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North Devon Council
Brynsworthy Environment Centre
Barnstaple
North Devon EX31 3NP

K. Miles
Chief Executive.

STRATEGY AND RESOURCES COMMITTEE

A meeting of the Strategy and Resources Committee will be held as a Virtual – Online meeting on **MONDAY, 7TH DECEMBER, 2020 at 10.00 am.**

Members of the Committee Councillor Worden (Chair)

Councillors Barker, Knight, Lofthouse, Patrinos, Pearson, Prowse, L. Spear, Wilkinson and Yabsley

AGENDA

10. Waste and Recycling - Update (Pages 5 - 12)
Councillor Pearson, Lead Member for the Environment to report.

If you have any enquiries about this agenda, please contact Corporate and Community Services, telephone 01271 388253

NOTE: Pursuant to Part 3, Annexe 1, paragraph 3 of the Constitution, Members should note that:

"If a Member:

- (a) Arrives at a meeting during the consideration of an item; or*
- (b) Leaves a meeting at any time during the consideration of an item;*

They shall not:

- (i) propose or second any motion or amendment; or*
- (ii) cast a vote*

27.11.20



North Devon Council protocol on recording/filming at Council meetings

The Council is committed to openness and transparency in its decision-making. Recording is permitted at Council meetings that are open to the public. The Council understands that some members of the public attending its meetings may not wish to be recorded. The Chairman of the meeting will make sure any request not to be recorded is respected.

The rules that the Council will apply are:

1. The recording must be overt (clearly visible to anyone at the meeting) and must not disrupt proceedings. The Council will put signs up at any meeting where we know recording is taking place and a reminder will be issued at the commencement of virtual meetings.
2. The Chairman of the meeting has absolute discretion to stop or suspend recording if, in their opinion, continuing to do so would prejudice proceedings at the meeting or if the person recording is in breach of these rules.
3. We will ask for recording to stop if the meeting goes into 'part B' where the public is excluded for confidentiality reasons. In such a case, the person filming should leave the room ensuring all recording equipment is switched off. In a virtual meeting the public will be excluded from the meeting while in Part B.
4. Any member of the public has the right not to be recorded. We ensure that agendas for, and signage at, Council meetings make it clear that recording can take place – anyone not wishing to be recorded must advise the Chairman at the earliest opportunity. Public contributions to virtual meetings will be recorded, unless, at the Chair's discretion, recording is deemed inappropriate in accordance with point 2 above.
5. The recording should not be edited in a way that could lead to misinterpretation or misrepresentation of the proceedings or in a way that ridicules or shows a lack of respect for those in the recording. The Council would expect any recording in breach of these rules to be removed from public view.

Notes for guidance:

Please contact either our Corporate and Community Services team or our Communications team in advance of the meeting you wish to record at so we can make all the necessary arrangements for you on the day.

For more information contact the Corporate and Community Services team on **01271 388253** or email **memberservices@northdevon.gov.uk** or the Communications Team on **01271 388278**, email **communications@northdevon.gov.uk**.

Meeting Etiquette Reminder for Members

Members are reminded to:

- Join the meeting at least 10-15 minutes prior to the commencement to ensure that the meeting starts on time.
- Behave as you would in a formal committee setting.
- Address Councillors and officers by their full names.
- Do not have Members of your household in the same room.
- Be aware of what is in screen shot.
- Mute your microphone when you are not talking.
- Switch off video if you are not speaking.
- Only speak when invited to do so by the Chair.
- Speak clearly (if you are not using video then please state your name)
- If you're referring to a specific page, mention the page number.
- Switch off your video and microphone after you have spoken.
- The only person on video will be the Chair and the one other person speaking.
- Only use the Chat function to register that you wish to speak or to move or second a motion.

Virtual attendance by members of the public

If members of the public wish to attend virtually, please contact Corporate and Community services on 01271 388253 or memberservices@northdevon.gov.uk by 12pm on the Monday preceding the meeting.

