

<b>Report to:</b>	<b>TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	John Blackledge, Director of Community and Environmental Services
<b>Date of Meeting</b>	3 February 2021

## WASTE SERVICES AND STREET CLEANSING PERFORMANCE REPORT

### 1.0 Purpose of the report:

1.1 To review the performance of Waste Services and Street Cleansing, with an emphasis on headline data, statistics and performance indicators. The report provides a brief outline of the various elements of the services and highlights any current or anticipated issues as well as areas where best practice and good performance is taking place.

### 2.0 Recommendation:

2.1 To scrutinise the performance of the services and identify any matters for further scrutiny.

### 3.0 Reasons for recommendation:

3.1 To ensure effective scrutiny of the Waste and Street Cleansing services.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

- Request Internal Audit to programme into the annual work plan.
- Refer to external audit.

#### **4.0 Council Priority:**

4.1 Priority one - The economy: Maximising growth and opportunity across Blackpool.

Priority two - Communities: Creating stronger communities and increasing resilience.

#### **5.0 Report Information**

##### **5.1 Scope of the Report**

5.1.1 Waste Services (*Waste*) and Street Cleansing (*Cleansing*) are two of the Council's main, high-visibility frontline service areas responsible for delivering a broad range of specialist services to the public.

5.1.2 The scope of this report includes all functional service areas within Waste and Cleansing.

*WASTE* - including:

- Domestic Waste (incorporating the Refuse and Recycling Collection Contract delivered by the Council's wholly owned waste company, ENVECO.)
- Household Waste Recycling Centre (HWRC), including the Re-use Shop.
- Trade (or business) Waste.
- Waste Disposal Contract (Lancashire Waste Partnership with Lancashire County Council (LCC) and Lancashire Renewables Ltd (LRL)).
- Third Sector Partnerships including Bulky Matters (bulky items collection), Rover (mobile recycling unit) and the Re-New Workshop (electrical repair/refurbishment of white goods and IT).

*CLEANSING* – including:

- Street sweeping
- NEAT (Neighbourhood Environmental Action Team) incorporating enforcement and fly-tipping
- Street litter bins
- Beach cleaning
- Weed spraying
- Graffiti removal
- Alley Gate service and maintenance

##### **5.2 Budget Information**

5.2.1 Waste and Cleansing represent a significant proportion of the annual Council spend. The combined budgets for the two services are in the region of £17.88 million with the Waste budget currently at c£13.96 million and Cleansing at c£3.92 million.

### 5.3 What is going well?

#### 5.3.1 Third Sector Partnership Working

Strong links to third sector partner Calico have been developed and maintained over the last few years, with the Furniture Matters Shop on Counce Street performing well supplying local people in need of affordable furniture. The shop sells furniture, white goods and an array of household items that have been refurbished, reused or upcycled in the warehouse at Bristol Avenue.

Calico also continues to deliver the Rover service which operates 5 days a week stopping at set locations across the town to help residents recycle their waste.

#### 5.3.2 The Rover Service

The Rover service is a mobile recycling unit servicing those residents with no access to a car, which in some of the inner wards is over 50% of the households.

Rover	No of items	No of visitors	Tonnage collected
15/16	42,075	7,069	114.82
16/17	43,029	7,791	116.9
17/18	46,958	7,770	224.68
18/19	71,261	8,727	249.15
19/20	73,414	6,256	167.78

From April 20 to date Rover has collected 51,133 items with 6,064 visitors and a total weight of 138.5 tons. The Rover service did have a period of suspension due to COVID-19.

#### 5.3.3 Bulky Matters

Bulky Matters is the Council's bulky item collection service in partnership with third sector partner, Furniture Matters who now also come under the Calico umbrella.

The bulky waste service continues to perform to target and increasing amounts of collected furniture are going back out to those in need across the town, through partnership working with the Social Fund.

The service is operated in conjunction through a cost sharing agreement with Wyre Borough Council on a 70%/30% split.

Since January 2020 to date, the service has made 3,680 collections with 8,845 items collected. March, April and May 2020 were all affected by the first lockdown when the service was initially suspended, March collection figures were down by circa 100 collection jobs, April around 325 jobs, and May down by approximately 150 jobs.

Calico also supports the delivery of items to support the social fund. The social fund provides local people in need with furniture and other items to furnish their homes.

