



Comhairle Ceantair  
**Lár Uladh**  
**Mid Ulster**  
District Council

# ***Environmental Services***

## **SERVICE PLAN – 2020/21**

Date

Consulted within staff team

20/04/2020

Discussed & signed off by Director

24/06/2020

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## 1.0 OVERALL PURPOSE AND SCOPE OF THE SERVICE

### 1.1 Purpose and Scope of the Service

Environmental Services is part of the Environment and Property Department\* and is responsible for contributing to the improvement of the local environment through the provision of all waste management and cleansing related services. Expenditure on Environmental Services accounts for around one third of the Councils total annual budget.

The facilities currently used in the delivery of the Environmental Services are as follows:

- *Ballymacombs Landfill Site/Recycling Centre*
- *Castledawson Recycling Centre*
- *Coalisland Recycling Centre*
- *Cookstown Recycling Centre*
- *Draperstown Recycling Centre*
- *Drumcoo Recycling Centre/Waste Transfer Station*
- *Fivemiletown Recycling Centre*
- *Maghera Recycling Centre*
- *Magherafelt Recycling Centre/Waste Transfer Station*
- *Magheraglass Landfill Site/Recycling Centre*
- *Moneymore Recycling Centre*
- *Tullyvar Landfill Site/Recycling Centre*

The vehicles/plant currently used in the delivery of Environmental Services are as follows:

- 36 No. 26 tonne refuse collection vehicles (including 6 No One Armed Vehicles)
- 3 No. 32 tonne hook lift/big bite waste transfer vehicles
- 3 No. 18 tonne refuse collection vehicles
- 3 No. 7.5 tonne refuse collection vehicles
- 5 No. 15 tonne mechanical sweepers
- 6 No. 2.5-5 tonne mechanical sweepers
- 5 No. 7 tonne vans
- 18 No. <3.5 tonne vans
- 5 No. telehandlers
- 2 No. wheeled excavators
- 2 No. shunters

*\*Environmental Services will move to form part of Environment and Infrastructure from October 2020*

## **1.2 Responsibilities**

Environmental Services is responsible for the following functions/activities:

- *Refuse and Recycling kerbside collections (domestic and commercial)*
- *Provision of Recycling Centres*
- *Waste Transfer Facilities*
- *Landfill Site Management/Aftercare*
- *Delivery of waste related capital projects*
- *Waste recycling, treatment and processing*
- *Bulky waste collections*
- *Removal of fly tipping and abandoned vehicles*
- *Street and road cleansing*
- *Environmental Education and Awareness*

## **1.3 Customers & Stakeholders**

Key customers and stakeholders for Environmental Services are as follows:

- All district householders (approx. 55,000 No)
- Commercial/trade customers
- Elected representatives i.e. Councillors/MLAs/MPs
- Local community groups/schools
- Housing/resident associations
- Central Government Departments e.g. DAERA/NIEA
- Northern Ireland Housing Executive
- Trade Union representatives
- Health and Safety Executive
- Other Council departments/staff

## 1.4 Performance Overview in 2019/20

The following table provides a summary and the impact made by last years' Service Plan:

| <b>2019/20 Performance Objectives/Overview:</b>  | <b>End of Year Progress Status:<br/>Completed/Commenced/Other</b>   |
|--|---|
| • To recycle/compost at least 55% of our household waste   | Completed   |
| • To utilise less than 50% of our Northern Ireland Landfill Allowance Scheme (NILAS) annual allocation (final target year)       | Completed   |
| • To restrict the amount of household waste landfilled to no more than 25% of the total  | Completed   |
| • To complete capital project/works for the final closure/capping of Tullyvar landfill site (including creation of new wetlands) | Commenced (work substantially complete as at 31 <sup>st</sup> March 2020 – completion delayed due to Covid19) |
| • To undertake a review of Street Cleansing overtime and implement new part-time weekend posts and working arrangements          | Completed   |
| • To review Supervisory levels/cover and implement new part-time weekend posts   | Completed   |
| • To review environmental regulatory compliance audit at Recycling Centres   | Completed   |
| • To conduct further phase of refuse collection route optimisation in district   | Completed   |
| • To review financial provision models for closure/aftercare of three landfill sites   | Completed   |
| • To secure funding to support the delivery of waste management services/projects  | Completed (external funding of £907k successfully applied for during the year)                                |

