Report author: Andrew Lingham
Tel: 274810

Report of Director of Environment and Housing

Report to Environment & Housing Scrutiny Board

Date: 23rd March 2017

Subject: Waste Theme – Update

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	☐ Yes	X No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes	X No
Is the decision eligible for Call-In?	☐ Yes	X No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	☐ Yes	X No

Summary of main issues

This report provides an update on a series of waste issues that were presented to the Board in September 2016:

- Recycling performance;
- Odour and air quality monitoring in relation to the RERF and wider Cross Green area;
- Engaging communities in the recycling agenda;
- Reviewing existing recycling services and recyclables collected;
- Maintenance of gullies.

Recommendations

Scrutiny Board is requested to note the content of this report and identify areas for further investigation.

1. Purpose of this report

The report covers areas of waste and recycling activity highlighted by the Board and sets out the current position and the key challenges or next steps.

2. Main Issues:

The appendices to this report provide summaries in the following main areas:

- Recycling performance – Appendix 1;
- Odour and air quality monitoring in relation to the RERF and wider Cross Green area – Appendix 2;
- Engaging communities in the recycling agenda – Appendix 3;
- Reviewing existing recycling services and recyclables collected – Appendix 4;
- Maintenance of gullies – Appendix 5.

3. Corporate Considerations

Consultation and Engagement: Consultation and engagement is embedded within the individual areas of activity.

Equality and Diversity / Cohesion and Integration: An equality impact assessment is not required at this stage as this report is primarily an information report.

Council policies and City Priorities: Waste and recycling activities contribute to making *Leeds the best city to Live.* The waste strategy and waste collection policies referred to in this report have been consulted on previously and have previously been approved by Executive Board.

Resources and value for money: The financial implications will be taken account of as the directorate develops its budget proposals and will focus on maximising the value from existing capacity and infrastructure.

Legal Implications, Access to Information and Call In: This report does not contain any exempt or confidential information.

Risk Management: Risk management is embedded within the individual areas of activity.

4. Conclusions

The report covers a range of areas demonstrating the breadth and complexity of activities.

5. Recommendations

Scrutiny Board is requested to note the contents of this report, and highlight any areas for further investigation.

6. Background documents[1]

None

[1] The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Appendix 1

Recycling performance

1 Context

1.1 The performance of a number of waste/recycling streams and contribution to the overall recycling rate for the city can be seen from the table below.

City Recycling Performance

Waste stream	Performance contribution (%)			
	2013/14	2014/15	2015/16	2016/17 Q3 ytd
Kerbside green bin recycling	8.5	9.2	10.2	9.8
Kerbside garden waste collections	10.7	11.2	10.9	13.2
Kerbside food waste collections	0.4	0.4	0.4	0.4
Overall kerbside performance	**19.7**	**20.8**	**21.5**	**23.4**
Recycling extracted from black bin waste	8.6	7.3	1.7	2.2
Recycled street arisings	2.6	2.1	2.6	2.6
Household Waste Recycling Centres (HWRC)	9.6	9.1	9.1	8.4
Bring sites (e.g. bottle banks) and other recycling	3.3	3.6	3.5	3.4
Total recycling performance	**43.7**	**42.9**	**38.4**	**40.0**

1.2 As reported previously to Scrutiny, it should be noted that the contribution from the kerbside recycling collections, for which the public are responsible, has consistently increased year on year. However, these performance increases have been countered by a number of main factors.

1.3 Firstly, up until the transition to the Recycling and Energy Recovery Facility (RERF) in Autumn 2015, a proportion of the City's black bin waste was being sent to a contractor who processed this waste to remove some level of recyclables, rather than sending it directly for disposal. However, the market requirements for increasingly high quality recyclables resulted in this contractor being unable to achieve the level of recycling of previous years, and this impacted in particular on 2015/16 performance.

1.4 Secondly, delays in moving up to the targeted level of recycling performance from the Mechanical Pre-Treatment element of the RERF, both during the commissioning

process last year, and now into 2016/17, have also impacted negatively on the overall recycling rate. This is discussed more fully in section 2 below..

1.5 Thirdly, garden waste is another significant factor affecting recycling performance, with the material collected at the kerbside constituting over a quarter of household waste recycling. The levels of garden waste produced each year can be significantly affected by the weather conditions. Tonnages collected in 2015/16 were lower than originally forecast, but are improved at Quarter 3 this year compared to the same time last year.