Of the items collected 37% have been recycled. Items that are not suitable for re-use or recycling are sent to landfill.

The number of items reused or recycled have reduced over the last year as collections of items have had to of been made from outside the property when the service resumed in May 2020 in line with COVID Secure operations.

An additional vehicle is currently being used to support the service and increase capacity for bookings from residents as it has been remarkably busy since the service resumed. COVID Secure measure have been put in place to ensure continuity of service to residents.

### 5.3.5 **Garden Waste Subscription Service (Green and Go)**

In June 2016 the Council introduced a subscription charge for the collection of green waste. Just over 10,000 properties subscribed and generated an income of £250,000 in 2016/17, which then paid for the resources to deliver the service as well as off-set other waste related pressures.

The Green Waste Service was temporarily suspended in March 2020 due to the advent of the COVID-19 pandemic. However, the service has continued to perform well maintaining a strong customer base.

Current performance for 2020/21 is 9,679 customers with a forecast revenue of c£3,87k. This increase in revenue will help to alleviate overspend in other areas of Waste, particularly at the Household Waste Recycling Centre where there is significant pressure.

### 5.3.6 **Enveco Refuse Collection Service**

On 1 July 2019 refuse collection services were taken over by ENVECO, a wholly owned Council company. The launch of the service culminated from an 18 months transformation project to reduce refuse collection expenditure by £750,000 per annum. The transformation project included extensive investment to Layton Depot where the new company now operates from and included a brand-new build garage and workshop, refurbishment of existing premises and extensive CCTV monitoring. A fleet of 17 new refuse collection vehicles together with the latest technology installed will allow the Council to deliver an excellent service to the residents of Blackpool.

There is now a project underway to assess the benefits of further integration of ENVECO with the wider StreetScene depot-based services. There is much in terms of potential benefits to realise from the further integration of the services, particularly around service elements relating

to waste minimisation and communications, operational efficiencies and bin management. In addition to the Service Improvement Programme already being delivered, ENVECO is also planning to undertake various trials and pilot schemes in relation to utilising new technology and different ways of working in order to further raise environmental standards across the town.

Consolidation of the additional waste related services with the wider ENVECO operation would strengthen the overall ability of the company to deliver integrated and co-ordinated frontline waste and environmental services, particularly in relation to Street Cleansing. A wider, more agile and multi-skilled labour pool would assist in being able to flex delivery in relation to the changing environment with regards to local and national challenges, regulations and legislation

### 5.3.7 **Lancashire Waste Partnership**

Following termination of the waste PFI and bringing the waste operating company (Lancashire Renewables Ltd) back in-house, Lancashire County Council carried out a substantial programme of transformation, which resulted in significant savings to the waste operating budget.

As well as organisational transformation, there have been significant changes to the way in which the plants operate and the way that waste is processed. This has resulted in substantial savings.

Waste is no longer processed through a Mechanical and Biological Treatment (MBT) process, instead, waste now undergoes a basic pre-sort process before being mechanically separated and then shredded to produce Refuse Derived Fuel (RDF).

The transport contract, formerly delivered by Viridor, was also effectively brought back under local authority ownership over the last 12 months, achieving further savings for Blackpool and Lancashire.

Perhaps the most significant recent development is the incorporation of the Mass Loss Process into the waste operations. This involves a drying-out of waste process which not only significantly reduces the amount of waste to be treated, and disposed of, but also separates out the organic-rich fraction for use as RDF. Again, this has realised further considerable savings to the authorities.

### 5.4 **Keep Blackpool Tidy**

The Keep Blackpool Tidy (KBT) campaign has been significantly affected by COVID-19 and events have had to be cancelled due to this.

During the first lockdown the request for packs increased as well as residents contacting to get involved and litter pick their local area. The highlight for this year has been the Big Beach Clean, an independent volunteer group who have been supported with equipment for litter picking

and the collection the waste they have picked up.

The focus however remains on engagement with volunteers, and the Council continues to encourage residents and businesses to show their commitment by signing up to the campaign at [www.blackpool.gov.uk/tidy](http://www.blackpool.gov.uk/tidy) and pledging their support. Litter action packs are continually being distributed to volunteers across the town to support their activities. To date over 400 litter picking packs have been issued.

