



## Hinckley & Bosworth Borough Council

### FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

FINANCE & PERFORMANCE SCRUTINY                      14 October 2019

WARDS AFFECTED:    ALL WARDS

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### FRONTLINE SERVICE REVIEW: STREET SCENE SERVICES

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#### Report of Director (Environment and Planning)

##### 1. PURPOSE OF REPORT

- 1.1 To update members on the performance of Street Scene Services.

##### 2. RECOMMENDATION

- 2.1 That the report be noted.

##### 3. BACKGROUND TO THE REPORT

- 3.1 Street Scene Services forms part of the Environment and Planning Directorate. It includes the work areas waste management, green spaces, clean neighbourhoods, and car parks. This report sets out the key activities carried out by the service during 2018/19, and how it is performing against defined indicators and the budget position.

##### 4. SERVICE OVERVIEW

- 4.1 The services are based at the Jubilee depot, and are managed by the Head of Street Scene Services, with staff supporting each other to deliver common goals.

##### Waste Management

- 4.2 This service collects approximately 40,000 tonnes of rubbish/recycling and empties an estimated 3.4 million wheeled bins per year. A Bulky Waste Service is provided to residents at relatively low cost helping residents to dispose of larger items correctly and helps those unable to travel to a Recycling and Household Waste Site.
- 4.3 Leicestershire County Council (LCC) directed HBBC where to take its dry recycling in April 2018 and at that point the dry recycling collections were brought in house meaning that all waste collections are now carried out by HBBC. At the same time the service was switched from dual stream (with a separate caddy for paper and card) to fully comingled (everything mixed in the blue lidded bin). Recycling banks

were also changed to comingled material collection to mirror the kerbside collection. Both of these changes happened without any disruption to services.

- 4.4 In June 2018 the collection rounds were changed to accommodate new housing growth and to increase the efficiency of collections. One new round was added, and the changes were communicated extensively by a corporate working group (including the communications and customer services teams). Additional refuse collections were provided where necessary and disruption to residents was minimised.
- 4.5 Trade waste collections are an important source of income to the council with £420,000 income forecast for 2019/20. Additional capacity for collections were added with the round changes in June 2018. Where practical, bins that can be most efficiently emptied on domestic collection rounds are emptied on the core rounds.
- 4.6 Contamination of HBBC dry recycling (blue lidded bin) remains the lowest in Leicestershire which reflects the on going success from project recycle right (a targeted approach to reduce contamination). HBBC is also supporting the LCC contamination campaign as contamination is estimated to cost LCC £500,000 per year. Contamination also impacts on HBBC's recycling performance.
- 4.7 A consistent list of dry recycling materials was introduced in April 2019 across 6 of the 7 districts in Leicestershire. This aims to simplify and standardise collections. A new guide has also been introduced by LCC which is available on the council's website.
- 4.8 In cab technology will be introduced later in 2019 which will enable live data for round collections and any servicing issues reducing administration and improving customer response times.
- 4.9 Members will be aware from the national news of government's proposals within the national Resources and Waste Strategy. These include free weekly food waste collections, removing charges for garden waste collections, a consistent source segregated set of dry recycling materials to be collected and a deposit return scheme for drinks certain materials e.g. plastic bottles. The consultation states that all additional costs will be met by central government. Members will be kept updated when firm proposals emerge.

#### Green Spaces

- 4.10 The Green Spaces team manage over 200 sites including the councils parks and open spaces, play areas, countryside sites, Ashby road cemetery, closed churchyards, trees and allotments. They maintain 142 hectares of land (1.5million square metres) and over 3500 trees.
- 4.11 The green space team were responsible for undertaking the crematorium feasibility study during 2018 and they fulfil key roles on both the project team and board. This team will operate the crematorium once it opens.
- 4.12 The grounds maintenance machinery was replaced in summer 2018 and the new mowers have created operational efficiencies.
- 4.13 Staff levels have fluctuated and in particular the retention of tree surgeons has been an issue. Long term absence was an issue which was addressed, and which has caused some operational issues. In particular summer 2019 was a challenge as the warm and wet weather has meant there has not been any let up in the grass cutting.

Members will recall that during the hot dry summer of 2018 grass cutting ceased for a few weeks.