2 RERF recycling performance

2.1 At the September 2016 Scrutiny meeting it was reported that Veolia had been issued an Improvement Notice for the failure of Quarter 1 recycling targets. An Improvement Plan was provided by Veolia in response which cited quality of materials, changing markets, snagging issues and access issues for cleaning within the Mechanical Pre-Treatment (MPT) facility as the main problems being encountered. The plan detailed how these elements were to be addressed, and provided an updated recycling projection for the year of 4.3%. This shortfall was mainly due to the lead-in time for the planned Paper Pulping Facility on the adjacent site to the rear of the RERF which is intended to provide an outlet for reprocessing the paper and card outputs from the RERF. The plan demonstrated that over 10% recycling would be achievable by March 2017 but that the target for the year was expected to be missed.

2.4 However, since this time, additional significant mechanical issues with the plant, and in particular one key piece of equipment located at the start of the process (the ballistic separators) have had further impacts on performance. The Quarter 2 recycling target was subsequently failed and a second Improvement Notice issued by the Council in accordance with the contract. The response from Veolia detailed a further plan for rectification of these problems but also included an adjusted projection for 2016/17 recycling performance of 2.4% as a result of these issues.

2.5 In November and December 2016, progress on remedying these issues appeared to be positive, with both the performance and availability of the MPT improving, although this didn't translate into improved recycling figures, again mainly due to lack of a commercial outlet for the paper/card captured in the absence of the Paper Pulping Facility being operational. Substantial progress has been made with the development of the Paper Pulping Facility, with planning permission secured last year, the building to house the facility constructed, and key elements of the processing equipment and associated infrastructure now installed.

2.6 After receiving the quarter 3 performance results, whilst clearly expected, it was confirmed that Veolia had failed their quarter 3 target, and a third Improvement Notice was issued.

2.7 Since this time, and in light of these ongoing issues, Veolia have now drafted in a director from another area of the business to provide support in identifying and delivering a permanent resolution to these issues. Discussions with their primary sub-contractors have led to the conclusion that the ballistic separators are not fit for purpose and that key elements need wholesale upgrading and replacement. In the

meantime, a temporary repair is underway on the equipment to allow them to operate in the medium-term so as to minimise the further impact on recycling performance while the fuller replacement can be undertaken.

2.8 The last projection provided by Veolia for the full year recycling performance for 2016/17 is 2.1%, as provided in the response to Quarter 3 Improvement Plan. However, due to the most recent problems with the ballistic separators, the final figure is expected to be lower. In any event, it is now inevitable that Veolia will fail to meet the annual 10% recycling target for 2016/17.

2.9 The contract management team have continued to apply the contract consistently throughout in respect of this issue, although it is clear that Veolia are making significant efforts and taking clear measures in terms of changes to operational practices, modifications to the plant and the development of new infrastructure so as to ensure resolution of the issues. In particular it is seen as a positive step that all parties are now agreed that the ballistic separators, which have caused the largest proportion of the problems and plant downtime, are to be replaced. However, until both this issue is resolved and the Paper Pulping Facility becomes fully operational, it is unlikely that the contractual levels of recycling performance will be achieved.

Appendix 2

Odour and air quality monitoring in relation to RERF and wider Cross Green area

1 RERF Odour Monitoring

1.1 Since the last report to Scrutiny Board in September 2016, neither the Council nor Veolia has received any odour complaints.

1.2 As well as Veolia's own odour monitoring, the contract management team have continued with daily odour monitoring activities in accordance with IPPC H4 guidelines since May 2016 to the present day (Monday to Friday). These have continued to provide evidence that whilst on occasion it may be possible to identify a faint waste odour, this is transient and of such a low level that it is not considered significant enough to cause a nuisance. This is reflected by the absence of any complaints.

1.3 The Environment Agency (EA) contacted Veolia on 25th January 2017 as they had received a complaint of odour from an area near St James's Hospital. The report was of a burning plastic smell that had been ongoing for a year. No specific date or time information was provided so it made it impossible for Veolia to check specifics on their monitoring systems. However, in this time the Council have never recorded this type of smell emanating from the facility. Furthermore the EA found no evidence to support a claim that this odour originated from the RERF.

1.4 The EA are in regular liaison with both the Council and Veolia as the regulator for the facility, and are satisfied with the measures in place to manage environmental impacts from the RERF. The EA have accompanied the Council's contract management team to witness the odour monitoring being carried out, and have been very satisfied with the comprehensive level of ongoing monitoring being undertaken.

2 RERF Emissions Monitoring

2.1 Emissions to air from the Veolia Recycling and Energy Recovery Facility (RERF) are managed through conditions set out in the environmental permit granted by the Environment Agency (EA). These are based on EC Industrial Emissions Directive limits and an assessment of the potential to cause a significant impact on the environment or to human health.

