

SWISCo

A Torbay Council Company

Annual Report 2024/25





Foreword

The year 2024–2025 has seen the continued stabilization of SWISCO both as a business and also in the way in which it delivers services on behalf of Torbay Council. The business has grown in scale in terms of the number of staff, turnover and also the amount of services it delivers and the way in which it is considered reputationally by residents and staff.

There has been continued and significant investment in new and replacement vehicles, plant, infrastructure and digital operating systems which has led to greater efficiencies in operations, improvements in delivery and noticeable positive differences to the local environment.

Operation Brighter Bay saw a positive step change in the frequencies and range of services delivered by SWISCO to improve the local area and the establishment of the Enforcement Team has created the opportunity to influence and improve the behaviour of visitors and residents to complement the physical improvements made by our services.

The additional services now delivered by SWISCO and the ongoing focus of the Council have been included in the new Business Plan that was adopted by the Board of Directors and Shareholder Panel in 24/25. This new business plan puts a clear emphasis on further improvements, developments around efficiencies and effectiveness and will set out how the board and leadership team will provide clear direction in terms of delivering additional services with a view to the future.



2024/25 in numbers

- **7663** Repairs and interventions made to carriageways and footways – increased from 6386 in 23/24.
- Average time to evict unauthorised encampments **3** days.
- Over **25** Roads and Pavements inspected every day.
- **7** cuts to highway grass per year with cut frequency of **6** weeks and introduction of final mile routes cut every **2** weeks.
- Over **27kms** of refreshed or new line marking on highway network.
- Recycling rate increased by 0.5% to **40.6%**
- Over **30kms** of road and pavement weed ripped with new machinery.
- **11,400** Kerbside Garden Waste Collection subscriptions compared to 9000 in 23/24.
- **146,000** visits to the recycling centre.
- Over **400** Roads weed sprayed per month.
- **90%** of staff would recommend SWISCo as an employer to friends and family.

OBI - To recognise and deliver against all the particular needs of all the SWISCo customer groups and be regarded as the supplier of choice.

Recycling and Waste collections ran at a combined average of 96.7% on time (Recycling 96.1% and Waste 97.3%) throughout 24/25 with highs and lows being 99.5% and 93.3% (Christmas) respectively.

Whilst the early part of the year saw completion rates against scheduled services such as grass cutting, street sweeping and weed spraying below 100% target. This was primarily due to difficulties in recruitment to new roles created as a result of Brighter Bay, delay in delivery of equipment and also high spring rainfall. From June/July onwards delivery of these services was 100% on target.

The average response time for fly tipping incidents reported through the 'Report IT' app in 24/25 was under 24 hours and 91% of responses to service requests were closed within target. Service requests fell from 652 in 22/23 to 375 in 24/25 due to the consistency of service delivery and the prevention or proactive response to issues of concern such as fly tipping, overflowing bins or damaged street infrastructure.

Complaints and Member Enquiries are dealt with in line with Torbay Council Information Governance procedures and on average 66% and 82% respectively were closed within target timeframe. Performance regarding complaints has increased throughout the year with Q4 being 100% and 86% respectively.



OBI - To recognise and deliver against all the particular needs of all the SWISCo customer groups and be regarded as the supplier of choice.

Performance and work programmes are discussed weekly at SWISCo's Senior Leadership Team (SLT) meetings and shared on a monthly basis with Torbay Council ("the client") through a variety of forums. Performance dashboards are shared at Board and Shareholder level during quarterly meetings.

During 24/25 a programme of engagement was undertaken with all Friends Groups and resulted in the development and signing of a Volunteers Charter. The Charter sets out SWISCo's commitments to working with volunteer groups and also the safe ways of working that are expected from the groups. The programme was a great success, all relevant groups have signed up to the Charter and regular meetings take place between SWISCo Managers and Volunteer groups. This ran alongside regular attendance at Community Group meetings across the Bay by the MD as well as a number of community events.

