

Manchester City Council
Report for Information

Report to: Neighbourhoods and Environment Scrutiny Committee – 7 October 2020

Subject: Waste, Recycling and Street Cleansing Update

Report of: Strategic Director (Neighbourhoods)

Summary

This report provides an update on progress in delivering waste, recycling, and street cleansing services.

Recommendations

That Members note and comment on the report.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

By recycling more and wasting less – all Manchurians can contribute towards achieving the zero-carbon target. Replacement of 27 bin collection vehicles in 2020/21 will contribute towards achievement of the Council's carbon reduction plan.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Supporting residents and businesses to dispose of their waste responsibly and compliantly will support progress towards becoming a sustainable city.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	The support provided to businesses enables businesses to grow and thrive in Manchester.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Working closely with both residents and businesses to support them in improving the neighbourhoods in which they live, work and socialise.
A liveable and low carbon city: a destination of choice to live, visit, work	Increasing recycling rates across the city will reduce Manchester's carbon footprint. Reducing litter will make the city cleaner.
A connected city: world class infrastructure and connectivity to drive growth	Reducing litter and fly tipping will reduce its impact on the city's infrastructure.

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Background documents (available for public inspection):

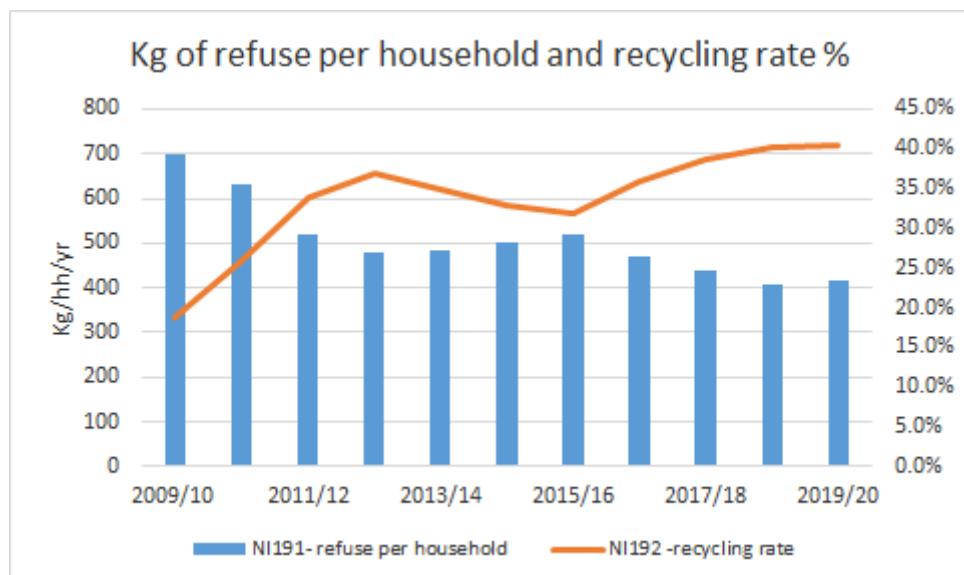
Not applicable.

1.0 Introduction

- 1.1 The Waste, Recycling and Street Cleansing Team sits within the wider Operations and Commissioning Service and is responsible for managing the waste and street cleansing collection contract with Biffa, overseeing waste disposal arrangements, service improvement projects and co-ordination of the 'Keep Manchester Tidy' project. The team works together with the wider neighbourhood services, in particular Neighbourhood Teams and Neighbourhood Compliance Teams to deliver priorities for neighbourhoods.
- 1.2 The report to the Neighbourhood & Environment Scrutiny Committee (NESC) in October 2019, provided a detailed breakdown of the scope of the collections contract, the specification and approach to contract monitoring. This report is intended to provide an update on:
- Service update – last 12 months.
 - Approach to addressing areas identified for improvement at NESC (October 2019) which included: bin returns and spillage; passageway quarterly cleanse; and approach to tackling flytipping.
 - Update on the impact of the changes to the Household Waste Recycling Centres, Cycle Lanes, approach to monitoring of street cleansing and contract performance.
 - Impact on service demand due to COVID-19 and approach taken.

2.0 Background

- 2.1 Manchester maintained a recycling rate of 40% in 2019/20. The City has seen incremental improvements in performance during the three-year budget period (2017-20), through delivery of an improvement programme which achieved the savings target (£4.5m) for this period. The graph below shows the progress made over the last decade to increase recycling and reduce residual waste arisings. Manchester's recycling performance remains one of the highest amongst the core cities.



- 2.2 On 18th December 2018, Government published 'Our Waste, Our Resources: A Strategy for England', which set out Government's interpretation of the European Union's (EU) Circular Economy (CE) package (EUCEP). Consultations during 2019 focused on how the strategy would be delivered, of note, how consistent collections and recycling services will improve both the quantity and quality of municipal waste recycled in England to achieve 65% recycling by 2035. Due to the impact of Brexit and the pandemic, the timetable to progress consultations regarding the implementation of the strategy has been delayed. It is expected that the next phase of consultations concerning the key components: Packaging Tax; Extended Producer Responsibility (EPR); Deposit Return Scheme (DRS); and Consistent Collections will take place in spring 2021. There have been no changes to the expected implementation timetable which is set at 2023. Work is underway with the other GM Authorities and GMCA to understand and model the implications of these proposals. Further details will be shared with the committee when available.
- 2.3 The aims of the Waste and Resource Strategy align with the city's target to become zero-carbon by 2038. By recycling more and wasting less, all Mancunians can contribute towards achieving this target. As part of the city's commitment to reduce its carbon footprint and improve air quality, almost half of the waste and recycling collection trucks will be replaced during 2020 with an electric truck.
- 2.4 Working together to recycle more and achieve a cleaner city is vitally important to protecting the local environment in Manchester. In 2019/20 the city committed a further annual budget of £0.5m to tackle flytipping, and significant progress had been made to develop fly tip reduction plans and implement target hardening measures for wards most affected by flytipping. Unfortunately, the pandemic has led to increases in household waste and flytipping which has created significant operational challenges for Biffa. This report explores the factors affecting this and the approach being taken to maintain service delivery through this challenging period.
- 2.5 The Litter Strategy for England (Defra, 2017), set out the governments ambition to reduce the impact of littering on all aspects of the environment. A significant aim of the Litter Strategy is to affect a wide-scale behaviour change to address the nations littering habits. In 2018 the city embarked on a partnership with Keep Britain Tidy to develop an overarching campaign: 'Keep Manchester Tidy'. This campaign aims to encourage residents, businesses, and visitors to do their bit and deliver interventions for the various types of litter issues experienced across the City and significant progress has been made to date. This has further been supported by continued improvement in street cleansing performance from Biffa. Whilst this year's annual 'spring clean' event had to be cancelled, new volunteers continue to come forward and demonstrate their pride in the city by supporting litter picking in their neighbourhoods. The focus for the remainder of 2020/21 will be to support flytipping reduction, particularly in passageway areas.

3.0 Impact of pandemic (COVID-19)

Household Waste Arisings

- 3.1 The onset of the pandemic and lockdown measures has resulted in a significant increase to household waste arising's. In August 2020 tonnages remained higher than forecast, residual waste (+15%) and commingled (+17%). This is expected to increase waste disposal costs by the end of 2020/21 (+£1.2m¹). The increase in waste is due to a number of factors: more food and drink consumed at home, more people working from home, increased home deliveries, intermittent travel restrictions for holidays in the UK and abroad, and significantly fewer young people attending education settings during the lockdown period.

Biffa's Operations

- 3.2 At the onset of the pandemic Biffa's staff numbers were affected by suspected COVID-19 symptoms and staff shielding due to vulnerable conditions. Agency staff were used where possible to backfill positions, but this was impacted by a surge in demand for HGV drivers at that time. This was further compounded by the increase in volume of material (across all waste streams) and an increase in number of bins presented on collection day. The Waste & Recycling Team worked with Biffa to review staffing levels on a regular basis and adjusted the service throughout this period. The business continuity plan was enacted early on and supported the decision-making process to determine the prioritisation of services. Non-statutory guidance issued by Defra on 7 April, provided advice regarding prioritisation of services.
- 3.3 To date Biffa have continued to deliver the majority of services during the pandemic, but at points some services had to be reduced or suspended. During the first 60 days there was a temporary suspension of bulky waste collections, bin deliveries and green bin collections (food and garden waste). The bulky service was reinstated from 27 April and the green bin collection service from 11 May (winter schedule - fortnightly frequency). To date the collection of waste has been managed within the contract budget, through the prioritisation of services and reduction in collection frequency for green bins (winter schedule applied throughout 2020/21). The number of bins presented on collection day has increased since pre-COVID. The amount of side waste has significantly increased since pre-COVID for both residual and pulvable bins. There is no accurate data available pre COVID or since the onset of COVID to quantify these increases. Biffa estimate 10 – 40% of household's present residual and / or pulvable side waste which varies by round across the city. The effect of increased tonnages, additional bins and side waste has placed significant pressure on collection crews. This has resulted in regular missed collections on day of collection. The contract requires Biffa to rectify 'missed streets' within 24 hours or face penalty. It should be noted that Manchester are the only GM Authority that have continued to collect residual side waste and pulvable side waste to current levels.