## 5.5 **StreetScene - Street Cleansing and Grounds Maintenance Service**

A review of street cleansing and parks operations was carried out following the retirement of the existing parks manager. In January 2020 both services merged into one operation to form a StreetScene workforce which could meet high demand and expectation for quality services. Covid-19 has interrupted the management team's aspirations for the transition of operations but have still achieved a massive seamless delivery of the service which will have been largely unnoticed by the residents and service users.

The services continued to support and deliver essential services during the Covid-19 pandemic. During the initial lockdown, the closure of the Household Waste Recycling Centre, the suspension of Bulky Matters and Rover service, together with significant changes to refuse collection resulted in a significant rise in domestic fly-tipping and residents with excess waste. The service focussed on supporting residents with the diversion of resources, particularly in back streets. The service also provided assistance in delivering vital Personal Protective Equipment and food for the homeless through supporting the Council's Corona Kindness Campaign.

Grass verges, wide open spaces, community parks and Stanley Park were maintained to high standards despite the challenge of staff self-isolating. The increase in visitor numbers to the green landscape areas was clear and presented a great opportunity for the green assets in the borough to be put to significant use by its residential population. It can never be understated how important the local friends' groups are to local parks and aid in protecting and supporting the parks and playgrounds throughout the year. In particular, the spirit in which following lockdown they rallied to ensure a safe and pleasant environment was there to be enjoyed.

Although the summer season was largely disrupted, when restrictions were relaxed and visitors eventually arrived, and they did so in unprecedented numbers. This presented a challenge for the service in maintaining standards along the promenade and litter levels on the beach, while ensuring the safety of staff. Street Cleansing adapted by extending service hours, increasing the litter bin provision, and working alongside volunteers.

Blackpool Big Beach Clean and LoveMyBeach groups were proactive working across tide timetables, together with individual volunteers who all can be proud of the standard's that have been achieved. Overall Beach and Promenade areas were managed to good effect, and despite

a national focus on mass populations flocking to seaside resorts, this was achieved with minimal negative publicity around standards of cleanliness.

Litter bin provision across the borough is continuously reviewed to ensure provision meets demand, particularly in locations with high levels of litter generation. A litter bin review has been undertaken specifically around secondary retail location provision, where detailed analysis of behaviour and servicing costs has led to extensive replacement of units, providing greater overall capacity and significant reduction in servicing costs.

- 6% Reduction in overall number of litter bins units.
- 46% Increase in overall litter bin capacity.
- 93% Reduction in the use of refuse sacks. (£4k saving, improved storage of waste, reduced manual handling, less plastic to landfill)
- 25% reduction in servicing costs in year 1.
- 48% reduction in servicing costs in year 2.

Now this has been complete, and there is accurate baseline data for comparison, the litter bins throughout the secondary retail areas have been identified as an ideal pilot scheme for innovative litter bin sensors, where technology will enable real time monitoring of fill levels and software evaluation will predict waste behaviour and create custom collection schedules.

These shopping areas continue to be cleaned on a daily or alternate day basis, depending on the size and footfall in the area. The frequency determines the level of litter migrating to residential streets, which is then cause for complaint. All shops have sufficient litter bin provision and as previously mentioned, capacity has increased where required. Where possible, larger capacity litter bins will be installed into the wider residential areas, along arterial routes as funding and replacement provision allows.

The Street Cleaning service is an active member of the Association of Public Service Excellence (APSE) and was participated in the initial roll out of the Land Audit Management System (LAMS) application, which is a quality inspection system. This enables daily recording of standards around litter, detritus, weeds, dog fouling and litter bin cleanliness. This has been a successful implementation and offers benchmarking against similar local authorities.

<b>Performance indicator – 2020/21</b>	<b>output/score</b>
Percentage of sites classed as acceptable (combined litter and detritus)	98.77%
Percentage of sites classed as acceptable (litter)	98.43%
Percentage of sites classed as grade A (fly tipping)	97.32%
Percentage of sites classed as grade A (fly posting)	100.00%
Percentage of sites classed as acceptable (dog fouling)	100.00%
Percentage of sites where bins were overflowing.	0.00%
Percentage of sites containing bins classed as acceptable (bin structure)	100.00%

Percentage of sites containing bins classed as acceptable (bin cleanliness)	100.00%
Percentage of sites classed as unacceptable (hard surface weeds)	2.68%
Percentage of sites classed as unacceptable (detritus)	0.89%
Percentage of sites classed as unacceptable (graffiti)	0.22%
Percentage of sites classed as unacceptable (staining / gum)	0.00%

The street cleansing service continues to prioritise arterial routes through the town above residential street cleaning, as this is considered an effective and efficient use of resource. This has been more prevalent throughout the period when Covid-19 restrictions were in force, as residents take their exercise and make essential journeys through the town, in contributing to overall wellness by minimising litter migration into residential streets. This has resulted in reducing complaints and helping shape people's overall perception of cleanliness standards across the borough.