Following an in-depth review the SWISCo website has been redesigned to be more user friendly, accessible and informative. Due to some issues around the programming and templates the final publication has been delayed but is planned for 25/26. Access to the 'Report IT' app has been unaffected, and on-line reports have increased considerably to over 3000 a month on average.





OB2 - To drive efficiency, innovation and best practice throughout our business to ensure best value for our customers.

SWISCo's reliance on leased fleet and machinery dropped dramatically during 24/25 with the purchase of 73 leased items saving the company in the region of £650k per year. There is currently an application for an additional parent loan with the Council for funding for a 6 year replacement strategy. Reliance on leased fleet is increasing presenting a performance and financial risk however if the additional parent loan is approved this will be manageable within the four-week target.

The Fleet and Garage IT system is active and working well in terms of Garage management by providing job cards and cost allocation and will be particularly useful as the amount of 3rd party MOTs increase. The IT supplier has been commissioned to further develop the fleet management system, and a new telematics system is under procurement.

Various external frameworks such as ESPO have been identified as compliant routes to supply chain, and work is ongoing with Council Commercial service team to action procurement targets. All staff involved in procurement have received face to face training on updated procurement regulations and procedures.





OB2 - To drive efficiency, innovation and best practice throughout our business to ensure best value for our customers.

The Financial Management system has been moved to FIMS and LOGI, budgets have been allocated to correct Service Managers and bespoke monitoring dashboard created on a service by service basis to allow accurate and targeted regular monitoring at team level. All Service Managers were involved in the budget setting process and the new approach to budget management is allowing real time access to monitor spend.

Finance updates are provided weekly at SLT and quarterly at SMT, Board and Shareholder Panel. Vacancy management is subject to a three way approval process, Head of Service, HR and Finance.

During 24/25 SWISCo engaged with a number of other suppliers and service providers including BANES and Somerset Council waste management providers, Royal Horticultural Society and Visits to various plant suppliers. On a national level SWISCo was represented at the Keep Britain Tidy and the Local Authority Recycling Advisory Committee National Conferences. On a local level SWISCo was represented at the Torbay Business Expo and also career events and job fairs at South Devon College.

The development of the new budget management and headcount systems are in line with ISO requirements and the performance monitoring processes are based around ISO compliant principles.



OB3 - To ensure a positive staff culture within the business

The average headline sickness and absence rate for 24/25 was 3.74% and 2.92% when excluding long term serious medical conditions. This is well below the national waste industry average of 4% and reflects the positive staff culture and also enhanced sickness management procedures put in place.

SWISCo will also require some short term agency staff and it is an important element of our recruitment strategy, however reliance on agency staff has dropped from a peak of 40% at the outset of SWISCo to 10.27% in 24/25, well below the target of 15%. This has been brought about as a result of a more stable workforce due to improvements in culture and therefore retention, but also by the structured approach to permanent contracts being offered after 12 weeks.

SWISCo has been very proactive in recruitment with the HR team attending a number of job fairs and career events, working with other Council departments and Government agencies to offer tailored long and short term work experience to schools, colleges and in particular opportunities for assisted placements for those with additional needs.

In-house Heavy Goods Vehicle (HGV) drivers Certificate of Professional Competence (CPC) annual training is now delivered and all drivers are currently up-to-date with training requirements. This has not only ensured compliance but done so in the most efficient way with reduced external training costs and business disruption.



OB3 - To ensure a positive staff culture within the business

A new staff induction procedure and handbook has been rolled out to all new starters and also existing staff as a refresher. Induction procedures detail incident response, well being and training opportunities and provides a structured and welcoming introduction the business.

A cohort of Senior Managers will complete the level three apprenticeship programme in the coming months and all senior leaders have taken part in a bespoke management and leadership training programme to develop communication and performance management skills.

An all staff survey was carried out in 2024, 38% of staff took part and the results showed significant improvement from the survey carried out in 2022. There was an average increase of 20% in satisfied or above answers with 98% of the respondents feeling happy to recommend SWISCo as an employer to friends or family.