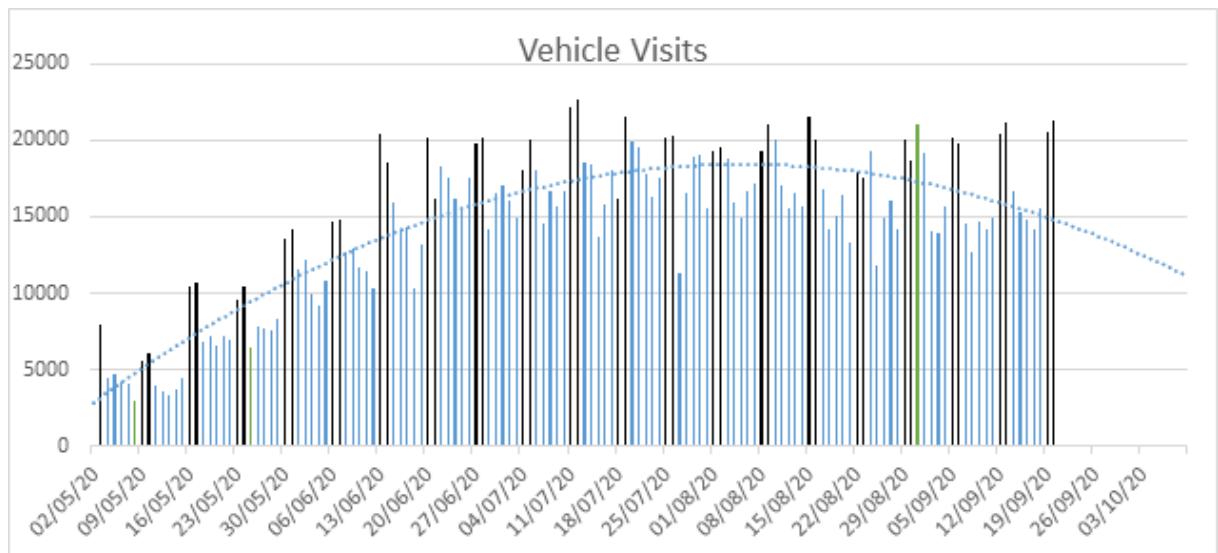
¹ Forecast was made prior to the announcement of further winter lockdown measures on 22nd September 2020.

- 3.4 The safety of Biffa's staff during this period has been a key concern for Officers and Trade Unions. Biffa have worked agilely through this period to ensure that the service was delivered in-line with the latest health and safety guidance from the Waste Industry Safety & Health forum (WISH); Public Health England (PHE) and latterly Government workplace guidance. WISH updated their advice several times during this period and Biffa have complied with the changing requirements.

Household Waste Recycling Centres

- 3.5 All GM Household Waste Recycling Centres (HWRCs) closed on 24 March to comply with Government guidance on essential reasons to leave the house during the initial 3 weeks lock down period. A phased reopening of HWRCs across GM commenced from 2 May 2020. Officers (Waste and Highways) from across GM worked together with GMCA, Suez (the HWRC operator) and contractors, to implement a traffic management plan to support the re-opening of sites. From 13 June all Manchester reopened 7 days a week with most materials available. No serious issues have been reported in connection to the re-opening of the HWRCs, demand was low initially and increased to normal levels over the summer.

Graph showing total no of visits to HWRCs across Greater Manchester (May – September 2020)



Data source: Suez

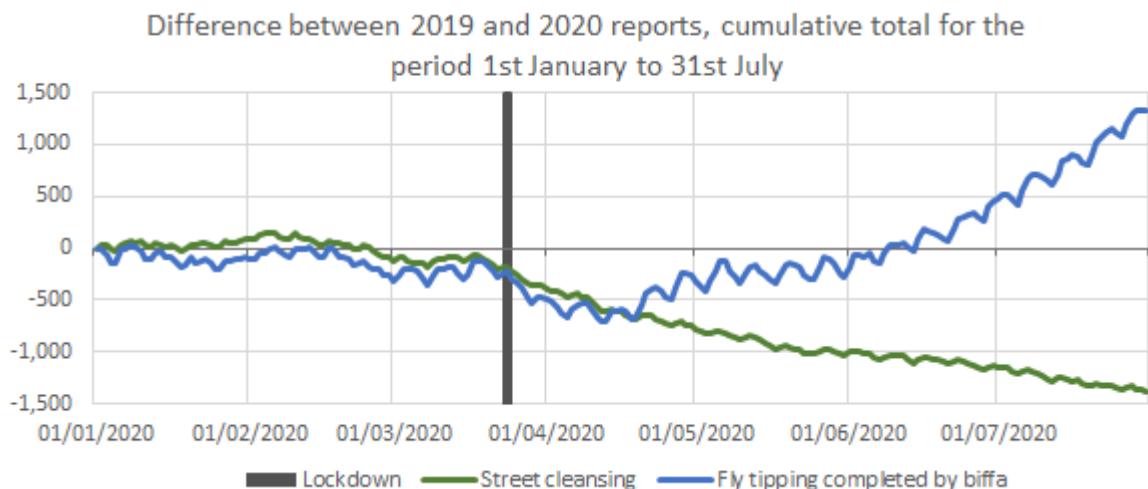
Key	Weekday	Weekend	Bank Holiday
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Fly tipping² and Street Cleansing

- 3.6 At the start of the year, the number of fly tipping and street cleansing requests were very similar to the levels reported in 2019. After an initial decline at the start of lockdown, fly tipping has been steadily increasing, whereas street

² Fly tipping data includes requests with the outcomes completed by Biffa and no outcome yet provided.

cleansing has declined and remained consistently lower than requests in 2019. In the first 7 months of 2020, fly tipping was 10% (+1,331) higher than 2019. The majority of this increase was reported in June and July when reports, compared to 2019, were up 39% (+735) and 45% (+879) respectively. In contrast, over the same period requests for street cleansing had reduced by 23% from 2019 (-1,376).



- 3.7 Overall the service was delivered broadly in-line with the principles set out in Defra's guidance. Service changes were communicated via the Councils COVID-19 web pages and the Councils twitter accounts. These webpages received significant traffic during the enhanced lockdown period and have proven an effective way to keep residents updated. Key information was shared with Registered Providers and Housing Groups to ensure key changes are communicated as widely as possible. Keep Manchester Tidy (KMT) has provided support to community groups and individuals who have made enquiries about litter picking. The advice has adjusted as lockdown measures have eased. KMT has worked with Keep Britain Tidy, Parks and Communications to develop campaigns regarding new litter challenges which have emerged during this period (further detail in section 8.0).

- 3.8 From mid-September Biffa have reported an increasing loss of staff due to contact from 'Test and Trace', which requires 'contacts' to isolate for 14 days. There is concern that this could have an impact on staffing levels into the winter months. Contingency plans are being reviewed to account for this which will include increased use of agency staff. The potential loss of vulnerable staff, if required to shield would have significant implications for service delivery. The announcement of further lockdown measures (22 September) during the winter months are likely to increase projected waste volumes. This also has implications for collection capacity, which has been supported to this point by capacity released from the green bin collection rounds. Contingency plans are currently under review with Biffa to work through these service implications and will remain under close review to the end of the financial year.

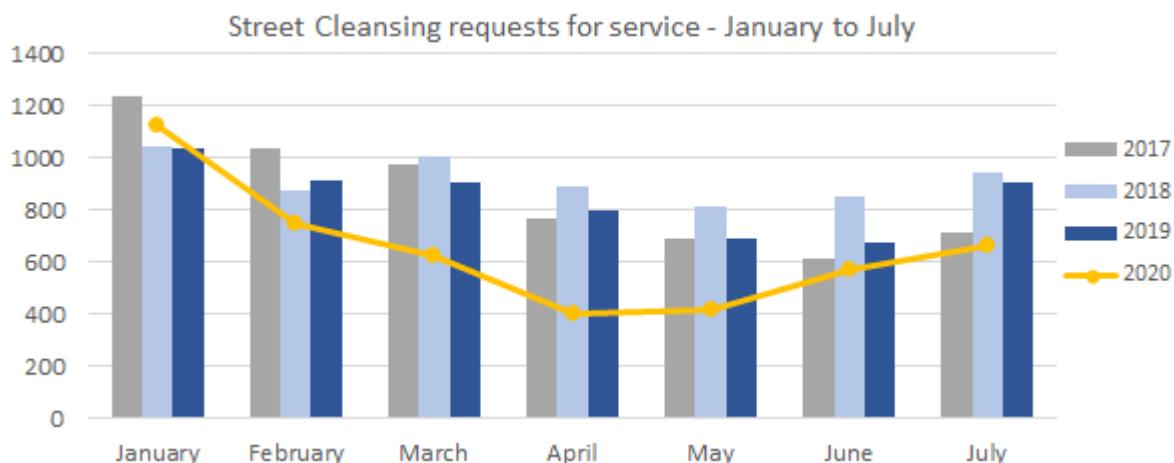
4.0 Service Update

Background

Biffa are responsible for providing domestic residual and recycling waste collection services, planned and reactive street cleansing services for defined land types. The contractor is required to provide services to an agreed standard and within a set SLA – which varies dependent on land type and waste type. The Grounds Maintenance Team are responsible for litter removal in the parks, except for the City Centre. There are some land types, which form part of the corporate estate and open green space network which are not included in the proactive street cleansing contract with Biffa. These are managed by other service areas and are not included in scope of this report. The contract allows for deductions to be made via the Price Performance Model (PPM). Members have previously received the detail of this model and how it is applied. In 2019/20 application of the PPM resulted in £62,900 of deductions. Further detail regarding delivery of the contract, service specification and approach to contract monitoring can be found in section 3 of the service update report to NESCC in October 2019.

Street Cleansing

- 4.1 In the 12 months to July 2020, requests for street cleansing had declined 17% (-1,635) compared to the previous year. A significant majority of this decline came in the last 6 months where requests had reduced by over 1,400. Street cleansing requests in 2020 started in line with the previous years, increased reporting in January and falling through February. Requests in February saw the largest drop in the last four years, down by 375 on the previous month. Before lockdown a further drop was seen in requests in March - as lockdown were introduced and possible fears towards being outside increased.
- 4.2 Requests have continued to stay lower than previous years through April to July, although in recent months they have mirrored historical trends as requests began to increase into the summer months. This was also in line with restrictions being relaxed following lockdown.

