough being deposited in the HRCs despite existing controls. More effective site access controls and improved segregation could help boost the Council's overall recycling rate. | By March 2023     | Waste & Resource Manager                               |   |
| Explore ways of further enhancing kerbside recycling rates           | Service Quality, Sustainability and Efficiency    | A significant proportion of collected grey bin materials (residual waste) are readily recyclable, and the capacity provided in each bin type is not reflective of the high level or recycling potential that now exists across household waste materials.   | By March 2023     | Waste and Resource Manager & Waste Collections Manager |   |
| Improve the Council's overall re-use, recycling and recovery rates   | Service Quality, Sustainability and Efficiency    | With a significant increase in the cost of landfill, maximising re-use, recycling and recovery offers financial savings to the Council, as well as the environmental/sustainability benefits.   | By March 2023     | Waste & Resource Manager & Waste Collections Manager   |   |

**SPECIFIED ASPECTS OF IMPROVEMENT**

| What will this improve? | Definition   |
|-------------------------|--|
| Strategic Effectiveness | <i>is key to <b>linking</b> 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    |  |

**SPECIFIED ASPECTS OF IMPROVEMENT**

| What will this improve? | Definition  |
|-------------------------|---|
| Fairness                |   |
| Sustainability          | <p><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></p> |
| Efficiency              |   |
| Innovation              | <p><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></p>  |

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**Service Objective:** \_\_\_\_\_

| What service / activities will we be stopping / changing in 2022/2023 | Reason for stopping / changing activity | Savings | Impact on Performance | Impact on the Public | Impact on staffing |
|---|---|---------|-----------------------|----------------------|--------------------|
| None  |   |         |                       |                      |                    |
|   |   |         |                       |                      |                    |
|   |   |         |                       |                      |                    |
|   |   |         |                       |                      |                    |

| Performance Measures<br>(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 Actual | 2021/22 YTD | 2022/23 Target |
|---|---|---------------------|----------------|----------------|----------------|----------------|----------------|-------------|----------------|
| % Staff Attendance  | Corporate   | Quarterly           |                | 93.91          | 93.22          | 92.95          | 93.17          | 93.85       | 95             |
| % Spend against budget  | Corporate   | Quarterly           | 99.4           | 105.35         | 100.73         | 100            | 101.52         | 100.3       | 100            |
| % staff reporting regular receipt of team briefings   | Corporate   | Quarterly           | N/A            | N/A            | 93             | 92             | 0*             | 0*          | 100            |
| % Pride in Performance Conversations  | Corporate   | Annually            | N/A            | N/A            | 94             | 93             | 0*             | 60          | 95             |
| LEAMS Cleanliness Index Score   | Existing  | Quarterly           | 77             | 75             | 76             | 73             | 73             | 73          | 75             |
| % household waste recycled, reused and composted  | Statutory   | Quarterly           | 49             | 52             | 53             | 55             | 51             | 50.5        | 60             |
| Tonnage of municipal solid waste sent to landfill   | Statutory   | Quarterly           | 43,836         | 39,540         | 37,049         | 33,497         | 38,404         | 29,907      | 37,000         |
| Loo of the Year Awards  | New   | Annually            |                |                |                |                |                |             | 5              |
|   |   |                     |                |                |                |                |                |             |                |
|   |   |                     |                |                |                |                |                |             |                |
|   |   |                     |                |                |                |                |                |             |                |
|   |   |                     |                |                |                |                |                |             |                |
|   |   |                     |                |                |                |                |                |             |                |
|   |   |                     |                |                |                |                |                |             |                |
|   |   |                     |                |                |                |                |                |             |                |
|   |   |                     |                |                |                |                |                |             |                |

## 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      | Tolerate / Action |  |               |   |  |
| 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

|  |
|--|
| <b>Are all actions resourced within the current (2021/22) budget plan?</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>   |
| <b>Will additional resources be required?</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/><br>(If no please comment in Section A below how the actions will be funded, ie Staff Resources, Equipment, Revenue Budget, Capital Budget.)<br>(If yes please detail additional resources in Section B below.) |
| <b>Section A:</b>  |
| <b>Section B:</b>  |
| <b>Staff:</b> Two additional employees required for in-house Public Realm Street washing service   |
| <b>Financial:</b> £60,000  |
| <b>Other:</b> <Insert details of other resources required to deliver on objectives>  |
| <b>If the required additional resources are NOT available, please state:</b>   |
| What is the likely impact on performance? As this is a new service, it can only be delivered through the recruitment of suitable Operatives.   |
| What is the likely impact on the public? Medium – physical appearance of public realm surfaces is a source of regular complaints   |
| What is the likely impact on staffing? 2 No. staff required to operate the cleaning equipment in a safe and effective manner.  |

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## 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 Performance update reports will be provided to the Environment Committee in respect of the Annual Service Plan.

## 7. Conclusions

The service performance and meeting targets during 2022/23 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 quantity of waste handled during 2021/22. 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