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NORTH DEVON COUNCIL

STRATEGY AND RESOURCES: 7TH DECEMBER 2020

ENVIRONMENT LEAD'S REPORT

It has been an interesting year for all services having to face the sorts of challenge and changes that Covid 19 brought and demonstrating just how adaptable our officers can be. It has also been encouraging to have received public appreciation for our services, not least of which were the children's pictures and thank you notes left for the waste and recycling crews. The crowning glory of the year was winning the Environment Cup awarded by the Mayor of Barnstaple for the efforts of the crews during lockdown.

Covid wasn't the only problem for waste and recycling teams. There has been no Head of Service for a year, which has put extra pressures on staff and on a service which has high public visibility. I say service but, of course, we have more than one because we have collections for both domestic and trade waste and recycling, plus we empty litter and dog bins, and sweep the streets. This department also manages public conveniences and has a close working relationship with enforcement who deal with fly-tipping and dog fouling.

Waste and recycling services have been even more challenging than usual over the last two weeks with a number of staff isolating through contact with Covid sufferers; some of these have been agency staff, compounding the shortage of resources already constrained by confining the crews to 'bubbles' to reduce the likelihood of spreading the virus.

Then there are the equipment problems. We are receiving assistance from Stuart Noyce, currently Head of Service at Somerset West and Taunton Council, in determining our fleet replacement strategy for the next 7 years. We have very little spare capacity in our fleet, and what capacity we have is not always immediately deployable when needed.

Whilst collecting domestic waste is our statutory responsibility, so takes priority over trade when there is a resource shortage, we need to make sure that we meet our contractual obligations to our trade customers, even if it means rescheduled collections. There have been issues with the trade service over the last few years which have increased costs and reduced income to the point where the service is currently making a net loss. Some of this has been caused by reliance on paper based systems and processes.

A good deal of progress has been achieved in resolving trade service problems thanks to Christine Birch and the team who have spent the year streamlining the documentation systems, building relationships with customers, and improving communications. The team and Ray Jones are working well together, identifying

problem areas with respect to fly-tipping and dog fouling, and proposing solutions. Appendix A gives a summary of trade waste highlights, progress, and future plans.

Trade waste, of course, is a chargeable service so we should be taking a professional and commercial approach to it, ensuring it is properly resourced and not subject to being rescheduled because of problems arising outside the service area.

On the domestic side Paul Burton and the team of supervisors have the task of managing the crews and vehicles and this year has been particularly challenging. The introduction of the blue boxes for domestic collection of glass for recycling has meant that the crews have been able to complete their rounds much more rapidly: this, in spite of the amount of recycling increasing during lockdown. Unfortunately the amount of waste also increased so the ratio of recycling collected has not been as high as we would have liked. Appendix B has a summary of highlights, issues, and plans.

We are developing a litter strategy and have had an initial meeting on 'recycling on the go' with Hubbub, a social enterprise who work with all sorts of organisations, including local authorities, to help them make a positive difference to their environment. I am looking forward to a brighter, cleaner, and perhaps quirkier, North Devon next year.

The plans for next year:

- organising the team structures is key to take pressure off the supervisors and to improve overall communications. This can only happen once a service manager is in place.
- trade waste computer integration should be complete, a marketing strategy in place, and a fully accountable system working.
- the fleet replacement system will be agreed and implemented.
- the plan to develop the processing hall will be initiated.
- technology problems should have been resolved leading to more accurate reporting.
- campaigns to reduce waste and litter, and increase recycling should lead to fewer grot spots across the district.