2.2 It is standard practice and consistent with the EA's prescribed methodology for operators to self-monitor and report to the EA. Veolia are required to monitor a full range of gaseous and particulate pollutants which are continuously monitored using independently certified equipment located within the facility's stack. This equipment is independently certified to EN 14181. Other emissions, such as heavy metals and dioxins, are monitored by periodic extractive sampling, with samples sent away for independent laboratory analysis.

2.3 If limits are exceeded, a breach is recorded by the EA. All results are reported to the EA who will analyse the data to ensure compliance with the permit conditions and routinely carry out their own site inspections. Records are held on the public register. In addition to this, Veolia proactively publish results on their website at http://www.veolia.co.uk/leeds/our-proposal/our-proposal/leeds-emissions-air-data.

2.4 A summary of the last three months' data is provided in the appendices to this report (see appendix 2a, 2b and 2c). These show that the daily average (the normal measure of emissions performance) has not been breached for any of the relevant monitored substances during this period, nor has it since the RERF commenced operations in late 2015.

2.5 The EA ensure that the monitoring is carried out to an appropriate standard by requiring that all monitoring equipment and personnel involved in monitoring are certified to MCERTS which is an independent certification scheme established by the EA. They also carry out their own audits of the monitoring systems and inspections of monitoring equipment and data management to make sure that it all meets appropriate standards.

3 Pollution regulation and monitoring around Cross Green Industrial Estate

3.1 All industrial processes which have the potential to cause pollution are regulated by either the local authority or the EA depending on the type of process. The local authority is responsible for a range of processes including vehicle spraying, petrol stations, foundries, printing operations and glassworks. The EA is responsible for processes including chemical production, waste disposal, power generation and mining operations. Regulation is by means of the issue of a permit as set out in paragraph 2.1 of this report.

3.2 There are currently 16 active permits registered within a 1 kilometre radius of the RERF which relate to 12 different companies. The number of permitted sites has remained largely constant in recent years.

3.3 The numbers of complaints received by the authority relating to these sites since April 2015 is shown below:

Nuisance type	**Number of complaints**
Dust	3
Noise	10
Odour	12 (4 relating to the RERF, 2 relating to Knostrop Water Treatment Plant)
Other (traffic related, waste issues)	2

3.4 As it is a legislative requirement for operators to monitor and report emission levels, the local authority undertakes limited air quality monitoring of the industrial activities itself. The authority's air quality monitoring station at Temple Newsam is located downwind of the industrial estate and monitors levels of nitrogen dioxide, which can be an indicator of industrial emissions. Annual concentrations of nitrogen dioxide monitored at the Temple Newsam site have remained at a constant annual average

level of 20 ug.m-3 from 2011 to the present, which is well within EU and UK standards. The National Objective level for nitrogen dioxide is 40 ug.m-3.

3.5 In response to previous Scrutiny Board queries it is intended to undertake additional monitoring of Nitrogen Dioxide levels in and around the industrial estate and nearby residential areas to identify any elevated levels of air pollution. The type of monitoring will be in the form of diffusion tubes which are a portable way of measuring the monthly average concentration of nitrogen dioxide. The first set of results are expected in August 2017 and then each month thereafter.

3.6 The most likely cause of resident complaints from industrial operations on the Cross Green estate is odour. The table below compares numbers of odour complaints received from residents relating to the Cross Green area by the Council's Environmental Health team before and after the commencement of operations at the RERF.

Dates	**No. of odour complaints**
April 2012 – March 2015	30
April 2015 – March 2017	12

3.7 40% of complaints received for the period April 2012 to March 2015 related to Yorkshire Water's sewage treatment works. Improvements to this facility in recent years have resulted in a reduction in odour complaints as reflected in the April 2015 to March 2017 statistics.

3.8 Of the 4 odour complaints received between April 2015 and March 2017 relating to the RERF, investigations by environmental health officers could not identify the RERF as the source. On two occasions the source of the odour was found to be from sites away from the industrial estate.

Appendix 3

Engaging communities in the recycling agenda

1.1 In November 2015 Executive Board agreed to an 'invest to save' programme of communications and engagement that secures behavioural change to support the achievement of a citywide household recycling rate of 50% by 2020.

1.2 The strategy aims to raise general awareness of what can be recycled, followed by communications about specific material streams. Research into attitudes and patterns of what materials go into the recycling and general household bins informed the key messages. The research also identified which materials would provide the best return in terms of savings on disposal costs and helped us to plot geographically the areas of the city where we could achieve the biggest change in terms of increasing recycling. Further evidence-based evaluation has been commissioned via a research partnership with the University of Leeds under the 'Living Lab' project banner. This work is intended to assess current global best practice, evaluate recent communications activities and service changes in the city and suggest future work and interventions to enhance our engagement activities.