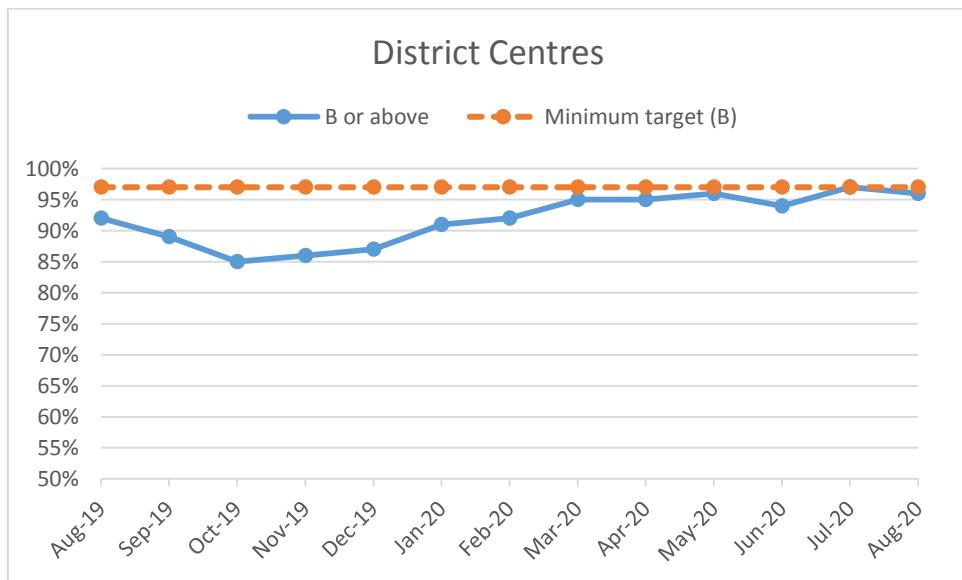


- 4.3 During 2020 lower amounts of street cleansing requests have been reported across the majority of wards in Manchester. The only significant increase was seen in Cheetham, requests were up from 398 in 2019 to 663 in 2020 (Jan-Jul). Street cleansing requests in Piccadilly and Rusholme have so far dropped by over 200 each from 2019. Dust, dirt and littler is still the most prominent type of litter in 2020. Between March and April in 2019 this litter type dropped by 31, however, at the start of lockdown between March and April 2020, it dropped by 110 to 261, less than half of what is seen in April 2019. This figure increased to 406 in July but is still significantly lower than the same month in 2019 (550).

District Centres

- 4.4 The standard of cleanse in District Centres dipped in parts of the city during the last half of 2019. Some areas were found to be lacking detailed cleaning around street furniture which affected scores. Biffa were tasked with changing their operational model to improve operative accountability and the improve detailed cleaning to increase standards. Officers are satisfied that standards have been improving and are now generally being met across the city. The graph below shows how scores have improved consistently since the turn of the year. Infrastructure to enable social distancing has created litter traps which Biffa have endeavoured to adapt to, but in parts cleansing with a mechanical sweer is not possible. This remains a challenging area that requires close monitoring and Biffa have been asked to focus on building on the performance improvements in the last year.

Graph showing the results of MCC cleansing assessments of District Centres



City Centre

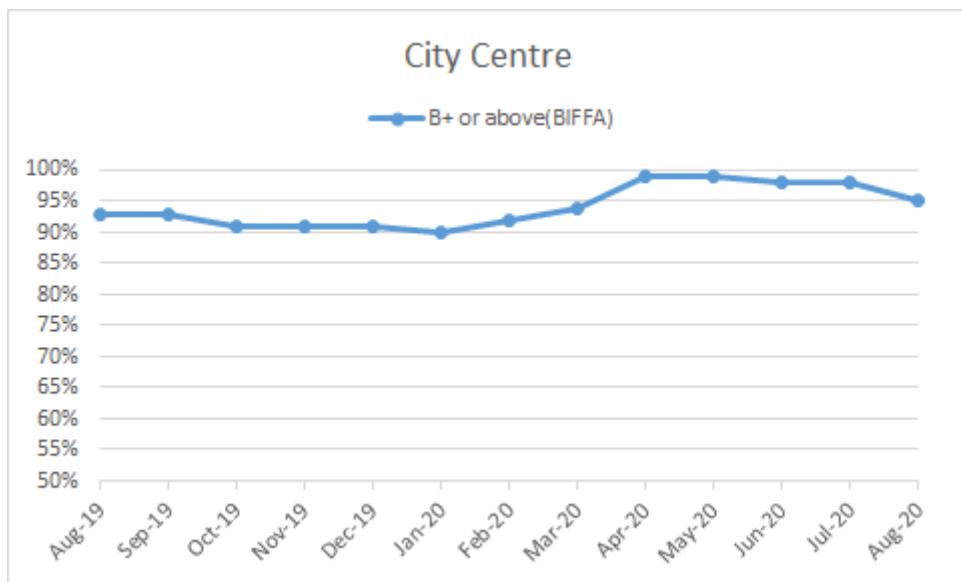
- 4.5 City Centre inspections have shown continued improvement since 2019 and have been consistently high throughout 2020. The addition of smart bin technology in late 2019 has allowed a smarter allocation of resource and

helped maintain and increase high cleansing scores. Moreover, Biffa took advantage of the quieter streets during lockdown to perform detailed cleansing and improve the streetscape within and around the city centre. Areas targeted are normally inaccessible due to parked vehicles and provided an opportunity to undertake a deep cleanse, examples included in appendix 1.

Table showing the average NI195 scores by year for the City Centre

Year	2018	2019	2020 (Jan-Aug)
Ni195 Grade B+ or above	85%	94%	96%

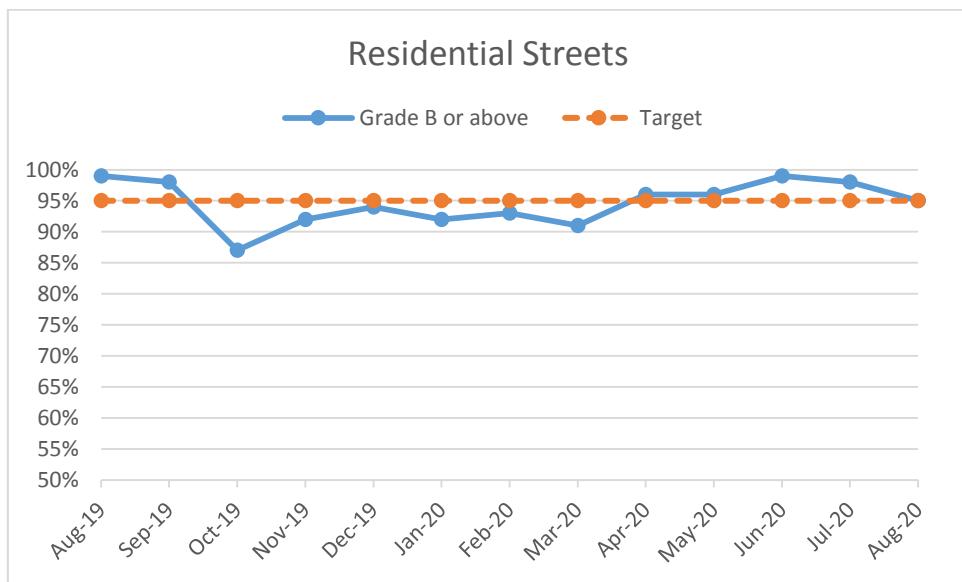
Graph showing the results of NI195 cleansing surveys City Centre



Residential Streets

- 4.6 As previously reported to the NESC (October 2019), in the north and central areas of the city, the scheduled street cleansing is undertaken on a fortnightly basis. In the South wards the frequency is three weekly Biffa undertake an intermediate inspection in-between scheduled cleanse to ensure the area has not dropped below the required standard (B). MCC Monitoring Officers also undertake these checks to ensure Biffa are delivering the service in-line with what is expected. The rate of deterioration in some parts of the city is challenging. Residential streets experienced a slight dip in standards during the first quarter of 2020. This followed the expected seasonal dip during leaf fall season (Oct – Jan). However, following lockdown in March, Biffa took advantage of the lower footfall and as a result scores have been above expected levels since. Generally, performance in this area has been good and standards are being consistently met.

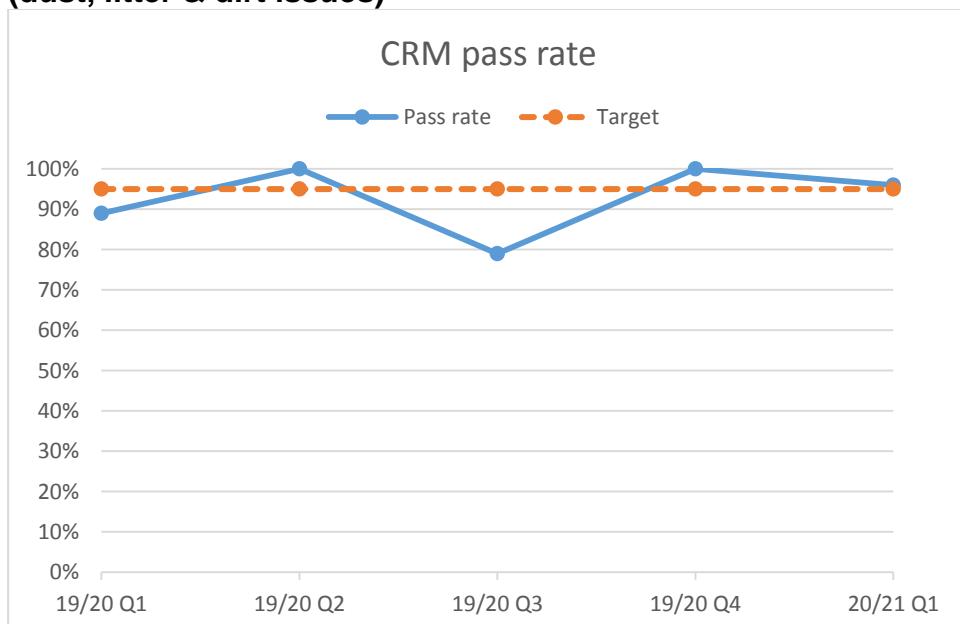
Graph showing results of NI195 surveys in residential streets



CRM jobs (reactive cleansing)

- 4.7 Biffa have maintained satisfactory performance levels in their CRM job management, mostly meeting targeted levels. However, it continues to be a weaker area of the service that needs further improvement. This is an area that is particularly challenging as involves the combination of locations provided by the CRM system and operatives visiting jobs away from the main schedule and rectifying. MCC ensure these jobs are regularly quality spot checked and results have shown improvement during 2020, yet there are still inconsistencies as shown in the results. The combination of a new CRM system and management changes within Biffa should bring further improvements in this area.