Cllr Netti Pearson December 2020

Appendix A Trade Waste Update

Highlights and achievements

- Business case and PAG bid submitted for new trade system
- Appointment of 1 FTE Commercial Waste Officer (was previously 1 FTE and 1 full time Agency covering 1 FTE on phased return) – salary saving on agency staff. Officer was appropriately trained using a training plan that was designed around learning domestic first then trade, creating resilience in the team.
- Invoicing up to September 2020 up to date – with a view to complete quarterly moving forward (with help of Exchequer)
- Suspected trade process almost finalised with EH integration – this means customers that are presenting waste without a Trade Waste Agreement are investigated, contacted and containers are recovered. Turned around approximately 20 commercial businesses to TW customers so far.
- Moving from “ticketing” individual collections to an annual invoice saving officer time for the future but also working with customers
- Redesigned application packs – packs are now given to the crews to promote the service giving them a sense of responsibility, purpose and involvement in the changes for trade
- Contact with customers has increased and contracts have been altered to fit customer requirements
- Actively chasing debt – internal process has been established, actively referring commercial businesses to legal to start formal debt recovery.
- Working with customers (and EH) on repeated offenders of excess side waste, agreements changed to better suit needs – creating information packs for EH with evidence (photos and reports) to allow for enforcement
- Moved to an electronic process for communication with debtors
- Streamlined internal documentation systems (both written and electronic)
- Enhanced communication with customers with uniformed templates
- Streamlined delivery/ removal process for trade including electronic labelling (previously hand written)
- Better communication with crews, communicating electronically throughout the day rather than by paper
- Monthly reports are starting to be done now on new business and reclaimed business (suspected trade)

What we did through COVID

- None of the rounds were affected
- Customers were given the option to cancel the agreement from 1 April and reinstate their agreement when they chose to reopen – we kept all information live on the trade system but cancelled their invoice and told the crew not to collect.
- Allowed customers to have one-off collections
- Liaised with customers with positive cases advising them of the guidelines and ensuring that the trade crew were aware and were given adequate PPE

Actively involved in

- Working with comms and Ray Jones on “fly-tipping/sly-tipping” campaign
- Working with Ray and Hannah Harrington on Maiden Street bin store project
- Bartec development work (domestic)
- Firmstep development work for Missed Bin Project
- Working with Ray and operational staff on problematic areas of the district

- Actively making plans for Dog Waste – rounds are being created to be put into Bartec at present and invoicing will be automatic and annual allowing better budgeting and cash flow for NDC and Parish Councils

Plans for the future – Trade

- Optimising of the rounds and into new system where work packs will be created for the operatives to complete and log issues (similar to domestic)
- New system will have financial integration allowing the operatives to see what the customer is paying for and whether they are up to date on payments to put customers on automatic stop
- Vanguard the entire trade system
- Business case to include review of resource (both internal and crew), vehicles, marketing strategy (brand awareness including social media), income generation and budget
- Strategic business development based on trade type and/or area
- Review pricing
- Review ticket system
- Create niche packages for events
- Review contract with Mid-Devon with servicing Witheridge
- Food waste
- Stock control and delivery integration with new system

Plans for the future – other

- Dog waste – review pricing and create annual agreements similar to trade
- Dog waste – correlate customers between trade and dog waste to promote the business in either direction – dog waste will eventually sit as a branch of trade waste
- Development work for firmstep and bartec means that there is no manual intervention by W&R administration staff – missed collections go straight to the crew as an intervention, repeated missed will be highlighted to the supervisors by means of a report
- All rounds/routes to be on Bartec

Operational Services – Waste & Recycling 2020

Achievements

- Won the Environment Cup from the Mayor for our efforts during the first lockdown.
- Managed to keep the majority of the Refuse & Recycling services running during the Covid-19 lockdown, mainly due to the enormous efforts of the staff and Supervisors.
- Took possession of a new rear loading recycling truck to help collect from narrow terraced streets.
- Got Steve Howlett bedded in as the new Transport Manager looking after the fleet.
- Got Christine Birch in situ as Business Support manager to organise Trade waste, the admin function and review processes with the department.
- The introduction of the blue recycling box for glass has seen a reduction in time to complete the rounds and a reduction in glass related H&S incidents.
- The workshop took possession of additional equipment (Ramps & Rolling road) which means we can do more work inhouse, without having to pay an external supplier. This could also lead to other income generation by offering services to external companies.
- We have increased the staffing levels by 15 to cope with the increased demand on the service.
- Increased the cleaning schedule for public toilets to comply with Covid measures

Issues

- Loss of the Head of Service (still to be replaced) leaving added pressure on the management team.
- Outbreak of Covid-19 and the related pressures that brought.
- Reliability issue with the vehicle fleet affecting collections and staff morale.
- Integration issues between the in-cab technology and the CSC system have been troublesome.