1.3 Primary key messages include:

- Recycle for Leeds so your waste can be made into something new, because it's better for the environment and saves money on waste disposal that can be invested back into vital council services;
- Remember your bin days and what can be recycled and re-used and where;
- Putting the right items in the right bin to provide good quality recycling.

1.4 The programme's success is identified in terms of overall recycling, contamination and material stream tonnage rates. Whilst it is inherently difficult to demonstrate an absolute link between communications activities and recycling performance increases/behavioural change since there may be multiple influencing factors, they are an indication of the effectiveness of our activities.. The Government sponsored WRAP (Waste and Resources Action Programme) organisation advises that, for accurate evaluation of behaviour change, improvement should begin to show within 6-12 months after the activity. Activities over the last year have included:

'Invest to Save' campaigns

1.5 The 'invest to save' activities and associated performance impacts are summarised below:

- Spring 2016 - General Recycling Awareness: 'Thank you for recycling and making Leeds a better place to Live'.
- Glass recycling campaign: 'Your nearest bottle bank is closer than you think'. This was promoted alongside the Leeds Bins App to encourage people to identify their nearest bottle bank, and to show how easy it is to use in line with everyday activities. The campaigns have been and will continue to be run over Christmas/New Year and during the summer where glass consumption is highest.

The first campaign was run in August 2016. British Glass and M&S have offered funding and in-kind support to undertake future activities in the city;

- Metal recycling campaign 'Metal Matters': designed to raise awareness of different types of metal products that can be recycled in the home but are often missed by residents. AluPro who represent metal packaging manufactures secured funding support from M&S and Unilever to deliver the campaign in partnership with LCC. Over half of metal packaging consumed in Leeds is not captured in the green recycling bin. This campaign will run from March until May 2017 and aims to achieve an 8-12% increase within 12 months.
- Future campaigns during 2017/18 are expected to focus on the waste streams of paper, which makes up 15% of the black bin contents, and reviewing the messages relating to plastics with which residents have sometimes struggled in terms of simplicity. The team will also look at how the opportunities for textiles recycling can be maximised as part of a wider promotion of re-use in partnership with the Third Sector.

1.6 Regarding performance impacts observed since the start of the campaign work in Spring 2016, tonnages of materials recycled from the green bin collections show a 2.4% (or 745 tonne) increase between the periods March 2015 to February 2016 and March 2016 to February 2017. In addition, the percentage of contaminated waste within the overall material collected in the green bins has fallen by around 15% between March 2016 and February 2017. Glass tonnages captured have also shown a small improvement. These improvements have a significant financial impact, with a saving of around £90-100 per tonne from diverting recyclables from the black bin to recycling, and similarly from reducing contaminating material in the green bins.

<u>'Green-Up' Tower Blocks Recycling Incentive Scheme Pilot</u>

1.7 Six Council housing tower blocks have been identified to engage in this scheme which offers either personal or group incentives for the most improved levels of recycling over a month. The tower blocks chosen were in most cases identified in terms of having high levels of resident/tenant involvement and varying demographics.

1.8 The scheme aims to assess whether incentives will result in an enhancement in household recycling habits with communities that are already engaged with Council services. A successful outcome will be a high level of engagement, an increase in recycling and some positive publicity highlighting environmental issues in the city. As possible added value, similar studies have identified 'nudge' behaviours in terms of the indirect effect of people not necessarily joining the scheme but still altering their recycling behaviours, which will show in the amounts of recyclate collected.

1.9 In terms of financial return on investment, the project aims to demonstrate an increase in recycling and a comparative decrease in general waste, which will achieve some monetary savings in terms of disposal costs. However, whilst it is recognised that any savings may not recoup the initial costs in the first 12 months, the aim is to recoup any costs over the longer term.

1.10 Initial communications began in late February and a 12% sign-up rate within the first two blocks has been registered. The official launch is scheduled for May 2017 when the first prize will be awarded.

Education Programme in Schools

1.11 Aimed at encouraging positive behaviours in Leeds' citizens of the future, the work also serves to influence other members of the young person's household. Targeted at low to middle recycling performance areas where engagement with recycling may not be consistently good at home. The Council's Waste and Recycling Advisors (WRAs) set up young WRA schemes that involve visits to the Recycling and Energy Recovery Facility (RERF) and the HW Martin Materials Recycling Facility (MRF) so the young people can see at first hand, and confidently explain, why recycling is good for the environment, and how materials can be transformed into new everyday products:

- Primary schools (key stages 1-2): programme in place in the last 12 months visiting a quarter of the target schools in our low recycling areas;
- Secondary schools (key stages 3-5) programme being piloted with teachers during April for launch in autumn;
- Universities: a programme of work with Leeds Becketts University, University of Leeds and their respective Student Unions to embed positive recycling and waste management behaviours.