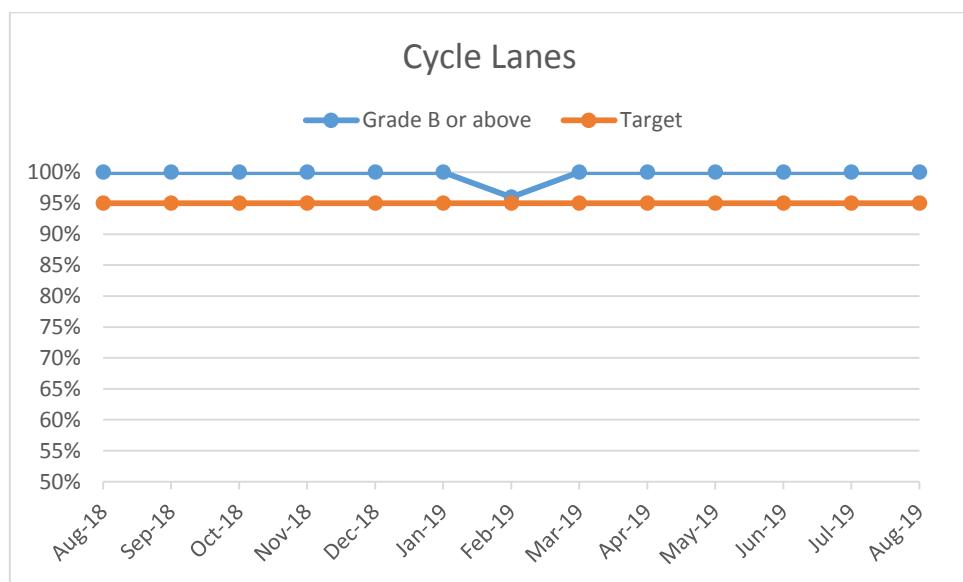
Graph showing results of MCCs quality checks of requests for service (dust, litter & dirt issues)



Cycle Lanes

- 4.8 Cycle lane cleansing is completed as part of the overall street cleansing programme and as such the road type and rates of deterioration directs the schedule of clean, rather than the type of cycle lane. All segregated cycle lanes are covered by the arterial road cleansing programme which involves a weekly clean and should be left at an NI195 grade B standard immediately after clean. Any other cycleway, not on an arterial road, are cleansed either fortnightly or 3 weekly. They are cleaned the same as any road or footway in the area. A detailed clean takes place on a scheduled day and deterioration monitored in between cleaning cycles. If intermediate monitoring shows cleanliness has dropped below NI195 grade B then Biffa must proactively top up clean to ensure standards are maintained between cycles. Both Biffa and MCC conduct NI195 monitoring of all areas, including cycleways, both straight after clean and between cleaning cycles. The results of these are reviewed monthly. It should be noted that some of the newer schemes which use temporary infrastructure have posed operational issues and the standard has not always been maintained in these locations.
- 4.9 During the leaf removal programme Biffa provide additional resource above standard street cleansing levels to remove the additional leaf fall and ensure street cleansing standards are maintained. The street cleansing programme outlined above carries on as normal and is supplemented by extra sweeping in areas affected by leaf fall. The level and frequency of this will be determined by monitoring. Leaf fall is heavily weather dependant and as a result requires close monitoring and effective supervision of staff. Biffa have dedicated supervisors for the duration of the programme. MCC also monitor the standards of the programme.

Graph showing cleansing scores for cycle lanes



5.0 Bin collections

Missed Collections

- 5.1 Biffa empty in the region of 2.5 million bins every month. Outside of periods of service interruption or inclement weather, less than 0.06% of these collections result in a resident contacting the city because their bin was not emptied. If Biffa missed 0.01% of their collections, then this would represent up to 250 households. To measure performance, officers measure the number of reported missed bins per 100,000 potential collections. This ensures that patterns can be tracked irrespective to changes in collection regimes or increases in household numbers. Historically, this was an area of strength within the contract, but increases in missed collections have been observed since Q3 2019/20. Biffa reported that collection rounds had reached maximum capacity following years of incremental levels of low-rise property growth across the city. Benchmarking has shown that Manchester's collection rounds are amongst some of the most efficient in the sector in terms of number of bins collected by round, and outside of covid were assessed as close to maximum capacity.
- 5.2 The pandemic has presented Biffa both staffing and waste volume challenges. To maintain service delivery of all waste and recycling types it was necessary to reduce green bin collection frequency to fortnightly (in-line with the winter schedule). As detailed in section 3.0 household waste and commingled tonnages increased to a peak of +30% at the beginning of the pandemic to the current position +15%. Green tonnages are around -10% less than forecast tonnages despite the reduced collection frequency. Pulpable tonnages have increased +5% over the period but this has been negated by a loss of 10% of this material due to contamination. The number of bins on collection day has increased beyond normal levels. Higher levels of agency staff result in more mistakes being made as they adjust to new collection maps. Increasing traffic since the initial lockdown period and school traffic also affects completion rates – considering the above normal demand. These factors combined have led to higher rates of reported missed collections as shown in the table overleaf.
- 5.3 The contract requires Biffa to rectify missed streets within 48 hours or face a penalty of £1k per street. The number of reported missed collections does not reflect the total number of actual missed collections. Officers instructed Biffa to focus their administrative support towards ensuring missed collections and errors are detected ahead of reports being made and ensure repeated missed collection issues are addressed. As lockdown measures started to ease it was hoped that tonnages would reduce at a quicker rate to improve this performance. As detailed earlier in this report, this position is under review as part of contingency planning and additional resources are likely to be required.

Table showing levels of missed collection reports and SLA achievement (monthly reports average for quarter)³

	Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20	Q1 20/21
Average Monthly Missed bins (total)	1039	1041	1294	1485	1959
Average Missed bins (low rise) per 100,000	50	60	90	101	137
SLA achievement	99%	99%	99%	99%	99%

Bin Returns

- 5.4 In October 2019, the NESC highlighted concerns regarding the issue of crew attitude and behaviour in relation to poor returns of bins to pavements and spillage. Historically this has been an under reported issue by residents and little data existed to understand the scale of the issue. The traditional approach to monitoring bin returns and spillage was either directly in response to customer reported issues and through proactive supervisor audits – each crew were audited once per month. Biffa were instructed to measure and improve this area of the service.



³ Table shows reported missed collections only, accepted that not all residents report missed collections.

- 5.5 In November 2019, Biffa utilised the existing vehicle 360° cameras and developed a new model to monitor crew performance. Using this technology, Biffa's management team were able to see exactly which crews were not meeting the expected service standard and use the evidence to provide a learning opportunity and reinforce the desired service standard. The new model reduced the time required to conduct an audit which allowed Biffa to increase the number of crew audits to once weekly. Since November 2019, 1409 crew audits have been undertaken. Initially the audits highlighted that bin return performance were particularly poor and there were some minor issues with spillage. The approach has reduced these issues by +50%. The feedback process has had to be adapted since covid.

Passageways (Bin collections)

- 5.6 Communal Container bins in passageways continue to be one of the most difficult areas of the service for both MCC and Biffa. The shared nature of these bins makes them a target for commercial abuse and poor waste management. Moreover, contamination of recycling bins remains a persistent issue that is both costly to the Council as well as being operationally difficult to manage for Biffa. MCC have extensively monitored this area for a number of years now and, despite the persistent challenges, have seen a large improvement of bin emptying in these passages. It must be noted that during late August and through September performance has dipped. Biffa are working to address this issue and Officers continue to closely monitor performance requiring rectification if service is not provided to the required standard.

Table showing percentage of passageway bin collections passing checks against collection schedule

Year	2018	2019	2020 (Jan-Aug)
Pass rate	80%	93%	94%

- 5.7 Officers currently inspects around 400 bins in passages per month and without this level of scrutiny these results would certainly fall. The impact of MCC's monitoring can clearly be shown in the 14% increase in pass rate since close monitoring of this element of the service began in 2018. The sheer volume of work and challenging conditions means crews will attempt to cut corners and need close supervision. An area that highlights this issue clearly is sweeping around containers that should occur on a weekly basis. The table below shows how this is still below standard and requires further work to reach the levels of the bin emptying.

Table showing percentage of passageway bins swept around correctly against collection schedule

Year	2018	2019	2020 (Jan-Aug)
Pass rate	N/A	76%	69%

- 5.8 Biffa have recently had a management restructure and the intention is to reorganise crews to deliver greater accountability through monitoring and measuring crew performance. Furthermore, closer links need to be forged with Biffa reactive teams to work smarter and ensure standards are raised. The Covid crisis has certainly exasperated this already difficult service area with more people staying at home and more waste being generated. There has been a prolonged period of low resident engagement as teams normally engaged in this activity have supported the COVID response. In the coming months targeted projects have been established with Biffa, Keep Manchester Tidy, Neighbourhood Teams and Compliance to tackle service collection issues and fly tippers.

Passageways (Quarterly cleanse)

- 5.9 All publicly adopted passageways should be cleaned by Biffa on a quarterly basis. This is in addition to bin emptying and sweeping around containers in those passages that are containerised. At the NESC (October 2019) Members expressed concern about this area of the service. An audit of this area showed that Biffa were falling significantly short of expected standards for this service. As a result, an escalation to the Strategic Board required Biffa to implement a formal improvement plan in November 2019. Biffa's response to the improvement plan was to significantly increase resources to recover standards and dedicate a supervisor to the service.
- 5.10 Whilst the response was positive and did bring about an immediate upturn in performance, MCC Officers felt the issue was one of productivity and general performance management rather than that of resource. It was felt that to achieve sustainable improvement then there needed to be more transparency and accountability. Officers worked with Biffa to create a schedule for all the city's passageways by ward and broke this down further by zone. The zonal model means, for the first time, an exact date could be given and monitored against for a year ahead. This was a big step forward in terms of transparency and allowed underperformance to be easily identified. The full schedule is provided in appendix 2.
- 5.11 Since the commencement of the improvement plan (commenced Nov 2019), members with passages in their wards are sent pictures and maps showing the completed passageway work examples are shown in appendix 3 - 8. A full cycle of the improvement plan was completed on time and to a good standard. However, that is not to say this did not come without issue. MCC monitoring officers had to check every single passageway and ensure Biffa teams addressed the frequently identified underperformance. It was clear that this area of the service requires close monitoring and constant supervision to be effective.
- 5.12 The schedule went live in February 2020; two cycles have been completed and cycle three is underway. The covid crisis interrupted MCC monitoring between March 2020 and June 2020, however, full monitoring was reinstated in July. Examples of this monitoring are shown in appendix 3 - 8. Monitoring continues to show issues with productivity and the schedule often slips behind

by a number of days before Officers have to intervene and Biffa catch up. Moreover, concern has been expressed that this is not a sustainable approach to deliver sustained improvements and Biffa have been asked to address the flaws in their current operational model for passageways.