The future

- A lease vehicle tender is underway to implement a more robust fleet solution for the Council as a whole.
- A tender is about to start to replace and re-organise the process hall and baling equipment. This will provide a lot more capacity for recycling material to help the Council reach it's recycling targets.
- The roll out of the 3 weekly black bin service should reduce the amount of waste generated and increase the amount of material recycled.
- The team are currently working on upgrading the in-cab technology to work in a smoother way, to speed up the customer requests and reduce the paper / admin work required around the processes.
- Having a bespoke Litter & Waste Strategy in place that Councillors, staff & residents can buy into to improve the district as a whole.

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Complaints Received 2020

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Sept-Dec '19
S1 (response)	6	16	8	1	1	5	4	10	9	8	7		46
S1 Std (no response)	15	15	9	0	0	2	11	10	19	17	4		
S2	1	4	0	0	0	0	0	0	2	0	0		
Total Complaints	22	35	17	1	1	7	15	20	30	25	11	0	
Comments (response)	1	1	0	0	0	0	4	3	2	9	3		9
Comments (no response)	2	4	4	3	1	0	2	18	10	6	1		
Total Comments	3	5	4	3	1	0	6	21	12	15	4	0	
Total Compliments	12	2	5	19	4	4	28	11	14	10	3	0	

Breakdown by Service

S1 (response)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Black	2	4	2	0	0	0	1	2	4	1		
Green	0	2	0	1	1	0	0	1	0	1		
Recycling	1	6	4	0	0	1	0	7	2	4		
Delivery/removal/bulky	1	0	0	0	0	1	1	0	3	1		
Street cleansing/toilets	2	1	0	0	0	0	2	0	0	0		
Trade	0	2	1	0	0	2	0	0	0	0		
Admin/policy	0	1	1	0	0	1	0	0	0	1		

S1 Std (no response)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Black	4	4	1	0	0	0	5	5	4	1		
Green	1	1	1	0	0	1	0	2	1	5		
Recycling	10	6	7	0	0	1	6	3	6	7		
Delivery/removal/bulky	0	3	0	0	0	0	0	0	7	4		
Street cleansing/toilets	0	1	0	0	0	0	0	0	0	0		
Trade	0	0	0	0	0	0	0	0	0	0		
Admin/policy	0	0	0	0	0	0	0	0	1	0		

S2	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Black	0	1	0	0	0	0	0	0	2	0		
Green	0	0	0	0	0	0	0	0	0	0		
Recycling	0	3	0	0	0	0	0	0	0	0		
Delivery/removal/bulky	0	0	0	0	0	0	0	0	0	0		
Street cleansing/toilets	0	0	0	0	0	0	0	0	0	0		
Trade	1	0	0	0	0	0	0	0	0	0		
Admin/policy	0	0	0	0	0	0	0	0	0	0		

Comments	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Black	1	1	2	0	0	0	0	0	1	3		
Green	0	0	0	0	0	0	0	2	0	0		
Recycling	0	3	1	0	0	0	1	8	3	2		
Delivery/removal/bulky	0	0	0	0	0	0	0	0	0	0		
Street cleansing/toilets	0	0	1	0	0	0	0	2	0	0		
Trade	0	0	0	0	0	0	0	0	0	0		
Admin/policy	2	1	0	3	1	0	5	9	8	10		

Compliments	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Black	1	0	2	5	1	0	6	3	6	1	1	
Green	0	0	1	5	2	1	11	3	2	3		
Recycling	10	1	2	8	1	2	6	4	5	2	2	
Delivery/removal/bulky	0	0	0	0	0	0	0	0	1	2		
Street cleansing/toilets	1	0	0	0	0	0	3	1	0	1		
Trade	0	0	0	1	0	1	1	0	0	0		
Admin/policy	0	1	0	0	0	0	1	0	0	1		