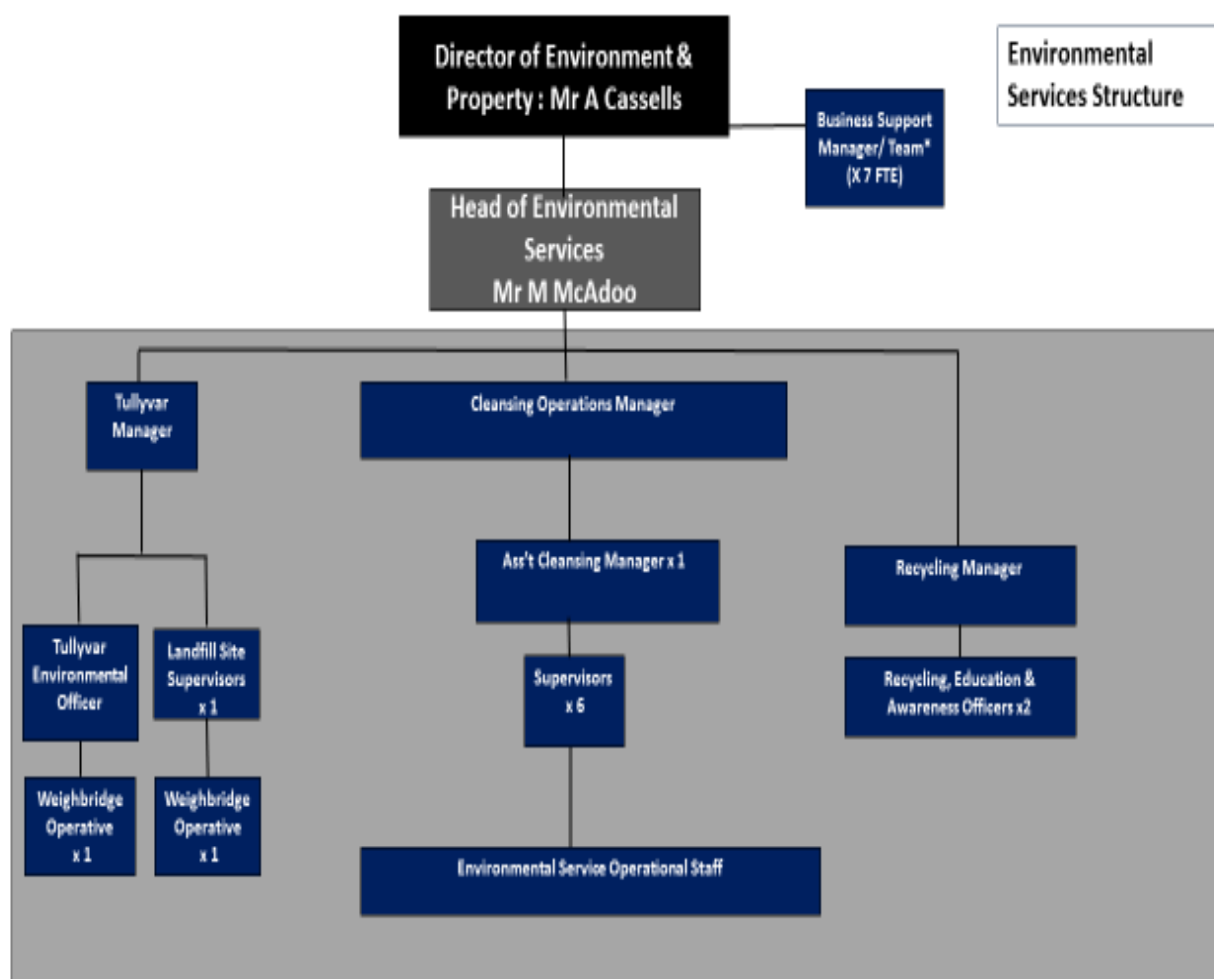
## 2.0 IMPROVING OUR SERVICE AND MANAGING PERFORMANCE - 2020/21

The following tables confirm the resources, financial and people, which the Service has access to throughout 2020-21 to deliver its actions, activities and core business.