- 5.13 In July 2020, Biffa carried out a management restructure and reorganised responsibilities to improve areas of the service, like passageways, that were not working as effectively as they could. Some of the changes so far have seen the appointment of Senior Supervisors for each depot and review of passageway teams to better match staff skillsets to the task. Back office improvements in communications between teams and the use of blowers in passageways have all helped to improve productivity during August. The next step is for the new management team to look at how they can combine all the existing services that go into the passageways to get consistency in their standards and productivity. MCC continue to monitor this area very closely and check Biffa's work against the schedule.

Passageway Container Service Improvement Programme

- 5.14 As discussed at NESC in October 2019, the next focus for service improvement is the passageway container service. This covers 900 sites serving 15,500 properties across the city. At the beginning of August 2020, 52% of sites were complete, with most being converted to reverse lid recycling containers and new locking posts -2% have moved to individual wheeled bins. These are properties where residents have previously expressed an interest in moving back to individual bins or where officers felt individual bins would be a better solution than a communal system and most residents agreed.
- 5.15 As part of this project Officers will assess whether each site is still in the best position, if individual bins would be a better option and whether each street has the correct capacity and collection frequency for their refuse and recycling. Officers work closely with Compliance and the Flytip Investigation Team to ensure that businesses and trades are not misusing containers intended for residents and that communities are engaged and supported to potentially improve and beautify their passageways. Steps are being undertaken to consider appropriate interventions for sites vulnerable to fly tipping -in conjunction with the target hardening programme. Improvements to the facilities includes a new style of recycling container lid that reduces contamination and is more user-friendly. This is coupled with a low-profile locking post, which reduces litter traps. Properties that are already using the reverse-lid recycling container have already seen a reduction in contamination, which encourages participation, makes more space for good recycling, and reduces the number of containers with contents that cannot be recycled. The programme prioritised the sites where the surface of the passageway does not require any remediation works. There is significantly more preparatory work to do at sites that require groundwork, including co-coordinating work with other highways projects, with landowners and homeowners and procuring and programming the services required. Members have received detail of the plans for their ward

Apartments

- 5.16 Following a period of significant growth in the apartment sector and an increase in recycling participation, following the apartment recycling programme in 2018-20, additional resource was approved in 2020/21 to support these additional bin collection requirements. Apartment collection rounds were reviewed and replanned to deliver maximum efficiencies, this resulted in some changes to collection days. Officers worked positively with building managers and Biffa to implement these changes and new collection days are now embedded. Apartment collections were also impacted by covid, as a higher proportion of residents were at home for longer periods of time during March to June. This led to more waste and recycling being produced than the existing system could accommodate. Officers worked with building managers to provide extra resources and support during this period.

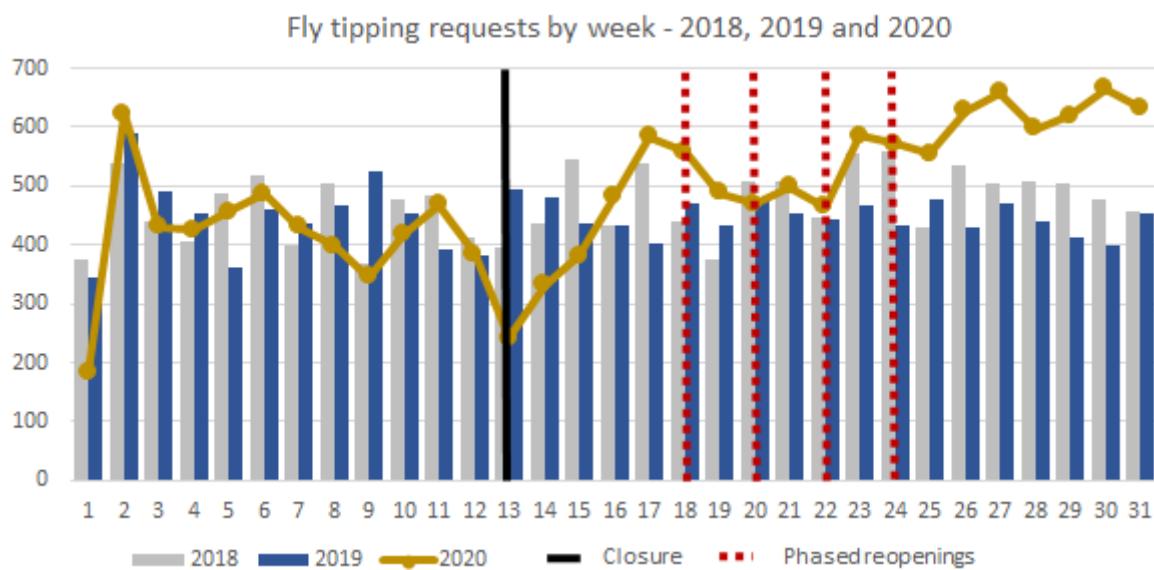
Contamination (Blue Bins – Cardboard and Paper)

- 5.17 The quality of recycling collected across the city remains a concern - particularly the pulvable stream (blue bin). Low prices and volatilities in both the EU and international paper recycling market are putting the whole of UKs paper recycling sector under strain. This is a consequence of the significantly tighter quality restrictions which have emerged in China and other Asian countries over the last 3+ years. Under the GMCA disposal contract if pulvable recyclable material is rejected, the material will be downgraded to residual and the cost for processing will increase significantly from >£10 per tonne (variable due to market fluctuations). Feedback has been received from the operator that, some pulvable material collected in Manchester contains black bags of rubbish, food and nappies – amongst other non-recyclable materials. Additional pickers have been employed at the disposal point to pick out contaminants, this has reduced levels of contamination, but it is not possible, nor is there the space available to decontaminate all material.
- 5.18 Ensuring bin crews check bins and increasing engagement and education has been the key approach by Officers to reduce this issue. The annual calendar and service leaflet delivered in summer 2020 focused on contamination of the blue bin. A targeted social media campaign was also carried out in July 2020 and this has been supported by improvements to the council's webpages and recycling bin contamination tags. This follows 24 months of campaigns targeting this issue, including: extensive door knocking, billboard advertising and citywide delivery of bin stickers and leaflet by Recycle for Greater Manchester in September 2018. Unfortunately, there is no evidence that any of these campaigns have reduced the level of contamination in blue bins. Officers will continue to engage with local housing providers, local groups and Members to amplify the key messages and reach more residents. Once it is safe to do so, Officers will carry out targeted door-to-door canvassing and promote the use of Household Waste and Recycling Centres, the additional grey bin capacity process for those who need it and other waste outlets, such as charity and reuse. The GMCA have prioritised support the GM Authorities who require it in the next 18 months to support this area. However, it has been highlighted by the GMCA that their research has shown that the most effective

way to improve recycling quality is to undertake more stringent bin checks and reject contaminated bins. It is likely this approach will need to be adopted in the future to secure improvements.

6.0 Fly tipping

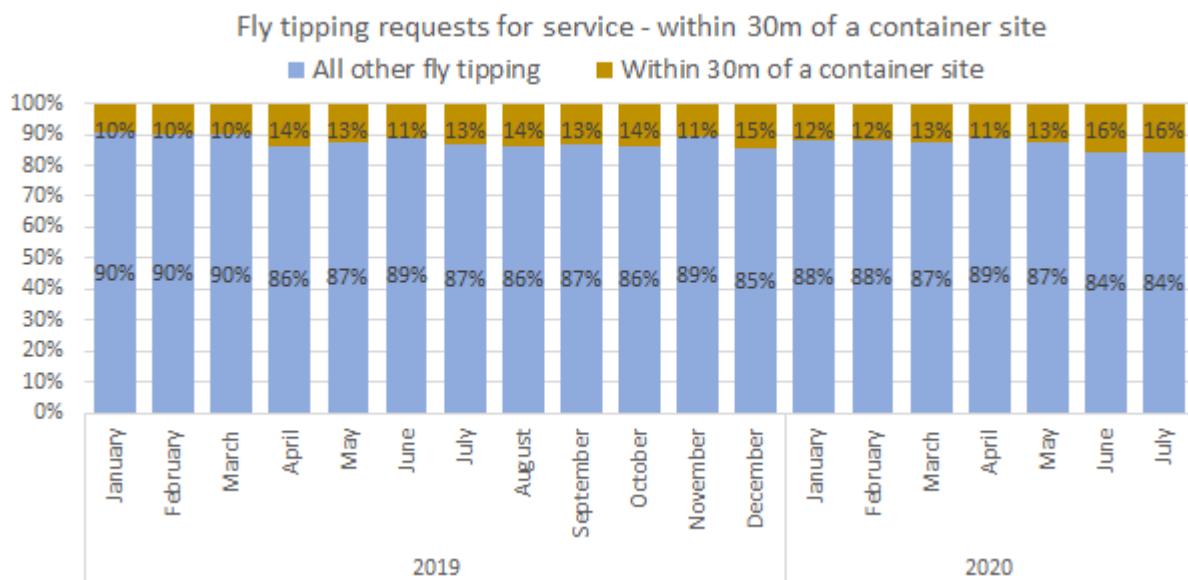
- 6.1 Over the last 12 months, fly tipping has risen 3% (+805) compared to the previous 12 months (Aug to Jul). Although, most of this increase came in the latter half of the year. Requests in 2019 had fallen by over 1,000 (-5%) in comparison to 2018. In the first three months of 2020 fly tipping requests were below the average figure of the three prior years. Requests had also been declining month on month from January to March and over this period requests in 2020 saw the largest drop compared to the last 4 years, down by 457.
- 6.2 The graph below shows weekly reports of fly tipping in the first 7 months of 2020 compared to 2018 and 2019. Also detailed on the graph is the closure of Household Waste and Recycling Centres followed by the phased reopening. In the weeks leading up to when lockdown was introduced (week 13) reports of fly tipping started to decline, but from the start of April requests began to rise. The graph shows fly tipping initially declined then levelled off in the four weeks after recycling centres started to reopen. However, requests increased in June and July: reports were 30% (1,614) higher than the comparable months in 2019.