- 4.14 Parks improvements completed during 2018 /19 include
- Langdale park – improved car parking and access.
  - New highway planters at the entrances to Hinckley
- 4.15 A new Green Space delivery plan will be written by March 2020. This will include works already in the planning stage such as:
- Improvements to the moat at Argents Mead
  - The potential development of a running track and pitch improvements at Clarendon park (subject to funding)
  - Increased wildflower planting on highway verges in Hinckley.
  - Badminton court, boules court and outdoor gym equipment.
- 4.16 Green spaces also deliver the Parish and Community Initiative Fund which in 2018/19 supported 42 projects, and in 2019/20 will support 37 projects across the Borough. Since 2005 the fund has supported 323 projects with £1.255 million of funding. They also deliver the Hinckley Community Initiative fund and supported the delivery of the Developing Communities Fund.

#### Clean Neighbourhoods

- 4.17 Clean neighbourhoods includes street cleansing, environmental enforcement and sweeping over 400 miles of road. The service recently met the DEFRA standard for cleansing of major highways.
- 4.18 Operational changes during 2018/19 include increased Sunday cleansing in Hinckley town centre (to reflect the increased footfall), the creation of a second income team, and increased collection of large / bulky items to an estimated 11,700 items per year.
- 4.19 The team has dog / litter collection contracts with 15 parish councils, and clears empty council properties as well as offering waste removal services to residents and businesses across the Borough.
- 4.20 Enforcement and education are seen as key to preventing litter, dog fouling, fly tipping etc. A joint Leicestershire fly tipping strategy was delivered in summer 2018 which was seen by at least 600,000 people. 49 fly tippers were fined a total of £21,173, and 410 businesses inspected with fines and persecutions totalling £57,000. In HBBC there was an 86% increase in the number of residents using the large item collection service. A joint Leicestershire litter from vehicles campaign will be run this autumn.
- 4.21 A new public space protection order will be introduced in January 2020 following extensive public consultation which is currently underway. The new civil littering from vehicles legislation will also be introduced once the appeals procedure is finalised.
- 4.22 This service also manages street name signs, the removal of abandoned vehicles and operates an out of hours call out service for emergencies such as needles, offensive graffiti, delivery of flood sacks etc.

#### Car parks

- 4.23 This service manages 15 pay and display car parks and 12 free car parks, and enforces parking restrictions on these car parks.

- 4.24 A car parks study was undertaken in 2017 and an action plan developed. During 2018/19 new tariffs were introduced, some changes were made to time restrictions, pedestrian signage installed and cashless payments introduced. 13 more cashless car parking machines will be installed before the end of 2019 meaning all but 3 car parks will have this facility.
- 4.25 The council works closely with the town centre partnership and leads the Hinckley town centre car parks working group which has representatives from the BID and chamber of trade. Peak occupancy of car parks during August 2019 was 69% on weekdays and 59% at weekends. The introduction of 1 and 2 hour tariffs on long stay car parks and of a maximum stay of 3 hours on St Marys and Church walk appear to be distributing car park users more to long stay car parks as intended.
- 4.26 The theft of pay and display machines is a national problem and machines in Hinckley and Market Bosworth have been targeted. New vault doors, additional protection of the machines, and extra cash collections have all been introduced. Further measures are now being looked at.

#### The Jubilee depot / Fleet

- 4.27 A large amount of work has been undertaken to address health and safety concerns about the Jubilee depot. Whilst the majority of the work is now complete and the site is working safely this remains a major focus. 52 staff have undertaken IOSH (Institute of Safety and Health) training and all services aim to have fully reviewed and updated their health and safety systems by March 2020.
- 4.28 Following a procurement exercise the Councils fleet (67 vehicles) was replaced in September 2018 with two new contract hire agreements established, one for the HGV's which are maintained on site, and another for the councils light fleet which are maintained off site. Safety improvements at the time of renewal included on board weighing for all tippers / vans, and cycle warnings for the HGV's.
- 4.29 The Road Haulage Operators licence for the HGV fleet was increased by the Traffic Commissioner in December 2018 to accommodate the increased number of HGV's (associated with the dry recycling collections being delivered in house), and the service has no infringements against this licence.
- 4.30 Similarly the Jubilee site complies fully with its Environmental Permit as a waste transfer station, and no concerns have been raised about our operations by the Environment Agency (who enforce this permit).

## 5. PERFORMANCE

### Waste Management

- 5.1 The performance measures below rely on customer behaviour i.e. correct participation in recycling.