### 2.1 Budget 2020/21

| <b>Service Budget Headings</b>                              | <b>£</b>      |
|---|---------------|
| Waste Recycling, Treatment and Processing                   | £6.1m         |
| Refuse and Recycling Collection                             | £2.5m         |
| Street and other Cleansing                                  | £1.7m         |
| Recycling Centres (including 2 No. waste transfer stations) | £0.8m         |
| Landfill Sites (including 1 No. waste transfer station)     | £0.4m         |
| Environmental Education/Awareness                           | £0.2m         |
| <b>Budget for 2020-21</b>                                   | <b>£11.7m</b> |

## 2.2 Staffing Complement - 2020/21



| Post   | Number      |
|--|-------------|
| Head of Service  | 1           |
| Managers   | 3           |
| Officers/Supervisors   | 10          |
| Recycling Centre Attendants (including Waste Plant Operatives) | 30          |
| Drivers  | 60          |
| Refuse, Recycling and Street Cleansing Operatives              | 110         |
| <b>Total</b>   | <b>214*</b> |

\*Excludes agency and casual employees

## 2.3 SERVICE WORK PLAN 2020/21

|   |   |
|---|---|
| <b>Service Objective (What do we want to achieve?):</b>   | <b>1. To manage recovery of service delivery following disruption by coronavirus pandemic</b>                                       |
| <b>Link to Community Plan Theme:</b>  | <b>Align to Corporate Plan Theme</b>  |
| <i>CMP 4.2 Health &amp; Wellbeing - We have better availability to the right service, in the right place at the right time.</i> | <i>Service Delivery: 2.1 We will improve services for our citizens through the development and delivery of an innovation agenda</i> |

| <b>What Service Development/Improvement will we undertake in 2020/21? (actions):</b>  | <b>By When (Date?)</b> | <b>Lead Officers(s)</b> | <b>What difference will it make? (Outcomes/outputs)</b>  | <b>How Will we Know? (Measures)</b>   |
|---|------------------------|-------------------------|--|---|
| <ul style="list-style-type: none"> <li>• Ensure continued/safe delivery of essential kerbside refuse collection including staggered start/finish times in depots, use of agency and redeployed staff, installation of vehicle cab partitions and hired vehicles for social distancing purposes (at significant additional cost to normal service delivery)</li> <li>• Undertake a phased reopening of Recycling Centres across the district (following closure on 26<sup>th</sup> March) when possible i.e. where appropriate access and social distancing measures can be introduced and resource staffing/levels permit</li> <li>• Recommence the bulky household waste collection service (including online payment system) as resources permit</li> </ul> | Apr – Dec 2020         | MMcA                    | <ul style="list-style-type: none"> <li>• Employee exposure to virus infection limited</li> <li>• No public health implications from non-collection of waste</li> <li>• Reduction in fly-tipping</li> </ul> | <ul style="list-style-type: none"> <li>• Refuse collection service performing as normal</li> <li>• Over 50% of Recycling Centres reopened (3 sites reopened on 18/05/20)</li> <li>• Bulky household waste collections being provided as normal</li> </ul> |

|   |   |
|---|---|
| <b>Service Objective (What do we want to achieve?):</b>   | <b>2. To recycle/compost at least 58% of household waste collected during the year</b>  |
| <b>Link to Community Plan Theme:</b>  | <b>Align to Corporate Plan Theme</b>  |
| <i>CMP 2.2 Infrastructure - We increasingly value our environment &amp; enhance it for our children</i> | <i>Environment: 4.1 We will continue to reduce our dependency on landfill through waste reduction and increased recycling and recovery.</i> |