JCNC meetings with Unions, all staff briefings and staff forum meetings have taken place throughout the year and allowed staff across the business to feel informed, valued and listened to with some successes being the roll out of new PPE and waterproofs and changes in operating arrangements around welfare facilities and breaktimes.



OB3 - To ensure a positive staff culture within the business

The programme of Mental Health First Aiders has grown and there are now eleven trained and supported staff within the business offering support and guidance to colleagues, their names and contact details are heavily publicised, and it is a very well used provision, offering easily accessible and friendly support to those that need it. Backing up the in-house offer is a new outsourced specialist service, now provided by Red Poppy which is free to access for all staff.

Following feedback from staff, new welfare facilities have been created at Fleet Walk, Babbacombe Downs and Brixham. These purpose-built facilities provide warm and dry areas for break times and staff 1:1s and have reduced travel time to and from depots creating a more efficient and effective service.

Recognising the fact that much of our workforce have limited digital connectivity, all communications are available in alternative paper, poster or verbal format. Help is offered with access to digital systems and pay slips and holiday cards are offered in hard copy if requested.





OB4 - To ensure everyone goes home safely

SWISCo utilises the Council EVOTIX system to deliver our obligation to operate a Health and Safety Management system. There has been considerable in-house training for staff and managers on the use of the system to report hazards, near misses and incidents but as importantly how to analysis and close off open cases by documenting actions and mitigations. The system is available to all staff and hard copy access is provided for front line staff.

The core principle of Health and Safety Management is the prevention of incidents and at SWISCo we deliver this through Hazard and Near Miss reporting. Staff are reminded of the importance of this on a regular basis through team meetings, posters, stickers in vehicles and all staff briefings. QR codes are present in all vehicles and depots to provide instant digital access to the EVOTIX system and hard copy report forms are available throughout the business.

Senior Managers meet weekly in an incident review panel forum to discuss and review all EVOTIX cases from the preceding week. These meetings are chaired by the Health and Safety Manager or nominated deputy and are mandatory attendance for all Service and Team Managers. Learning and Mitigations are discussed and fed into the Risk Assessment Groups (RAG'S) which meet regularly so best practice can be rolled out across the whole business.





OB4 - To ensure everyone goes home safely

Health and Safety training is delivered in a tiered approach focus on general and service/task specific requirements where applicable. Tool box talks are delivered in-house and a programme of training, delivery and recording is currently being developed to ensure consistency across the business. Over 85% of our Team and Service Managers are qualified to National Examination Board in Occupational Safety and Health (NEBOSH) Certificate level and First Aid trained. First Aid training for Team Leaders is currently being rolled across all service areas.

A specialist in health surveillance for the operational workforce was procured this year to continue the delivery of the annual health surveillance programme for all staff in operational roles. This programme identifies those at greatest risk or with developing symptoms in areas such as hearing, sight impairment, muscular skeletal and exposure to vibration and recommends mitigations or preventative measures where required. The results of this testing and any subsequent actions is documented on EVOTIX and adaptations to working practices or conditions are made where required. A recent example of this was the roll out of Hand Arm Vibration monitoring equipment to all staff at risk of exposure. The system monitors tool and equipment usage, records exposure to vibration as a result in real time and is analysed weekly by the Team Manager and the Health and Safety Manager.

SWISCo's non-fatal injury and illness rate (average of 6.6% for 24/25) is benchmarked against national averages and trends to measure performance, the SWISCo rate is consistently below the national average for the waste industry (7.91%) and comparable to the national average for the construction industry of (6.16%)