Digital content

1.12 The Leeds Bins App enables bin collection dates to be saved in a device's calendar with reminders and an interactive map of localised bring sites. The App links seamlessly to 'What Goes Where' and LCC webpages, was officially launched in July, and has exceeded expectations by attracting over 11,734 downloads in 7 months and gaining a 3.9 star rating on Google Play.

Appendix 4

Reviewing existing recycling services and recyclables collected

1. Recycling strategy and targets

1.1 Whilst it remains the Council's intention to resume the expansion of recycling services such as kerbside food waste and glass collections across the City once resources become available, a new approach is required in the medium-term which takes account of the current financial pressures and central government funding cuts, but also enables continued increases in recycling performance to be achieved.

1.2 To introduce an additional food waste collection route similar to that currently provided to around 12,500 properties in the Rothwell area of the City would cost an estimated £161k per annum, even taking account of avoided disposal costs. Similarly, a four weekly separate kerbside glass collection route covering around 24,000 properties would cost an estimated £133k per annum. To roll both of these services out to suitable properties city-wide would cost an estimated additional £5m per annum.

1.3 In acknowledgment of the current financial realities, in November 2015 the Executive Board approved a revised target to recycle 50% of household waste by 2020, with the longer-term target to exceed 60% remaining unchanged.

1.4 To achieve this target, Executive Board approved a medium-term strategy to focus on maximising existing capacity and infrastructure, supported by an effective programme of communications, engagement, enforcement and service improvement, but acknowledging the requirement for residents to participate fully if the revised target is to be achieved.

1.5 The work on communications and engagement is summarised in appendix 3 to this Scrutiny Board report. The following sections consider the issues associated with some specific materials.

2 Plastics recycling

2.1 Leeds City Council has focused to date on targeting those plastics for which there are secure reprocessing outlets, namely types 1 (PET), 2 (HDPE) and 4 (LDPE). Over the years the Council has worked to give the public confidence that the materials they separate at home for recycling are indeed being recycled, and believes that this is currently the optimum range.

2.2 There is theoretically scope to extend the range of plastics accepted at the kerbside, thus also arguably simplifying the messages. However, this brings a greater risk that the markets may fail for the more problematic plastic types, with the public then diligently separating materials for recycling which could subsequently be landfilled or incinerated.

2.3 Another issue impacting on this strategy is the recycling collection method in place and the costs of the subsequent separation of the materials. In Leeds, the Council has adopted a fully co-mingled collection system for the dry recyclables (paper, card, cans, plastics, aerosols), and this material therefore has to go to the relevant

contractor for quite extensive processing to separate it back out into the various streams for onward sale and reprocessing. Whilst by no means a barrier to an expansion of the mix of materials, this would result in a level of additional cost to the Council due to the additional processing required. If new materials introduced are of value and an income can be generated from their onward sale, then this will serve to offset these additional processing costs. However, if their market value is relatively low (as is the case with other plastic types) or falls significantly, perhaps even attracting a cost for reprocessing rather than an income, or if markets fail altogether and high disposal costs are incurred, then this will have a significant financial impact for the Council.

2.4 For the above reasons, it is not intended to introduce other plastic types into the kerbside dry recyclables mix at this time. However, the Council remains committed to maximising the opportunities for increasing recycling wherever economically viable, and continues to monitor the market position with its recycling contractor, and with the other regional local authorities with whom the Waste Management team meets regularly to exchange best practice. In addition to the kerbside recycling, the Waste team fairly recently ran a trial of collecting dense plastics (e.g. garden furniture, old or damaged toys, etc.) on some of the household waste recycling centres, although this ultimately proved expensive and unsustainable in terms of the haulage costs to the reprocessing outlet given the relatively small quantities captured. Again, the market position on this continues to be monitored.

3 Maximising recycling from the Household Waste Recycling Centres (HWRCs)

3.1 The HWRCs are currently recycling, on average, over 60% of the materials that they accept. In reality this percentage is higher when the inert materials (soil, rubble, etc.) collected on site are included, but these do not technically count towards the formal performance indicator (former NI-192). The majority of this waste does currently undergo some separation by the Council's treatment contractor, but only limited materials are able to be recovered for recycling.

3.2 Although there is some scope for minimising the tonnages disposed of in the general waste skips on the sites through measures such as enhanced customer engagement by staff, a substantial proportion of the materials in these skips are inherently difficult or expensive to recycle, in particular carpets, mattresses and dense plastics. The costs of haulage depending on the location of the reprocessing outlet or the economies of the vehicle payloads that can be achieved are also a factor, as is the availability of space for separate containers on some of the smaller HWRCs.