| <b>What Service Development/Improvement will we undertake in 2020/21? (actions):</b>  | <b>By When (Date?)</b> | <b>Lead Officers(s)</b> | <b>What difference will it make? (Outcomes/outputs)</b>  | <b>How Will we Know? (Measures)</b>   |
|---|------------------------|-------------------------|--|---|
| <ul style="list-style-type: none"> <li>Optimised collections of kerbside residual, dry recyclable and compostable waste every fortnight (on alternate weeks) to include expanded coverage/use of One Armed Collection Vehicles (OAVs) in rural parts of the district</li> <li>Operation of network of Recycling Centres/Transfer Stations</li> <li>Delivery of Recycling Environmental Education Programme</li> </ul> | Apr 2020 – Mar 2021    | <b>MMcA</b>             | At least 42,000 tonnes of household waste recycled or composted by 31 <sup>st</sup> March 2021 | <ul style="list-style-type: none"> <li>Quarterly returns (WasteDataFlow)</li> <li>Quarterly/annual waste statistics NIEA reports</li> </ul> |



|   |   |
|---|---|
| <b>Service Objective (What do we want to achieve?):</b>   | <b>3. To restrict the amount of household waste sent direct to landfilled to no more than 5%</b>  |
| <b>Link to Community Plan Theme:</b>  | <b>Align to Corporate Plan Theme</b>  |
| <i>CMP 2.2 Infrastructure - We increasingly value our environment &amp; enhance it for our children</i> | <i>Environment: 4.1 We will continue to reduce our dependency on landfill through waste reduction and increased recycling and recovery.</i> |

| <b>What Service Development/Improvement will we undertake in 2020/21? (actions):</b>  | <b>By When (Date?)</b> | <b>Lead Officers(s)</b> | <b>What difference will it make? (Outcomes/outputs)</b>  | <b>How Will we Know? (Measures)</b>   |
|---|------------------------|-------------------------|--|---|
| <ul style="list-style-type: none"> <li>Optimised collections of kerbside residual, dry recyclable and compostable waste every fortnight (on alternate weeks) to include expanded coverage/use of One Armed Collection Vehicles (OAVs) in rural parts of the district</li> <li>Operation of network of Recycling Centres/Transfer Stations</li> <li>Delivery of Recycling Environmental Education Programme</li> </ul> | Apr 2020 – Mar 2021    | MMcA                    | No more than 3000 tonnes of household waste sent direct to landfill by 31 <sup>st</sup> March 2021 | <ul style="list-style-type: none"> <li>Quarterly returns (WasteDataFlow)</li> <li>Quarterly/annual waste statistics NIEA reports</li> </ul> |

|   |   |
|---|---|
| <b>Service Objective (What do we want to achieve?):</b>   | <b>4. To award a capital works contract for the extension of Magherafelt Recycling Centre</b>   |
| <b>Link to Community Plan Theme:</b>  | <b>Align to Corporate Plan Theme</b>  |
| <i>CMP 2.2 Infrastructure - We increasingly value our environment &amp; enhance it for our children</i> | <i>Environment: 4.1 We will continue to reduce our dependency on landfill through waste reduction and increased recycling and recovery.</i> |

| <b>What Service Development/Improvement will we undertake in 2020/21? (actions):</b>   | <b>By When (Date?)</b> | <b>Lead Officers(s)</b> | <b>What difference will it make? (Outcomes/outputs)</b>   | <b>How Will we Know? (Measures)</b>  |
|--|------------------------|-------------------------|---|--|
| <ul style="list-style-type: none"> <li>Finalise purchase of adjacent plot of land for extension</li> <li>Submit planning application and secure consent/approvals</li> <li>Undertake PQQ and ITT procurement exercises</li> <li>Obtain Council approval and start contract/works on site</li> <li>Claim proportion of DAERA capital funding secured (£895k)</li> </ul> | Apr 2020 – Mar 2021    | MMcA                    | <ul style="list-style-type: none"> <li>Modern/split level enhanced facility</li> <li>Improved traffic management</li> <li>Better waste segregation on site</li> <li>Improved levels of recycling/composting</li> <li>Increased customer satisfaction</li> </ul> | <ul style="list-style-type: none"> <li>Quarterly returns (WasteDataFlow)</li> <li>Quarterly/annual waste statistics NIEA inspections/reports</li> <li>Customer feedback</li> </ul> |