- 6.3 Fly tipping described as household waste continues to dominate overall reports and has increased by 14% (+766) in 2020. Further investigation of this waste type revealed 42% referred to large household items and furniture, with an additional 38% describing general household waste. Although smaller in count fly tipping of tyres increased from 42 in 2019 to 120 in 2020 (Jan- Jul).
- 6.4 The majority of fly tipping in 2020 was located on roads and pavements (56%) followed by back alleyways (27%). Percentage breakdowns in 2020 were

comparable to 2019, in both years waste tipped in alleyways increased during the summer months. At the start of the year around 24% of fly tipping was reported in alleyways, this increased to 29% in June and July.

- 6.5 The graph below shows the proportion of fly tipping located near container sites compared to all other fly tipping reports. The number of requests located near container sites have been consistent over the last year, around 200-250 reports per month. However, in June and July this year requests rose to 408 and 452 respectively – this appears to align with an increase in household waste levels during this period. This contributed to 16% of all fly tipping requests compared to 12% of reports during the start of 2020.



- 6.6 At the end of 2019 the Waste and Recycling team worked together with the Performance, Research & Intelligence team produced a deep dive analysis looking into fly tipping in the top 10 wards for highest reports. This was to understand how different factors may be contributing higher reports within each ward and supported Waste and Recycling and Neighbourhood Teams to target resources to tackle the issues identified.
- 6.7 Covid has impacted the delivery of projects and actions that were developed in response to this analysis. Policy changes to recycling centres and the reduced bin collection service have also potentially impacted residents' behaviours. Furthermore, during periods of economic downturn flytipping has historically increased. As a result of these additional challenges fly tipping has increased in the majority of these wards (see table below). This trend is reflective of both local (Greater Manchester) and national trends.

Fly tipping requests for service by ward

Top 10 wards	Jan - Jul 2019	Jan - Jul 2020	Count Change	% Change
Harpurhey	1440	1432	-8	-1%
Clayton and Openshaw	850	1114	264	31%
Levenshulme	928	1074	146	16%
Cheetham	825	1061	236	29%
Gorton and Abbey Hey	926	1004	78	8%
Moston	745	889	144	19%
Miles Platting and Newton Heath	777	855	78	10%
Longsight	549	629	80	15%
Crumpsall	657	613	-44	-7%
Moss Side	685	574	-111	-16%

Fly tip Intervention Investment

- 6.8 In 2019-20 an extra £0.5m was committed by the city to tackle fly-tipping through additional compliance officers, CCTV and 'target hardening' projects. This update will focus on 'target hardening', which is the process of installing physical deterrents that make a fly-tipping target harder to access or less desirable (such as bollards, barriers, and beautification). Since the last update was provided in October 2019, 19 fly tip intervention projects have been completed and 11 further projects are in progress. Further detail of these projects is provided in appendix 9. An update on flytipping compliance is scheduled for presentation at the NESC in December 2020.

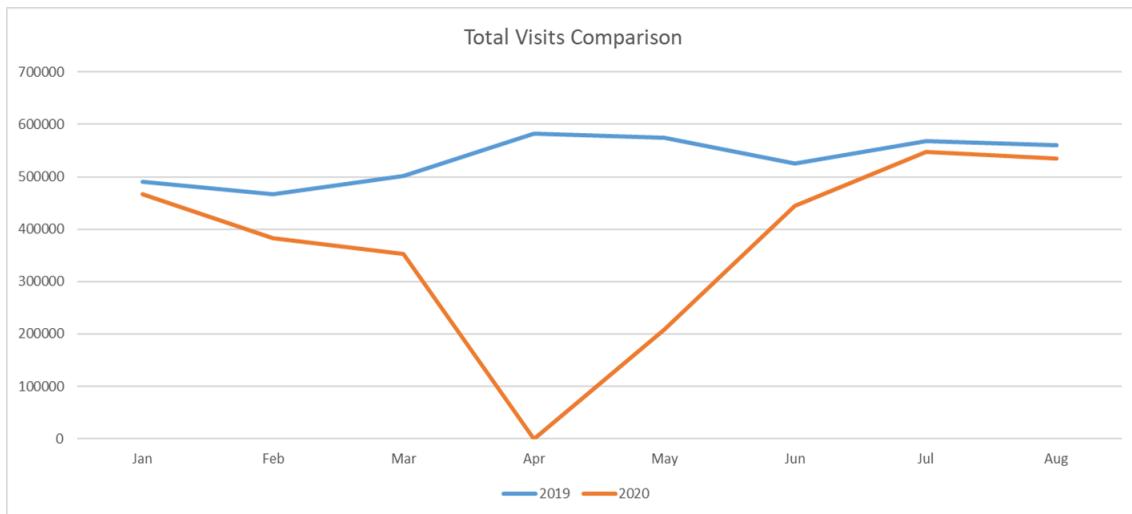
7.0 Household Waste and Recycling Centres

- 7.1 HWRCs or 'tip' facilities are provided for the deposit of household waste by residents. In Greater Manchester, these are operated by Suez on behalf of the Greater Manchester Combined Authority (GMCA). Residents living in Greater Manchester (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside or Trafford) can use any of the 20 Recycling Centres located across GM - free of charge. This includes waste from normal day-to-day household activities and DIY projects. In GM the HWRC costs are allocated to each of the 9 GM Authorities (except Wigan) under the waste levy. The cost of this is ultimately passed onto council taxpayers
- 7.2 The law (Environmental Protection Act, 1990) requires that all businesses and traders, no matter how small they are, must pay for the disposal of their waste either at: licensed waste management facilities or via a commercial collection (skip, container etc.). Any business or trader transporting such waste is subject to the requirements of duty of care (set out at section 34 of the EPA 1990). GM HWRC's do not have weighbridge facilities – which is a requirement to accept trade waste (as it's charged for on a weight basis). Trade waste can be disposed of (for a charge), at the GMCA waste facilities detailed below (operated by Suez), which have weighbridge facilities. Advice is available for traders unsure how to legally dispose of their waste – the most cost-effective method being via skip or other commercial collections.

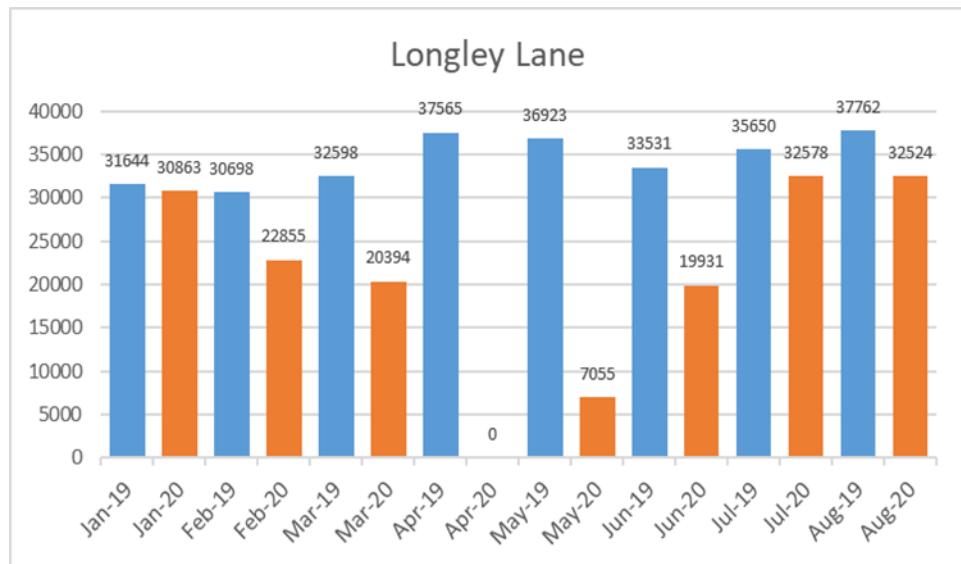
- 7.3 In recent years GMCA investigated why tonnage and the cost of operating the HWRCs was increasing and found a high level of tipping by businesses and traders. As part of the contract specification for the replacement GM waste facilities contract (awarded to Suez in June 2019), the GMCA stipulated that the successful contractor must have robust trade waste prevention measures in place at the HWRCs. To facilitate this a policy change was required to restrict access for certain types of vehicles. The details of these changes were approved by GM Leaders in September 2019. All neighbouring authorities (Lancashire, Derbyshire, West Yorkshire, Merseyside, Cheshire East and Wigan) have permit schemes in place that restrict access for vans, trailers and other commercial type vehicles. The absence of a scheme in Greater Manchester is contributing to movement of trade waste into the GMCA sites from these neighbouring areas and therefore needs to be addressed. The NES (January 2020) discussed the policy change and requested an update on the implementation of the policy and analysis of impact on flytipping.
- 7.4 Since February 2020, vehicles entering the HWRCs are monitored by Automatic Number Plate Recognition (ANPR) across all 20 sites and these are linked to a central system at the SUEZ regional office in Bolton. Most HWRC users are unaffected by these changes. Suspected traders, or vehicles reaching a trigger level, will be stopped and the load inspected. Suspected traders are given guidance to direct them to licenced trade waste facilities. Continued abuse of the facilities will result in the vehicle being banned from the site. Households / residents are not limited to one visit to HWRCs per week – they can use their allocation as they choose. The policy stipulates a maximum number of visits per year, by vehicle type:
- Cars and cars with single axle trailers (52 visits)
 - Cars with a double axel trailer (18 visits)
 - Vehicles up to 3.5 tonne gross vehicle weight (18 visits)
 - Vehicle above 3.5 tonne gross vehicle weight (12 visits)
- 7.5 Support is available to households who are close to using their allocation of 'free tips' - before the end of the year (52 visits). To date no Manchester resident disposing of household waste has reached this threshold. The GMCA set the limit of 52 visits to help identify those who may be using the HWRC to dispose of non-household waste - the limit was not intended to prohibit legitimate users. Flexibilities exist to allow residents supporting neighbours, friends, or family to dispose of their waste.
- 7.6 A Greater Manchester sub-group was established in January 2020 to tackle unintended consequences of the policy introduction which included: GMCA, Environment Agency, GM Authorities, GMP and Suez. A baseline level of flytipping was established to measure any changes. In Manchester, Compliance Officers worked with Suez to undertake business waste checks at HWRCs. This work has been supported by the Biffa fly tip investigation teams.
- 7.7 From February 10th, 2020, trade waste restrictions were put in place across all Greater Manchester household waste and recycling centres (HWRCs). In response to Covid and lockdown restrictions, recycling centres closed from

March 23rd. They began reopening from May 2nd, initially for disposal of general waste and bags of rubbish only with reduced opening hours. From May 16th, additional commodities of garden waste, cardboard and wood were accepted. Then commodities were expanded further on May 30th and finally, all commodities were accepted from 13th June. The graph below shows the total number of visits to HWRCs in 2019, compared to 2020. Visits to HWRC's in across GM fell in February and March compared to the same months in 2019. Usage at HWRC's in Manchester has returned to the same levels as 2019 in June and July 2020.