3.3 Since the last report to Scrutiny Board, the Waste Management team has run a trial to separate carpets for re-use via an outlet within the region. Although this appeared to be successful initially, the organisation processing the carpets has had to suspend the trial due to a higher than anticipated proportion of materials not meeting the necessary quality levels to be re-used and due to the associated waste disposal costs. This has brought into question the affordability of the scheme, and the Waste Management team are currently in negotiation with the organisation concerned to establish whether a satisfactory resolution can be reached in order to recommence the trial.

Appendix 5

Maintenance of gullies

1. Overview

1.1 The city's 145,000 gullies are currently serviced by two Directorates:

- Planned and emergency cleansing - Environment and Housing, Environmental Action (City Centre Team)
- Installation, structural maintenance and repairs – City Development, Highways and Transportation Service.

1.2 In terms of planned and responsive cleansing, the Council's gully cleansing service cleanses approximately 145,000 road and footpath gullies and 43,000m of in-kerb drainage systems. The frequency of attention differs according to location and road use (local topography, proximity to housing, road speeds and usage, etc.). The current cleansing regime is ward based and cyclical. A list of 8,000 high risk drainage locations is in place, with the remainder attended to on a ward by ward basis. The Council also undertakes routine maintenance of in-kerb drainage systems.

1.3 The service is currently delivered through 5 tankers each crewed with two members of staff working 7 days a week (20 staff over two shifts). Some gullies are cleansed as part of highways planned maintenance and repairs using external contractors.

1.4 A budget of £832k is available for the gulley cleansing service in the 2017/18 financial year. This represents a small increase on the 2016/17 budget as reported in the last report.

2 Focus on investment, improvement and performance

2.1 The Council has been focused on investment, growth and improvements in the gully cleansing service over the last 12 months. Particular attention has been given to**:** improved productivity of the service**;** improving performance management and information via installation in-cab technologies (Kaarbon-tech)**;** planned strategic investment by the Council into new fast water-filling facilities and new/different vehicles, and; a review of how the Council's gully assets can be better managed and maintained from a single point within the Council, which includes a proposed transfer of the gulley cleansing functions to the Highways and Transportation service.

3. Update on actions since September 2016

A number of actions have been progressed since the last meeting of the Board in September 2016 as follows:

3.1 Electronic recording of work

3.1.1 Since the introduction of Kaarbon-tech in-cab technology in June 2016, during the 7 months to February 2017, 53,288 gullies of the 145,252 gullies that are within the Leeds City Council area of responsibility have been inspected and mapped onto the Kaarbon-tech system. We have also added a further 2598 'new' gullies on to the system – these are mainly gullies on new large scale housing developments across the City which had not previously been included. Of the 53,288 gullies inspected since June 2016:

- 47,246 gullies were cleansed;
- 6042 gullies were not able to be cleansed, for various reasons: cars parked, stuck or broken lids; and
- 2598 'new' gullies were added.

3.2 Improved service activity

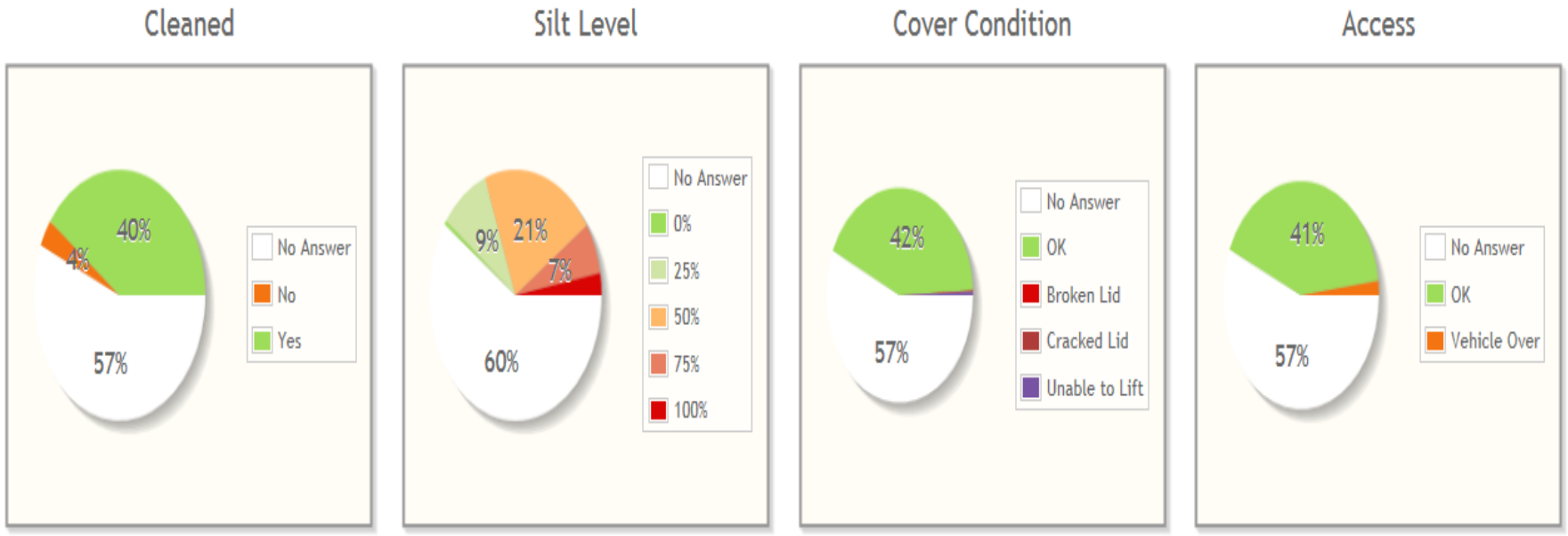
3.2.1 Productivity of staff is at an all-time high with 80-100 gullies routinely being cleansed each day by each crew compared to an average of 50 a day per crew in December 2015. Priority has been given over the last 5 months to deploy all 5 tankers seven days a week (not all tankers can routinely be in operation over 7 days due to staff absences, planned holidays and staff turn-over). Current levels of cleansing activity are high in an effort to clear the back-log and map as many gullies as possible on to Kaarbon-tech. The service is fully staffed and over-time budgets have been used to ensure full utilisation of tankers. A good impact has been made through this intensive effort so far with approximately 1400 additional gullies being cleansed each week. We have been using all 5 tankers throughout the winter to sustain this level of operation, but this will be reviewed during March/ April 2017 with a view to returning to more routine deployment of resources.