|   |   |
|---|---|
| <b>Service Objective (What do we want to achieve?):</b>   | <b>5. To undertake a major tree planting scheme at the former landfill site at Magheraglass</b>   |
| <b>Link to Community Plan Theme:</b>  | <b>Align to Corporate Plan Theme</b>  |
| <i>CMP 2.2 Infrastructure - We increasingly value our environment &amp; enhance it for our children</i> | <i>Environment: 4.4 We will work to mitigate against impacts of climate change by taking steps to reduce our carbon emissions as an organisation.</i> |

| <b>What Service Development/Improvement will we undertake in 2020/21? (actions):</b>  | <b>By When (Date?)</b>          | <b>Lead Officers(s)</b> | <b>What difference will it make? (Outcomes/outputs)</b>  | <b>How Will we Know? (Measures)</b>   |
|---|---------------------------------|-------------------------|--|---|
| <ul style="list-style-type: none"> <li>Contractor (Indiwoods Ltd) to complete tree planting on closed landfill site</li> <li>Various species (approx. 11,200 stems c/w guards) to be planted over 5.6 hectares</li> <li>100% funding (£24k) to be claimed from DAERA Forest Expansion Scheme</li> </ul> | <p>Apr 2020</p> <p>May 2020</p> | <b>MMcA</b>             | <ul style="list-style-type: none"> <li>Reduced maintenance and leachate on site</li> <li>Potential community/recreational resource</li> <li>Contribution to climate change with reduced carbon emissions</li> <li>Compensatory planting for other schemes</li> </ul> | <ul style="list-style-type: none"> <li>Number of trees planted/established on site</li> <li>Related reduction in carbon emissions (one tonne of CO2 saved per six trees planted)</li> </ul> |

|   |   |
|---|---|
| <b>Service Objective (What do we want to achieve?):</b>   | <b>6. To achieve environmental regulatory compliance for Fivemiletown Recycling Centre</b>  |
| <b>Link to Community Plan Theme:</b>  | <b>Align to Corporate Plan Theme</b>  |
| <i>CMP 2.2 Infrastructure - We increasingly value our environment &amp; enhance it for our children</i> | <i>Environment: 4.4 We will work to mitigate against impacts of climate change by taking steps to reduce our carbon emissions as an organisation.</i> |

| <b>What Service Development/Improvement will we undertake in 2020/21? (actions):</b>  | <b>By When (Date?)</b> | <b>Lead Officers(s)</b> | <b>What difference will it make? (Outcomes/outputs)</b>   | <b>How Will we Know? (Measures)</b>   |
|---|------------------------|-------------------------|---|---|
| <ul style="list-style-type: none"> <li>• Complete site survey and ground investigation report</li> <li>• Undertake tender/procurement exercise for appointment of contractor to install interceptor and complete works on site</li> <li>• Obtain P&amp;R approval for funding (£70k) and Environment Committee approval to award tender</li> <li>• Contractor to complete site work (facility closed for duration)</li> <li>• Submit application for new discharge consent to NIEA WMU</li> </ul> | Apr - Dec 2020         | MMcA                    | <ul style="list-style-type: none"> <li>• No pollution from site</li> <li>• Improved site infrastructure e.g. repairs to surfacing</li> <li>• Compliance with regulatory consents</li> </ul> | <ul style="list-style-type: none"> <li>• Monitoring results from Water Management Unit</li> <li>• Inspection reports from NIEA Waste Licensing</li> </ul> |