Beach management continues to support the vision for a blue flag coast and promote bathing water quality objectives delivering key campaign messages and responding to changing attitudes to litter, particularly plastic and its effect on marine environments. Larger capacity litter bins were utilised during the peak summer season and bins also positioned on the beach. Extension of service hours to accommodate litter bin servicing, particularly along promenade and beach access points, has been implemented during periods of peak beach use to ensure ongoing capacity after hours and reduce potential for full or overflowing bins.

## 5.6 Trade Waste

The service continues to perform well in what has been a turbulent year due to Covid-19 pressures on the business community and service operation. The service has been sympathetic to customers and recognised that this year the Council's focus should be on business retention which will be reflected when business returns to normal.

Contracts with businesses have been flexible to meet their requirements rather than stand firm on contracts signed before the pandemic. Unlike competing services that may have taken a hard approach to fulfilling contractual positions. Prior to the January 2021 lockdown, the service maintained 60% of income generation. This is expected to reduce in the final three months of the budget year, due to uncertainty related to the current COVID-19 restrictions. Retention has increased from those businesses who appreciated an approach to service delivery as well as new growth expected from those businesses who may consider their current provider has not been as flexible to their requirements.

All the commercial waste fleet has now been fitted with next generation software and the latest dynamic bin weighing technology to effectively manage waste collections. Investment in innovative technology allows weighing of customers waste to ensure a reasonable charge is being offered, which reflects the collection, frequency, and disposal charge for each business. The service has also implemented a new back-office system that caters to customer's flexibility



requirements and access to the service where changes to collections are easily administered.

The service provides sale of new and refurbished waste receptacles and the team undertakes refurbishment of bins in-house to avoid external contractor costs. The service also offers customers maintenance of their bins in addition to the provision of collections.

## 5.7 **Household Waste Recycling Centre (including The Tip Shop)**

In 2020/2021 the HWRC has had to make significant changes to its operation because of the Coronavirus epidemic. During the initial lockdown in March 2020 the site closed its gates between 24 March and 18 May 2020. In order to reopen safely changes were made to service delivery including the creation of 6 socially distanced customer bays. This differs to the 22 customer bays available pre Covid-19. The impact of this change means a reduction in waste streams available for customers to recycle because of the social distancing measures being introduced.

Consequently, during the financial year 2020/2021 the average monthly recycling figure to date has fallen to 57.5% from a high in 2018/19 74.3%

The Tip Shop has been closed for extended periods throughout the pandemic. Sales of compost and Christmas Trees have been suspended and the Tip Shop currently remains closed. The extended closure has resulted in a reduced total income of only £5K during the financial year 2020/2021. This is down significantly from the 2019/2020 income of £80K.

Despite the national lockdown and other tiered measures put into place in Blackpool the HWRC has opened 7 days a week since May 2020 to ensure resident still have the opportunity to recycle. Previously the HWRC was closed on Thursdays.

Opening hours were extended during the summer period offering an 8:00pm closing time to enable residents to use the facility for longer as the numbers of visitors on site had to be limited. Visitor numbers peaked at 1,400 per day in August 2020. In addition to the extended hours the site was open 7days a week reintroducing Thursday to site opening hours. The current opening hours since late October have returned to 10.00am - 4.00pm

Despite the longer opening hours visitor numbers have averaged 3,654 per week since May 2020 which is down from an average of 4488 visitors per week in the year in 2019/2020.

A number of Environmental Enforcement Officers have been based at the HWRC. The officers provide challenge to individuals who are bringing Commercial Waste onto the site. The individuals who have been challenged range from the van-and-man operators, small private shop owners and hoteliers.

Commercial activities require the business to have a Duty of Care in place for their waste disposal. Offences for this activity are breaches of Duty of Care, Section 34, Waste Carrier

License breach if they do not hold one, Section 33 EPA Unauthorised deposit of Waste. Collectively these offences carry Fixed Penalty Notices up to the value of £1,000.