Target	Performance Target 2018/19	Performance actual 2018/19	Comment
Number of garden waste collection bins	32,000	32,508	77% of all eligible garden waste households which is the highest percentage take up in Leicestershire

Missed bins	2700	3320	Out of 3.4 million collections (0.1%)
Household waste (kg per household)	500kg	486.22kg	Increased by 3.22kg from previous year
Recycling performance	49%	43.9%(latest audited data 2017/18)	Reduction nationally in recycling performance due to light-weighting of materials, reduced garden waste tonnage and closure of Cotesbach MBT

**Table 1: (Year to 31 March 2019)**

- 5.2 Missed bins were higher than target due to round changes, dry recycling collections transferring in house, and some staffing issues. This meant crews had to learn new routes, and make additional collections during the transition but this still only represents 0.1 % of all collections.
- 5.3 Recycling performance dropped last year. Residual waste increased and the amount sent for recycling reduced. This is the trend nationally, with dry recycling products becoming increasingly lighter (known as light weighting), and garden waste amounts were low last year due to the prolonged hot summer. Measures to reverse this trend will be developed once clarity emerges on the government's waste and resource strategy proposals.

#### Green Spaces

- 5.4 The service retained 2 green flags for Hollycroft Park and Argents Mead which are awarded to the best Parks in the UK.
- 5.5 Grounds maintenance quality standards were above the 89% target for 9 of the 12 months and averaged 91% over the year.

#### Clean Neighbourhoods

- 5.6 The target for street cleanliness is that 86% of the sites monitored (which are the dirtiest areas / problem areas) meet the required standard of cleanliness. This was exceeded with 87.96 % of these sites being deemed acceptable.
- 5.7 Engagement activity was lower than expected due to the time and effort put in by officers to the fly tipping campaign. Attending the parish forum has also proved more effective than individual parish council meetings. In addition this year the council did not run its own spring clean campaign so community litter picks were lower than in previous years.

Activity	Target	Actual
Parish council meetings	10	8
Community litter picks	40	20
New litter volunteers	40	36
Paid fixed penalty notices	180	84
Enforcement actions	177	50
Prosecutions		3

**Table 2: (April 2018- March 2019)**

- 5.8 Whilst fixed penalty notices were lower than last year the Council still issues more fines for littering than the other districts in Leicestershire. Enforcement actions exceeded target and included the effective use of community protection warnings which only attract fines if they are breached. The 3 prosecutions were all for littering and attracted large fines which were well publicised.

6. FUTURE CHALLENGES

- Implementing the governments Waste and Resources strategy when this is confirmed.
- Maintaining income levels from services
- Maintain / increase the rate of recycling
- Adapting to and mitigating the impact of climate change e.g. EV charging points, new grounds maintenance regimes, tree planting etc.
- Creating and delivering a new green space action plan
- Ensuring car parks capacity meets demand
- Ensuring prevention of environmental nuisance as well as prompt removal
- Improved health and safety across all services
- Ash die back disease.

7. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

- 7.1 To be taken in open session.

8. FINANCIAL IMPLICATIONS (MP)

- 8.1 In 2018/19 the Trade Waste budgeted income was £363,640 with actual income received of £439,702 giving an additional income of £76,062.  
In 2019/20, the budgeted Trade Waste income target is set at £420,000 – see note 4.5.

To accommodate the new housing growth and demand for efficiency of collections agency staffs are bought in to meet this additional demand also to cover staff sickness and holidays would incur an additional estimated cost of £25,000.

- 8.2 In 2018/19, Clean Neighbourhood income from littering from Vehicles/ Fixed Penalty Notices was budgeted at £10,000 with income received of £10,305 - reference to note 5.8.

- 8.3 In 2018/19 the Car Park income was budgeted at £653,000 with an income received £568,224. This shortfall in income was due to delays in introducing the new tariffs, theft of pay and display machines and time taken to replace them incurring an additional cost to repairs and maintenance.

9. LEGAL IMPLICATIONS (MR)

- 9.1 None

10. CORPORATE PLAN IMPLICATIONS

- 10.1 Street Scene Services contribute to all three priorities of the Corporate Plan, helping People stay healthy and reducing crime; improving Places by keeping our borough clean and green, and protecting parks and open spaces; and by delivering Prosperity by supporting town centres and our rural communities.

## 11. CONSULTATION

11.1 None.

## 12. RISK IMPLICATIONS

12.1 It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

12.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.

12.3 The following significant risks associated with this report / decisions were identified from this assessment:

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
SS02 compliance and regulation	Ensure robust management of H&S, the fleet operators licence and the environmental permit	Caroline Roffey
SS38 environmental targets	Ensure outcomes of waste and resources strategy are fully considered when government policy is clarified.	Caroline Roffey

## 13. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

13.1 Street Scene services takes account of equality and rural issues as part of planning and delivering its services.

## 14. CORPORATE IMPLICATIONS

14.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

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Background papers: None

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