|  |   |
|--|---|
| <b>Service Objective (What do we want to achieve?):</b>                  | <b>7. To obtain ISO45001 H&amp;S accreditation for Drumcoo Waste Transfer Station and HWRC</b>  |
| <b>Link to Community Plan Theme:</b>                                     | <b>Align to Corporate Plan Theme</b>  |
| <i>CMP 5.1 Vibrant &amp; safe Communities - We are a safer Community</i> | <i>Service Delivery: 2.2 We will invest in our people to create a customer-focused, purposeful, skilled, high performing, engaged, healthy and safe work space.</i> |

| <b>What Service Development/Improvement will we undertake in 2020/21? (actions):</b>  | <b>By When (Date?)</b> | <b>Lead Officers(s)</b> | <b>What difference will it make? (Outcomes/outputs)</b>   | <b>How Will we Know? (Measures)</b>  |
|---|------------------------|-------------------------|---|--|
| <ul style="list-style-type: none"> <li>Undertake improvements as identified in previous internal audit e.g. installation of HGV/trailer safety access platform (£16k)</li> <li>Facilitate Stage 1 external audit and Stage 2 site visit by SGS Ltd</li> <li>Address any non-conformances and implement corrective actions identified during external audit process</li> </ul> | Apr – Dec 2020         | MMcA                    | <ul style="list-style-type: none"> <li>Improved safety facilities on site</li> <li>Reduction in site accidents/incidents</li> <li>Enhanced reputation as exemplar facility</li> </ul> | <ul style="list-style-type: none"> <li>Site accreditation</li> <li>Receipt of certification</li> </ul> |

|   |   |
|---|---|
| <b>Service Objective (What do we want to achieve?):</b>   | <b>8. To complete public consultation and implement revised Waste Collection Service Policy</b>                                     |
| <b>Link to Community Plan Theme:</b>  | <b>Align to Corporate Plan Theme</b>  |
| <i>CMP 4.2 Health &amp; Wellbeing - We have better availability to the right service, in the right place at the right time.</i> | <i>Service Delivery: 2.1 We will improve services for our citizens through the development and delivery of an innovation agenda</i> |

| <b>What Service Development/Improvement will we undertake in 2020/21? (actions):</b>  | <b>By When (Date?)</b>                             | <b>Lead Officers(s)</b> | <b>What difference will it make? (Outcomes/outputs)</b>   | <b>How Will we Know? (Measures)</b>                                      |
|---|--|-------------------------|---|--|
| <ul style="list-style-type: none"> <li>Assess feedback from 12 week public consultation exercise (ending on 29<sup>th</sup> May 2020)</li> <li>Review previous equality screening and rural proofing</li> <li>Final policy to be presented to Environment Committee and Council for approval</li> </ul> | <p>June 2020</p> <p>July 2020</p> <p>Sept 2020</p> | <b>MMcA</b>             | <ul style="list-style-type: none"> <li>New service provisions e.g. charge for second brown bin collections</li> <li>New user friendly policy which, for the first time, will detail all aspects of the waste collection service in one document.</li> </ul> | <ul style="list-style-type: none"> <li>New policy implemented</li> </ul> |

|   |   |
|---|---|
| <b>Service Objective (What do we want to achieve?):</b>   | <b>9. To obtain Final Business Case approval for Council operated Materials Recycling Facility</b>                                  |
| <b>Link to Community Plan Theme:</b>  | <b>Align to Corporate Plan Theme</b>  |
| <i>CMP 4.2 Health &amp; Wellbeing - We have better availability to the right service, in the right place at the right time.</i> | <i>Service Delivery: 2.1 We will improve services for our citizens through the development and delivery of an innovation agenda</i> |

| <b>What Service Development/Improvement will we undertake in 2020/21? (actions):</b>  | <b>By When (Date?)</b> | <b>Lead Officers(s)</b> | <b>What difference will it make? (Outcomes/outputs)</b>  | <b>How Will we Know? (Measures)</b>                                       |
|---|------------------------|-------------------------|--|---|
| <ul style="list-style-type: none"> <li>Review Final Business Case (FBC) for the development of a jointly (six Council) owned Materials Sorting and Recycling Facility (MSRF) at the Council site on Mullagh Road, Maghera</li> <li>Present FBC to Environment Committee for approval</li> </ul> | Dec 2020               | MMcA                    | <ul style="list-style-type: none"> <li>Enhanced regional co-operation on key waste management issue(s)</li> <li>Ability to deal with market uncertainty</li> <li>Increased transparency</li> <li>Sufficient long term capacity for recyclates</li> </ul> | <ul style="list-style-type: none"> <li>FBC approved by Council</li> </ul> |