## 5.8 Environmental Enforcement

The street cleansing service has continued to take a consistent and measured approach to environmental offences. Waste Enforcement has seen steady progress since the last Scrutiny report and is being delivered by officers from within existing resources.

Enforcement legislation has seen extended powers to issue fixed penalties for offences for minor fly tipping known as Unauthorised Deposit of Waste Regulations 2016, Littering from a Motor Vehicle and Householders Waste Duty of Care. These 3 offences are now included to the table below of what authorised officers are able to challenge on a daily basis.

Enforcement which requires investigation is time consuming to meet criminal evidence standards to “prove beyond reasonable doubt” and experience has shown that without this level of evidence, whilst Fixed Penalties can be issued to alleged offenders, it is not possible to take nonpayers through the courts due to being unable to meet the evidence standard.

Often the evidence that is given at the start of the investigation comes from the general public who are not prepared to stand as witness for fear of reprisal and therefore their evidence is classed as “hear say” evidence and cannot be used in the prosecution process.

The balance between issuing a fixed penalty or issuing a formal warning is biased towards the warning due to the evidence standard required. In addition, the COVID-19 social distancing measures together with staff safety has resulted in far fewer face to face doorstep challenges and resulted in formal warnings rather than penalty notice being issued.

STREET CLEANSING ENFORCEMENT	2017-2018	2018-2019	2019 – 2020	2020/2021 To date
Illegal Deposit of Waste Regulations (2016)	29	15	171 of which 42 FPN's	2303 of which 84 FPN's
Littering FPN's (including littering from a vehicle)	302	387	264	132
Flyposting and Graffiti	3	3	2	0
Failure to produce authority.	27	27	32	4
Failure to furnish documentation.	4	15	2	20

Offences in relation to waste receptacles	5	2	18	0
Offences under dog control orders	14	18	18	6
Record of Intended Actions (RIA)	609	396	421	0
Section 46's	168	15	18	0
Section 34's			32	33
Total Formal Enforcement Actions	1,161	878	978	2,498
Total Fixed Penalty Notices Only	552	467	349	197

In addition to new powers the legislation required Fixed Penalty Notices for littering, graffiti and flyposting to be reviewed offering greater flexibility for local authorities to increase the fines to a maximum limit of £150 with a statutory minimum charge of £65. Blackpool chose the maximum level for these offences whilst maintaining the statutory minimum level if the fine was settled within 10 days.

As a result of the Coronavirus pandemic a number of areas were found to have large scale fly tipping present. It became necessary to issue warning letters to significant numbers of residents. "The Stratraq" system allowed these letters to be created and recorded easily which explains the increase in figures for the Illegal Deposit of Waste figures shown in the table above.

## 5.9 Dog Warden Services

The service has remained active throughout the COVID-19 pandemic dealing with over 600 enquiries year to date. In addition to routine operational enquiries the team also deal with more technical enforcement. Along with PSPO (Public Space Protection Order) offences such as dog fouling, they also enforce against owners whose dogs are not micro-chipped. The Council's dog wardens will routinely scan for a microchip from all lost and found dogs which come to the Council's attention, serving notice on owners offering 21 days to avoid prosecution. Following a review of duties and enforcement knowledge, the service has been transferred to Public Protection team where support for the legislative elements is better supported.

	2019/20	2020/21
Dog Warden Enquiries	130	71
Dog Attack Incidents	149	131
Dog Fouling Complaints	454	266
Dog found/Straying.	304	176
Total request for service enquiries	1037	644

## 5.10 **What are the main challenges or barriers to improvement?**

### Waste Disposal Infrastructure and Policy

An agenda item taken to the Lancashire Waste Strategy at the November meeting on which the Council holds officer and member representation. Work is currently underway to produce a working draft for consultation in Spring 2021 (subject to any further delays as a result of COVID-19 testing and vaccination programmes) at which point Council officers and elected members will have an opportunity to scrutinise and feedback on the strategy.

The main aims of the local strategy will centre around issues like standardisation of recyclable materials, plastic packaging industry reforms (plastics tax), deposit return schemes and food waste – all of which have been consulted on at local authority level. However, adopting the principles of the Circular Economy are also a significant driver in promoting re-use and waste minimisation but perhaps the main focal point is the of the local strategy is to develop a post 2025, non-landfill solution for general waste.