3.2.2 New vehicles were brought into use this autumn, which will further reduce down time for maintenance and repair.

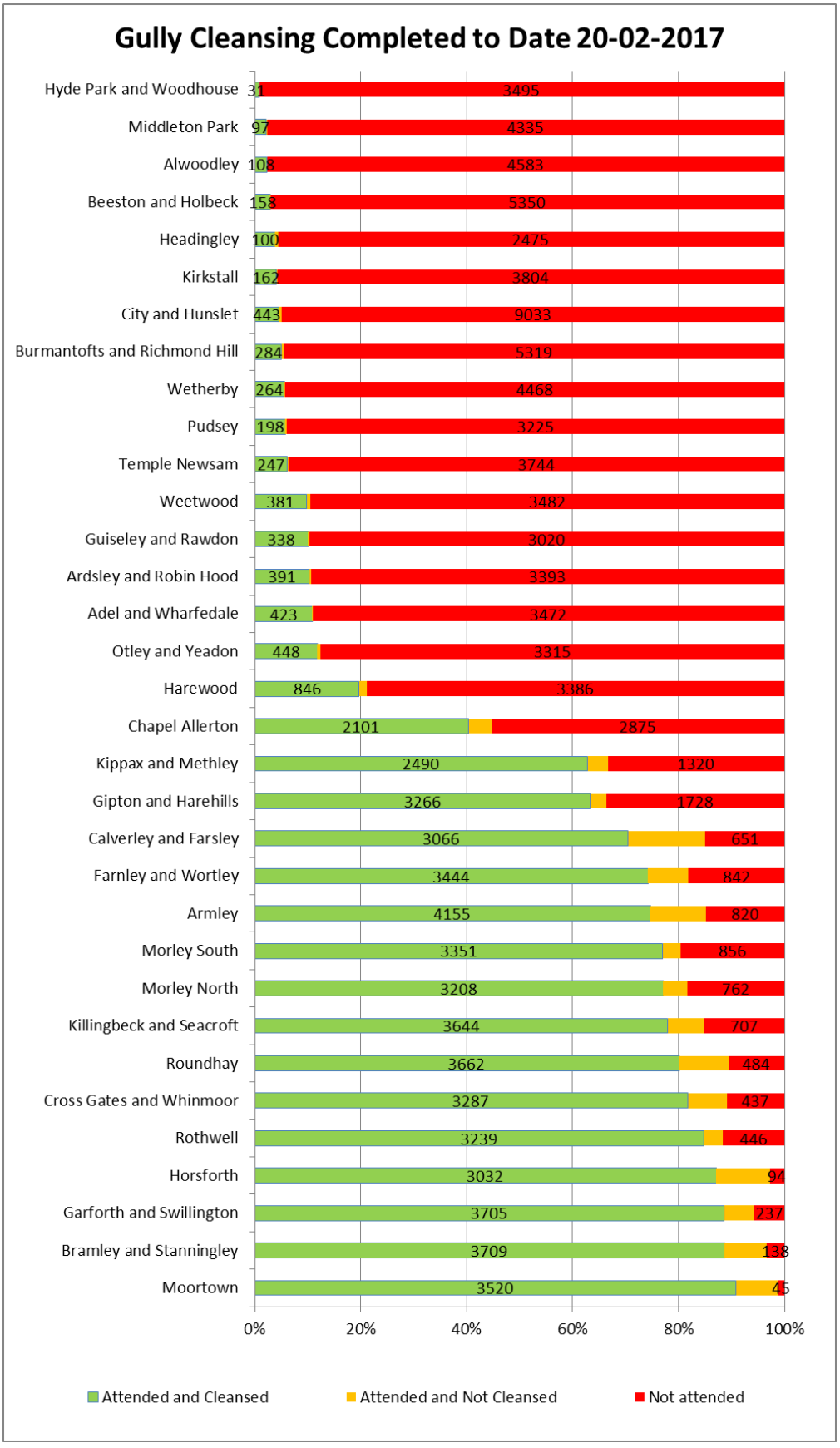
3.2.3 The charts below show the KPI's for this period, showing that during the 7 months since June 2016, 40% of the total gullies have been cleansed.