|   |   |
|---|---|
| <b>Service Objective (What do we want to achieve?):</b>   | <b>10. To award new medium term contracts for recycling and waste management services</b>   |
| <b>Link to Community Plan Theme:</b>  | <b>Align to Corporate Plan Theme</b>  |
| <i>CMP 4.2 Health &amp; Wellbeing - We have better availability to the right service, in the right place at the right time.</i> | <i>Environment: 4.1 We will continue to reduce our dependency on landfill through waste reduction and increased recycling and recovery.</i> |

| <b>What Service Development/Improvement will we undertake in 2020/21? (actions):</b>  | <b>By When (Date?)</b> | <b>Lead Officers(s)</b> | <b>What difference will it make? (Outcomes/outputs)</b>   | <b>How Will we Know? (Measures)</b>                                     |
|---|------------------------|-------------------------|---|---|
| <ul style="list-style-type: none"> <li>Award new contracts for the collection, processing and treatment of kerbside collected commingled garden and food waste, Recycling Centre collected garden waste and bulky residual waste (Magherafelt area) and waste paint and oils</li> <li>Award new contract for waste related professional consultancy services (including for capital works)</li> <li>Resolve any outstanding contractual mediation/disputes</li> </ul> | Sep 2020 - Mar 2021    | MMcA                    | <ul style="list-style-type: none"> <li>Value for money to be demonstrated/proven</li> <li>More budget certainty</li> <li>Reduced risk of legal procurement challenge</li> </ul> | <ul style="list-style-type: none"> <li>New contracts awarded</li> </ul> |



| <b>Performance Measures:</b><br><i>Should include any measures as outlined in work above and relevant measures from Community, Corporate, Performance Improvement Plan, Statutory, Corporate Health Indicators etc.</i>   | Is the Measure, Statutory, Corporate, Existing, or New?                                | 2017/18       | 2018/19       | 2019/20 | 2020/21<br>Target/Standard                   |
|---|--|---------------|---------------|---------|--|
| The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse)<br>[Household waste is defined in Article 2 of the Waste & Contaminated Land (NI) Order 1997 (a) and the Controlled Waste and Duty of Care Regulations (NI) 2013(b)] | Statutory (Local Government indicators and Standards) Order (Northern Ireland) 2015 W1 | 54.4%         | 56.01%        | TBC     | 58%  |
| The amount (tonnage) of Biodegradable Local Authority Collected Municipal Waste that is landfilled.<br>[Local Authority collected Municipal Waste is defined in section 21 of the Waste Emissions Trading Act 2003 (c)]   | Statutory (Local Government indicators and Standards) Order (Northern Ireland) 2015 W2 | 10,077 tonnes | 5,687 tonnes  | TBC     | 16,932 tonnes (based on last 2019/20 target) |
| The amount (tonnage) of Local Authority Collected Municipal Waste Arisings.<br>[Local Authority collected Municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district Council]   | Statutory (Local Government indicators and Standards) Order (Northern Ireland) 2015 W3 | 79,993 tonnes | 78,659 tonnes | TBC     | N/A  |

## 3.0 OUR STATUTORY CONSIDERATIONS

In carrying out our responsibilities, the Service is cognisant of the statutory duties placed upon the council in the delivery of its services. Whilst the Service operates, under various obligations it is however mindful of the changing context in which it operates and endeavours to mainstream the equality and rural needs duties in the design and delivery of our functions.

### 3.1 EQUALITY DUTY

The council and by consequence our Service is committed to contributing towards its part in working towards fulfilling obligations under Section 75 of the Northern Ireland Act 1998 to ensure adequate time, staff and resources to fulfil our duties.