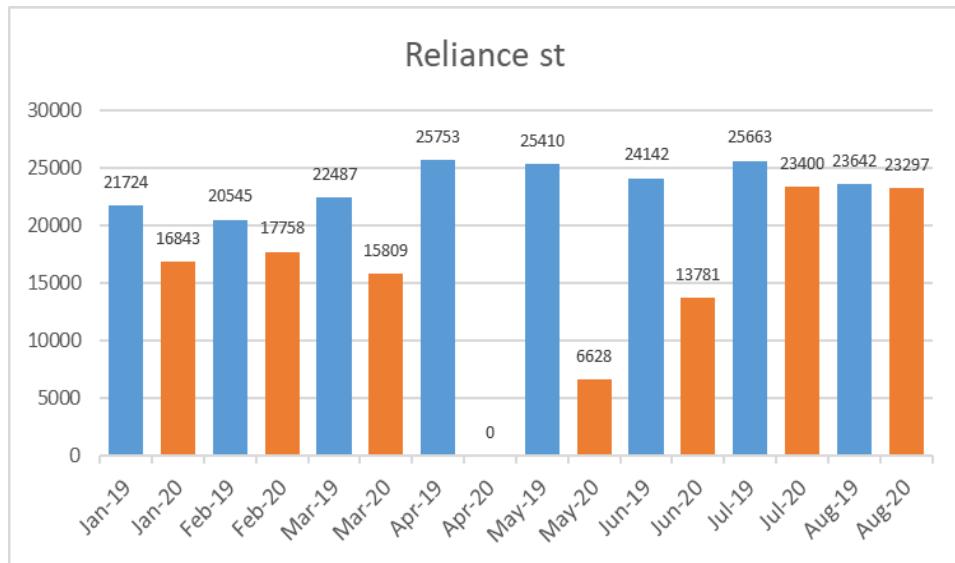
Graph showing total number of visits to GM HWRCs in 2019 and 2020 (January – August)



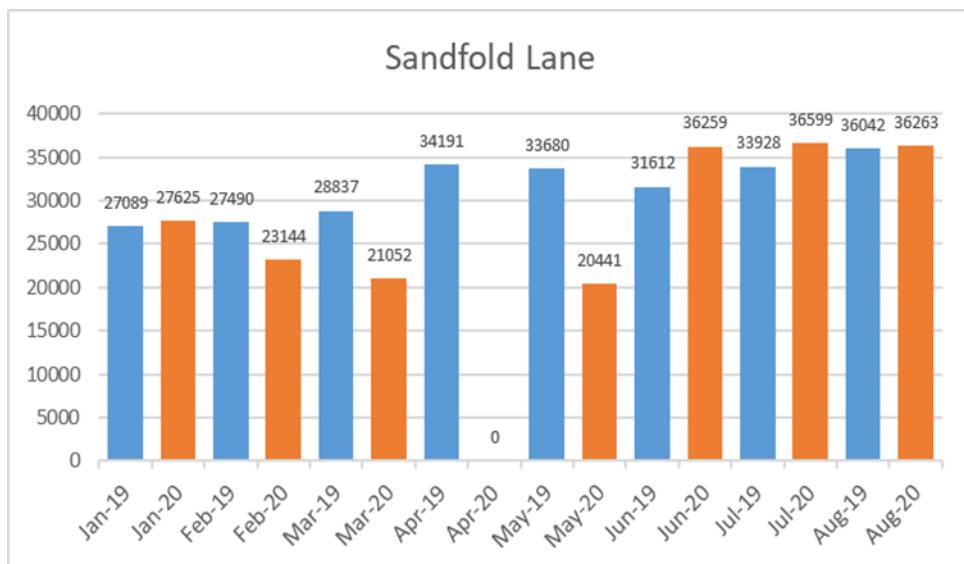
Graph showing no of visits to Longley Lane HWRC 2019 vs 2020



Graph showing no of visits to Reliance Street HWRC 2019 vs 2020

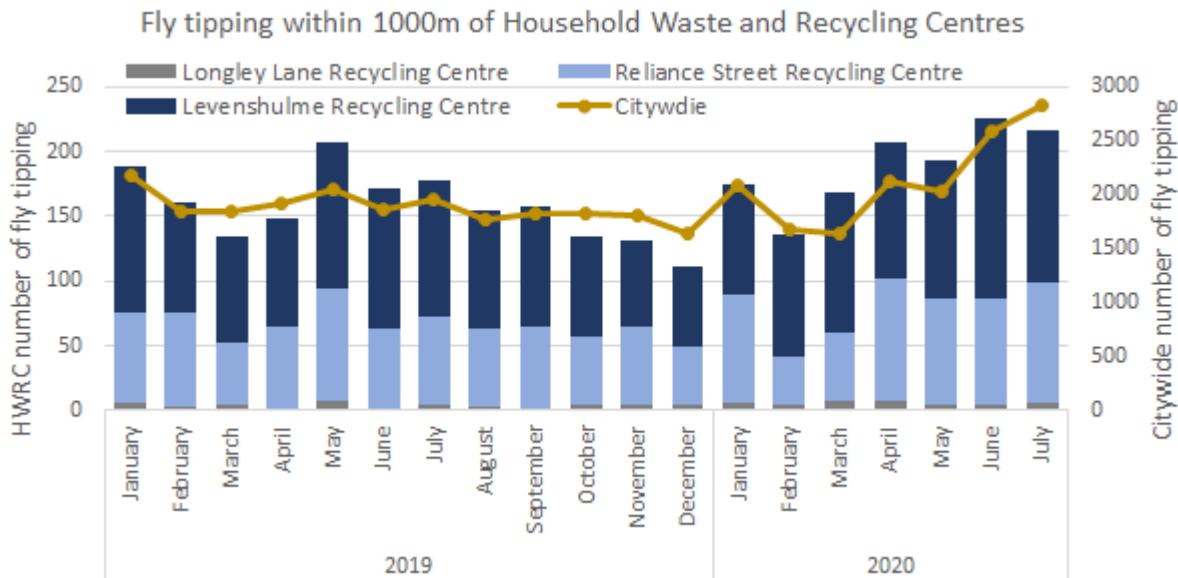


Graph showing no of visits to Sandfold Lane HWRC 2019 vs 2020



Impact of HWRC policy changes on flytipping

- 7.8 The graph below looks at fly tipping within 1000m of Longley Lane, Levenshulme and Reliance Street recycling centres. After an initial decline at the start of the year requests around these centres increased by 24% (+33) between February and March. In contrast, citywide fly tipping declined from January through to March this year. From this point requests around the recycling centres have continued to increase, although this appears to be aligned with trends observed across the city. Flytipping within 1km of HWRC's was in line with the citywide trend in February but saw a slight increase in March. In April and May flytipping within 1km of the HWRC sites followed the citywide pattern. Flytipping around these sites has continued to increase but is in line with the citywide trend.



- 7.9 Waste Officers and Compliance Officers worked with Suez and GMCA to support the introduction of policy changes at HWRCs. Officers observed significant misuse of public services by trades, landlords and small-scale private household waste collectors. During February 2020 support from GMP and ASB Officers has been required at points to tackle abusive behaviour perpetrated at some of the Manchester HWRCs. Whilst the evidence to date does not provide a direct link between implementation of the restrictions and an increase in flytipping, focus in this area has provided further insight into the extent of criminal behaviour linked to illegal waste disposal across Greater Manchester. There is government recognition that this issue is growing, and 'reform' proposals have been included in the Waste Strategy (Defra, 2018) and in the Environment Bill (2019-20). Whilst this recognition is welcome, it should be noted these tools are not yet available and there is consensus amongst local authorities that these measures do not go far enough and greater government focus and investment is required to bring around meaningful reductions in this flytipping (Keep Britain Tidy).

8.0 Keep Manchester Tidy – COVID Response

Littered PPE

- 8.1 During the course of the pandemic, it was noted that there were significant changes in littering behaviours. In the first few weeks of lockdown, residents noticed large numbers of vinyl gloves discarded in the streets. While this issue did not impact on the city centre, it soon became apparent at parks and green spaces, across residential estates, and in retail areas. Keep Manchester Tidy responded by visually documenting the issue and working with our communications team and Keep Britain Tidy to develop and deliver 2 campaigns. These campaigns were well received by the public. Behaviours then quickly changed and residents moved away from wearing vinyl gloves, mainly due to impracticality of wearing them in hot weather and the scientific evidence indicating that it is better to wash and sanitise your hands when in

community settings, rather than wear gloves. However, as face coverings have become mandatory, we have asked partners to embed the message of responsible disposal as part of their regular communications and we continue to highlight the issue on social media. With more and more residents opting to wear reusable face covering, we are hoping to see a reduction in this type of littering.