3.2.4 The table below then breaks these figures down by ward. This table shows the total number of gullies cleansed per ward on a mixture of cyclical, service request and report jobs. These figures include repeat visits to problematic areas, mop up visits relating to parked vehicles and other obstructions and areas of high speed roads where traffic management has been required.

KPI figures from Kaarbontech – June 2016 to February 2017



Gully Cleansing completion info by ward June 2016 to February 2017



3.3 Vehicles

3.3.1 In October 2016 the existing fleet of vehicles was replaced. The old fleet was 4/5 years old and coming to the end of its working life. All 5 tankers were replaced with brand new vehicles and associated suction/jetting equipment. The new vehicles also conform to the latest Euro 6 emissions regulations.

3.4 Reducing down time through water fills - Strategic Investment

3.4.1 In October 2016, the Council's Strategic Investment Board agreed a capital investment of £250,000 for the gully service. It is proposed that this investment will be used to procure a new fast-fill facility for the Council and purchase two additional multi-use gully cleansing vehicles. Typically, the filling of the gulley tankers leads to approximately 100 hours of down-time each 7 day week across the service. A costed design solution for a fast-fill water supply will reduce this significantly. Work is in progress across Highways and Environmental Action services to establish the optimal location for the new fast-fill facility.

3.4.2 Whilst the possible fast-fill solutions are being considered, we are also in discussions with Yorkshire Water with a view to them allowing us use of more water outlet/filling points across the city. We currently have 12 designated locations which can be restrictive for the service and an impediment to productivity. Yorkshire Water has now agreed to allow use of approximately 19,000 further filling points across the city. This will drastically decrease the amount of down time spent travelling from fill point to fill point and increase the productive time of crews.

3.5 Co-ordination between Environmental Action and Highways Services

3.5.1 As stated in 1.1 above, the Council's gulley assets are currently maintained and repaired by two Council services, Environmental Action and Highways and Transportation. Whilst both services work closely together to ensure the assets are effectively maintained and repaired, as reported at the Board's last meeting, there is some risk to the timely and effective transfer of information between the services. The use of Kaarbon-tech has significantly improved how information is shared, with both services now able to access live information about the condition and state of individual gullies.

3.5.2 Discussions have continued within the Council regarding the maintenance, cleansing and repairs functions being within one service area (i.e. Highways and Transportation) in order to create a more joined-up service with the ability to realise long term efficiencies as well as work more effectively with the closely related the flood-risk management team. The detail of the transfer is still being worked through. It is proposed that the gully cleansing service will transfer to Highways and Transportation early in the new financial year (2017/18).

3.5.3 Given the current level of performance, it is anticipated that almost every gully will have been attended and cleansed by July 2018 (2 years). Highways and Transportation will continue to undertake the current regime of cleansing gullies after transfer of the service on a ward by ward basis but will look to review those that are currently attributed to a quarterly and annual frequency. Changes to

frequency will be made based on silt levels recorded to ensure that cleansing is risk based and priority is allocated to those that represent the highest risk to property or road congestion/safety.

3.5.4 The revised and updated cleansing regime has increased the number of defect reports being passed to Highways. There have been 2,371 reports passed to the maintenance teams (including new lids, lid release, jetting reports and gullies requiring dig) this equates to 4% of the 53,288 gullies attended to date. Over the full network this could equate to 5,810 gullies that are defective in some way. The repairs will continue to be prioritised but the cost of the repair to bring these gullies back into service will put pressure on highways budgets which are already stretched.