The Service will also work towards adherence to the council's Equality Scheme ensuring equality duties, together with promoting positive attitudes towards persons with a disability and the participation of people with a disability in public life when carrying out our functions.

### 3.2 RURAL NEEDS DUTY

The Service will be mindful of the rural needs of its customers when carrying out its functions and subsequent responsibilities, particularly in developing any new policies, plans or strategies throughout the year. In line with the Rural Needs Act (NI) 2016 we will give due regard to rurality in terms of needs in carrying out the activities within our Service.

### 3.3 RISK MANAGEMENT OF SERVICE

The purpose of risk management is to manage the barriers which prevents the Council from achieving its objectives. This section of the service plan includes space for the Service to input their key risks (in summary form), which have been identified during the business planning process. The Council uses risk management to maximize opportunities and minimize risks. This improves its ability to deliver priorities and improve outcomes. This is why the Council deems it important to link business planning and risk management. Risk Management aims to:

- Help the Council achieve its overall aims and objectives
- Manage the significant risks the Council faces to an acceptable level
- Assist with the decision making process
- Implement the most effective measures to avoid, reduce and control those risks
- Balance risk with opportunity
- Manage risk and internal controls in the most effective way.

| Rating  | Descriptor                               |
|---------|--|
| 16 - 25 | Extreme Risk (immediate action required) |
| 10 - 15 | High Risk (urgent action required)       |
| 7 - 9   | Moderate Risk (action required)          |
| 1 – 6   | Low Risk (keep under review)             |

This table illustrates the risks identified to deliver the Services business in 2020-21

| Risk Ref Number | Description of Risk                                   | Risk Rating | Mitigation Activity  |
|-----------------|---|-------------|--|
| 1.              | Risk of employees contracting Covid19 viral infection | 9           | <p>At risk/vulnerable employees sent home/furloughed</p> <p>Staggered start/finish times for refuse collection</p> <p>Installation of partition/screens in vehicle cabs</p> <p>Hire/use of vans to reduce numbers in vehicle cabs to no more than 2 (loaders following refuse vehicles)</p> <p>Use of PPE and increased hygiene i.e. hand-washing.</p>   |
| 2.              | Failure to meet statutory waste management targets    | 6           | <p>Statutory quarterly reporting of recycling and landfill diversion performance to NIEA via the online Waste Data Flow system (confirms NILAS target and 2020 statutory 50% recycling target was achieved during 2018/19)</p> <p>Network of Recycling Centres (11 No.) and Waste Transfer Stations (3 No.) in operation across district</p> <p>Annual Recycling and Environmental Education Programme delivered across local schools, community groups etc including new “Recycling Hero” campaign.</p> |

|    |   |   |  |
|----|---|---|--|
| 3. | Environmental pollution incident as a result of managing three landfill sites e.g. from leachate, landfill gas etc. | 6 | <p>Environmental monitoring contract and pollution insurance cover in place.</p> <p>Technically competent staff on site</p> <p>Landfill gas collection systems in place at all three sites (for flaring and/or production of electricity)</p> <p>Progressive capping/closure of landfill sites</p> |
| 4. | Fraud, bribery or theft   | 6 | <p>Monitoring of online CCTV at waste management facilities and on vehicle cameras systems as required.</p> <p>Pre-payment system at three main Recycling Centres to reduced receipt/handling of cash at relevant sites.</p>   |
| 5. | Failure to deliver waste related capital projects on time and within budget   | 9 | <p>Utilisation of suitably qualified and experienced consultants to assist with project delivery</p> <p>Regular risk reduction meetings held on site</p>   |
| 6. | Inadequate Health and Safety systems and processes in place leading to injury to employee or member of the public.  | 9 | <p>Health and Safety risk assessments in place for all activities including refuse route risk assessments</p> <p>Range of statutory and other health and safety training provided for all operatives and drivers</p>   |
| 7. | Legal/procurement challenge in relation to the award of a major contract  | 9 | <p>Undertake regular procurement training/briefings</p> <p>Access legal advice and guidance in a timely manner</p>   |