With this in mind, the development of an Energy from Waste (EfW) / Refuse Derived Fuel (RDF) solution is emerging as the most likely suitable option. EfW facilities are becoming the preferred option in residual waste treatment both nationally and across Europe. These facilities incinerate residual waste while at the same time producing power to feed into the national grid and produce less harmful emissions compared to landfill. There are already two sites within Lancashire that have been granted planning permission for these types of facilities and Lancashire County Council has already undertaken extensive engagement with potential developers.

## 6.0 **Performance**

### 6.1 **In which areas is the service performing well?**

6.1.1 Street Cleansing provide additional bespoke services to 11 Wards through ward funding to provide a multiskilled/enforcement officer to proactively work alongside the ward councilors to address local concerns and street scene priorities. This level of service has been successful in meeting the expectations of the elected members and proved that dedicated resources over and above the statutory minimum has a positive impact in the confidence the local community has in services responding to their needs and concerns.

6.1.2 Since ENVECO began operations, the company has established robust governance, scrutiny and oversight processes by the Board and has enabled the organisational culture to develop its Blackpool focused approach. The operational performance during this unprecedented and challenging period has been excellent and further initiatives, such as the Service Improvement Programme, including bags to bins and absorbing core elements of the service previously delivered by third sector partners have been realised.

## 6.2 In which areas is the service performing less well?

### Highway Weeds

- 6.2.1 The treatment of weed growth on arterial commuter routes continues to be a challenge and during the first lockdown this service was suspended due accessibility to pavements due to parked vehicles and a reduction in resource diverted to other duties or self-isolating staff. Unfortunately, this meant that an optimum window of favourable weather in which to carryout treatments had been missed. When COVID-19 restrictions were lifted, changeable weather conditions made this more problematic, and the service was finding it difficult to recover with what proves an annual challenge. Success is reliant on conditions over which the Council has no control, such as; wind, rain, warmth, sunshine, parked vehicles and other obstructions. The program around residential streets followed a similar decline and became reactive to complaints only with little or no attention offered to back streets.

## 6.3 How does the Council compare with other authorities in terms of benchmarking?

The Council's Waste Services is an active member of the Association of Public Service Excellence (APSE). Through this association the Council subscribe to APSE's Performance Networks benchmarking group. This group allows us to compare and benchmark the service with other authorities or 'family groups' (in terms of demographics, deprivation indices, etc.). The next batch of reports will be produced at the end of October 2021.

The number of performance indicators produced are vast and far-ranging. In essence, benchmarked against other authorities, the Council's Waste Services is a good performer (within its constraints) however, in the spirit of continuous improvement, officers are always looking at how to do things more efficiently and more cost effectively.

The main headline indicator for waste is the municipal recycling rate. The Council is required to report waste data into the governments Waste Data Flow System. Recycling rates for recent years are as follows:

Year	Recycling Rate
12/13	39.6%
13/14	41.1%
14/15	39.9%
15/16	45%
16/17	33.5%
17/18	39.7%
18/19	39.6%
19/20	38.4%

Our recycling rate is now at the national average and it ought to be noted that the highest performing Council can count on 30% of their overall rate coming from garden waste. Prior to subscriptions, garden waste only contributed 12.5% of Blackpool’s overall recycling rate, which reflects the low number of gardens in the housing profile, but highlights that in all other areas of waste collected Blackpool outperforms most other districts in Lancashire.

Some headline indicators are referenced below:

<b>INDICATOR</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Year to date</b>
Green Waste Subscriptions	11,413	10,091	10,082	9,677
Bulky Matters Collections	4,673	4,064	4,035	2,779
Missed Bin Collections (justified)	2,444	1,630	504	865
Trade Waste Market Share	45%	49%	53%	tbc
Rover Visits	7,770	8,727	6,256	6,072

#### 6.4 **What are the Council’s priorities in terms of improving performance this year?**

- Further develop the volunteer support across the StreetScene environment, supporting local and national campaigns in conjunction with ‘Keep Britain Tidy’ and ‘Love my Beach’.
- To further develop and support the Council’s corporate commitment to the self-serve Channel Shift ethos.
- To consider the future development of the Council’s wholly owned waste company, Blackpool Waste Services Limited, which trades as ENVECO NW Environmental Services Limited (ENVECO), through the potential to expand its operational base by further incorporating additional frontline waste and other associated operational services delivered from Layton Depot.
- Ongoing support and review of third sector working partnerships in order to create increased community recycling initiatives.
- Ongoing review of the recycling off-take contracts at the Household Waste Recycling Centre.
- Continue to support Lancashire County Council in development and implementation of the Lancashire and Blackpool Municipal Waste Strategy.
- Continue to expand the green waste subscription service.