Littering in parks and green spaces

- 8.2 The city's parks and green spaces have been well used by residents during the pandemic. As temperatures soared, residents took to picnicking and barbequing at levels usually seen only on a sunny bank holiday. This created enormous pressure on local facilities, with bins vastly overflowing. Many residents expressed concern about the untidy state that Manchester's parks and green spaces were being left in.
- 8.3 In response, Keep Manchester Tidy tested a litter intervention at Angel Meadow. This involved using Keep Britain Tidy's 'Still Littering' campaign signs at the park entrance. The sign features a litter character which says "leaving me is littering, take me with you". Keep Britain Tidy Clean Up bags were attached to park railings next to the signs (just 12 bags in total). Messages were published on social media's Facebook (using local area group pages) to encourage people to take a bag and to use it to take their litter home when the bins are full. In addition, messaging included a reminder to recycle as much litter as possible (much of the litter is beer cans, bottles, boxes etc.). The focus of the social media messaging was to give people a 'nudge' to do right thing. A local pizza business was also asked to remind customers to take pizza boxes home, or return them to the shop for recycling. They also agreed to put messaging on receipts and on their social media pages.
- 8.4 The response to the intervention was very positive. On Facebook there were 60+ likes and several very positive comments. All bar one bag was used by the public. The parks service then rolled out the intervention to at least 10 other parks across the city. Unfortunately, they did not have capacity to monitor the intervention, but anecdotal evidence would suggest that it was successful and parks Friends Groups and Neighbourhood teams are also currently using this intervention.

Love parks week

- 8.5 July normally sees the start of Love Parks Week; a Keep Britain Tidy campaign encouraging people to come together in parks to litter pick. This year, the campaign could not run under its usual format. However, Keep Manchester Tidy was keen to keep the focus on our parks and therefore developed a new approach by setting up drop-in litter-picking stations.

The litter picking station itself was quite simple and comprised of;

- A table with PPE and hand sanitiser

- Litter pickers arranged individually (so people only touch the one they will use)
- Bag hoops and bags
- A container for people to deposit the equipment they have used
- Sanitising wash and wipes to clean equipment after use
- Promotional banner and flag promoting Keep Manchester Tidy
- One or two station managers to engage potential volunteers (at a distance)
- Tape or small barrier to help maintain distancing at the station
- A risk assessment

8.6 Stations were manned and the public was invited to come along and borrow litter picking equipment between 10 am and 2 pm. Participants could enjoy the park and pick litter for as long or as short a time as they wished as either solo litter pickers, social bubble litter pickers, or small group litter pickers of no more than six socially distanced people. The litter picking stations were a success. Those attending commented that they liked the following:

- Flexibility of being able to turn up to suit, as opposed to having to meet somewhere at a fixed starting time
- Flexibility to pick for just a short while. This meant people didn't feel guilty about leaving a group early or not doing enough for the group. People were also surprised about how much litter can be collected in a short space of time
- full compliance with coronavirus regulations
- Greater inclusivity with no pressure to be part of a group. Several disabled people who got involved would not otherwise have joined an organised litter pick.
- Many of those who took a litter picker had conversations with other members of the public. This proved to be a good way to promote the profile of litter picking as a positive and valuable community activity. Volunteers told us how they were thanked for their litter picking work by passers-by.
- Volunteers agreed with the notion that when the public see volunteers litter picking, as opposed to paid council workers, it 'nudges' the public into doing the right thing by not dropping litter.

8.7 There have been a total of 16 drops-in held in July and August, attracting up to 16 volunteers per station. As there were few challenges in delivering the litter picking drop-ins, this approach has been continued at Wythenshawe Park and Heaton Park every week hosted by Biffa. Biffa have also added information and resources about recycling which has proved popular in attracting passers-by. This approach will form the basis for the delivery of the Great British September Clean, as well as future corporate volunteering events.

Love parks campaign

8.8 To support parks staff over the long summer holiday period, Keep Britain Tidy and its Centre for Social Innovation developed and launched a new campaign under the umbrella of 'Love Parks'. Using behavioural insights that show people respond better to messages from individuals rather than organisations

such as councils, the campaign features images of real parks staff and park users with quotes that talk about how anti-social behaviour makes them feel, with each one urging people to ‘be kind’ to their park. The images use branding from the Government’s national ‘Keep it, Bin it’ campaign, in which Keep Britain Tidy is a key partner. The creative was made available nationally via the Keep Britain Tidy website. Philips park in North Manchester was chosen as one of 8 national evaluation sites and featured banners and correx signs. The campaign was also launched at Philips park and was part of the BBC Breakfast News programme. Keep Britain Tidy will now interview local people about their perception of the campaign.

Developing current campaigns

- 8.9 As part of the response to increased littering during the pandemic, Keep Manchester Tidy has supported the development of specific campaigns. As well as providing artwork for the Keep Britain Tidy ‘spread love not bugs’ PPE campaign, Keep Manchester Tidy has worked with stakeholders to develop a ‘Bin it, or Take it Home’ litter campaign aimed at tackling littering on the outskirts of the city centre. This campaign will launch following the Great British September clean.

Engaging with residents in tackling litter

- 8.10 Although lockdown has presented communities with many challenges, residents have actively sought out opportunities to get involved in creating solutions. There have been residents who have requested litter picking equipment to help keep their own streets clean, as well as residents who have started new litter picking groups. Keep Manchester Tidy has remained engaged with residents and groups by providing advice and guidance and on-line litter hero training. We have handed out nearly 200 litter pickers since the start of lockdown. Organisations such as the National Citizen Service and The message Trust have engaged with Keep Manchester Tidy in order to include litter picking as a key activity in their summer programme. Creativity has also come into play in order to engage residents. Anna Kom, our Keep Britain Tidy Litter Hero Ambassador, hosted a litter picking challenge via social media, which saw 101 bags of litter collected from the streets of Longsight and Levenshulme in only 30 days. Anna hopes to galvanise participants into a group that will continue tackling litter in the area.

Case Study 1 - Introducing Castlefield Litter Pickers



During the course of the pandemic, Castlefield resident Gary Rumens, decided it was time to tackle the mounting levels of litter building up across the historical area of Castlefield. He reached out to Keep Manchester Tidy and other supporters for guidance and support and received equipment and Keep Britain Tidy Litter Hero training. Due to his commitment, energy and determination he quickly encouraged 233 people to sign up to the newly formed 'Castlefield Litter Pickers' Facebook group. So far, he has

hosted 20 litter picking events for small groups, in line with current covid rules. The results have been amazing; the group started in July and has collected 171 bags of rubbish during 31 hours of volunteer time. Gary has also recently featured on BBC Northwest highlighting the good work of volunteers in tackling littered PPE.

Case Study 2 - Veterans keeping tidy and tackling isolation



Last year, Keep Manchester Tidy worked with the National Citizen Service to transform a small piece of fly-tipped land outside St Wilfred's school in Newton Heath. It was hoped that as part of the Great British Spring Clean, young people would once again refresh the site, keeping fly-tipping at bay. Due to the pandemic, it was not possible to organise this. However, a group of veterans, through the veterans charity Walking with the Wounded, volunteered to step in to help. They worked hard to clear weeds, tended to the planters, and tackled litter in the vicinity.

The addition of bird feeders and a new bird box, made by one of the veterans, soon attracted the attention of a robin and her chick; they kept flying in as if overseeing the works. In addition to improving the area, the veterans talked about how engaging with the project had helped to improve their sense of wellbeing by reducing feelings of isolation. Plans for future projects involving veterans were also forged.

Case Study 3 - Introducing Moss Side Eco Squad



Earlier this year, local resident Hafsa Mekki set up a litter picking group in Moss side. After a short pause due to lockdown, Hafsa has started building up momentum again.

'As well as being densely populated, Moss Side is a through route for many be it for work, visiting the city, the curry mile etc. This has resulted in a fair amount of litter scattered on our streets! I'm hoping we can collectively, as a community, come together to tackle this problem and make the streets a cleaner place for all residents' says Hafsa

So far, Hafsa has galvanised 41 volunteers, held 8 events and attracted new volunteers to every event.

Hafsa attended the Keep Britain Tidy Litter

Hero training last month and is moving forward with the ambition to; '*inform, educate and help residents to reduce their waste and live more sustainably in a way that can help them save money as well as help the environment*'.

By the end of September, Hafsa is hoping that the Moss side Eco Squad will have collected 100 bags of litter.

Keep Manchester Tidy has produced an annual report detailing activity over the last year. The report highlights the various campaigns that have been developed and delivered and focuses on a wide range of engagement activity. It introduces the work that underpins Keep Manchester Tidy and concludes by outlining priorities for the coming year. The annual report can be found in Appendix 10.

9.0 Conclusion

- 9.1 Prior to covid significant work was undertaken by Biffa to improve service areas identified for improvement at NES, October 2019. This included a reduction in bin return and spillage issues, significant improvements to the quarterly passageway cleansing programme and improved scores across street cleansing services. The onset of covid has created new, and it is hoped temporary, operational challenges for Biffa. In the coming months Biffa will need to work smarter to maintain service delivery across all areas and reduce the number of missed collections. It is anticipated that Biffa will require enhanced support from Officers during this period.
- 9.2 Members requested an intelligence led approach be adapted at ward level to make reductions to flytipping in the wards most affected. Officers from across Neighbourhood Services and Policy, Research & Intelligence worked together to develop ward action plans and identify hotspots where target hardening interventions could be implemented to reduce flytipping. Significant work was

undertaken to review available datasets and local intelligence pertaining to the ward. Whilst some improvements were secured prior to the onset of the pandemic, and a number of intervention projects have been completed, the significant increase in flytipping during recent months has put back progress in this area. Work is now underway to progress these fly tip reduction plans and tackle the areas currently most affected.

- 9.3 The next 6 months will be a challenging period for the service. Maintaining delivery of services through the next phase of restrictions, reducing missed collections, and tackling flytipping are key priorities. It should be noted that the programme to replace 27 rubbish collection vehicles with electric models will coincide with this period and planned redevelopment of Hammerstone Road depot which is scheduled to commence early 2021.