- To work with Lancashire County Council in identifying and supporting efficiencies within the operating company (LRL) and to translate these into financial savings.
- Continue to work with the LGA and the National Association of Waste Disposal Officers in relation to contributing to the national debate in order to drive policy.

## 7.0 Finance

7.1 The 2020/2021 revised budgets for Waste and Street Cleansing are shown in more detail in the table below:

SERVICE	2017/2018 BUDGET	2019/2020 BUDGET	2020/2021 BUDGET
Trade Waste	(163,286)	(140,859)	(146,212)
HWRC	1,094,388	1,089,780	1,145,395
Bulky Waste Collection Service	139,748	43,845	129,874
Waste Plants	273,896	9,561,666	9,202,596
Regular Collections	11,941,419	3,376,019	3,234,588
Bin Purchase	53,078	50,085	50,085
Calico	120,000	105,574	104,532
Waste Transfer Station	184,875	227,238	209,209
WEEE Workshop	58,697	43,067	30,920
<b>TOTAL WASTE BUDGET</b>	<b>13,702,815</b>	<b>13,601,671</b>	<b>13,960,987</b>
Street Cleansing	3,468,997	3,414,542	3,662,353
Dog Service, Alley Gates, Portage	133,564	131,534	141,286
Winter Maintenance	104,567	105,289	105,289
Pest Control	9,735	12,875	14,483
<b>TOTAL STREET CLEANSING BUDGET</b>	<b>3,716,863</b>	<b>3,664,240</b>	<b>3,923,411</b>

<b>TOTAL COMBINED WASTE AND CLEANSING BUDGET</b>	<b>17,419,678</b>	<b>17,265,910</b>	<b>17,884,398</b>
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## 8.0 Cross Departmental Working

8.1 Due to the considerable spend within these service areas, the Council has fostered a wide range of cross-departmental working relationships and sought to maximise the delivery of value through the development and maintenance of strong connections with colleagues in central support services such as Legal, Procurement and Finance. This leads to closer working relationships with key people in delivering objectives, in key areas such as Communications and Marketing, Print Services and Business Support.

## 9.0 Engagement And Communication

### 9.1 How the good work the service is doing is communicated to residents.

- Direct communications via the Council's website, Your Blackpool and increased use of effective and targeted social media.
- The service, along with the rest of the Council, has made extremely effective use of the various social media platforms, including Facebook, Twitter and Instagram, which has been well received by residents and proven to be a very popular medium of communication and information dissemination.
- The service was also instrumental in communicating the Corona Kindness Campaign to all residents across the town through a comprehensive bin tagging exercise.
- Regular conversations with residents through the Household Waste Recycling Centre and the Rover service also provide valuable feedback. Use is made of the Waste Liaison Officer to deal with residents and members of the public face to face. The Council also undertake a varied array of internal and external advertising campaigns.

### 9.2 How does the Council know that the services provided are making an impact and are valued by residents?

Blackpool waste services commissions a bi-annual household waste satisfaction survey, which is used to inform decision making and drive future strategy.

Previous years surveys have shown overall public satisfaction with waste services to be high and the data is also used to inform policy and drive service delivery.

The survey is carried out by the council's in-house infusion service every two years with the next survey to be conducted in 2022.

Does the information submitted include any exempt information?

**No**



**10.0 List of Appendices:**

None.

**11.0 Legal considerations:**

None

**12.0 Human Resources considerations:**

None

**13.0 Equalities considerations:**

None

**14.0 Sustainability, climate change and environmental considerations:**

Details of sustainability, climate change and environmental consideration are contained within the report.

**15.0 Financial considerations:**

Details of financial considerations are contained at point 7.0 of the report.

**16.0 Risk management considerations:**

None

**16.0 Ethical considerations:**

None

**17.0 Internal/External Consultation undertaken:**

Internal customer satisfaction survey will be undertaken in due course.

**18.0 Background papers:**

None