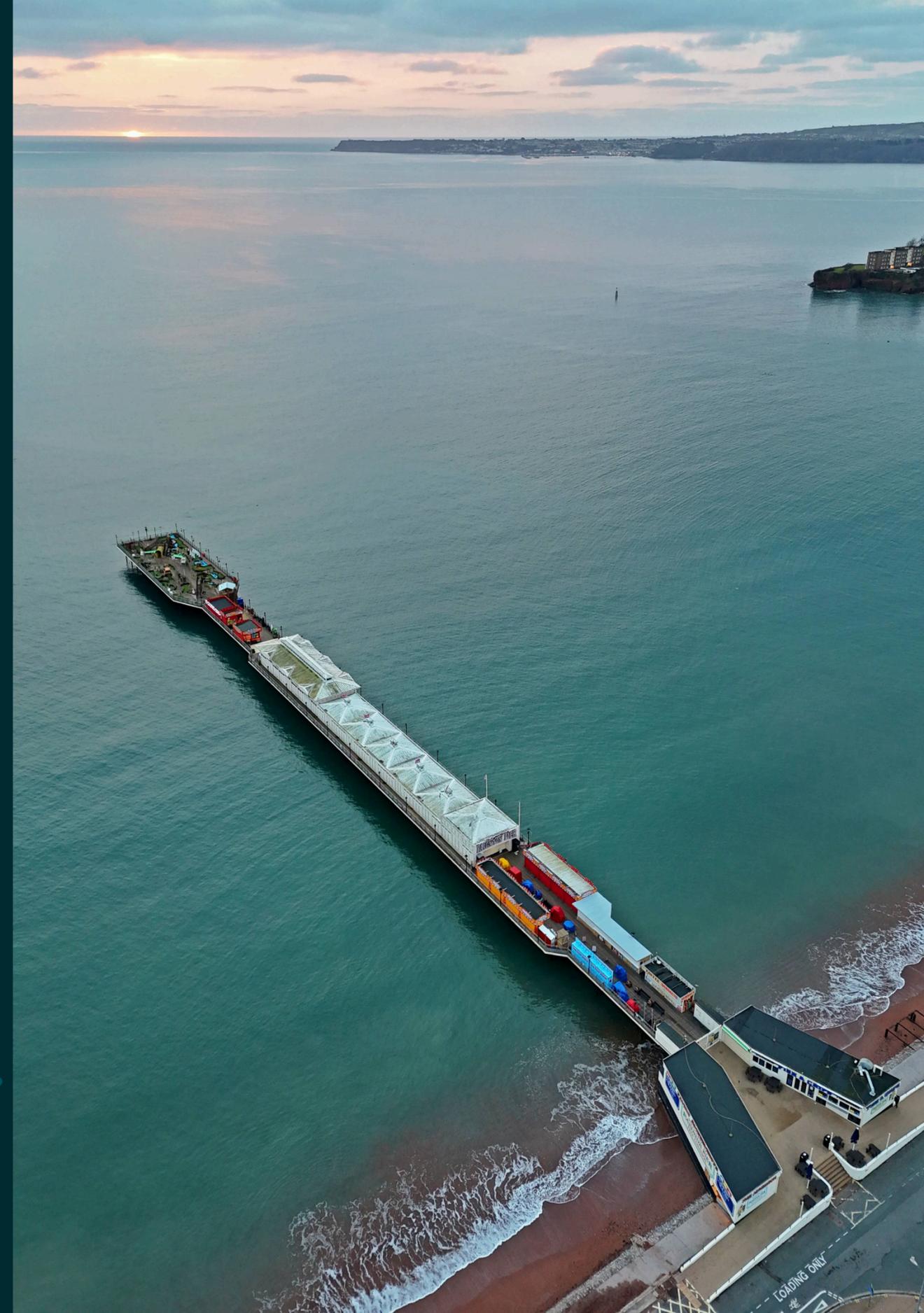
OB5 - To understand the influence that SWISCo has on the Torbay Story

SWISCo is now a Foster Friendly employer with a dedicated policy in place to ensure every accommodation is made in line with operational requirements. We were accredited with a Bronze Armed Forces Covenant in 2024 and now have a Armed Forces champion networking with ex-service personnel throughout the business.

During 24/25 SWISCo played host to a rolling programme of 8 Department of Work and Pension (DWP) 8 week assisted work placements, two long term specialist work placements from Coombe Pafford school and a number of day visits of groups of young people with significant learning and physical difficulties from Mayfield School.

Proceeds from the collection of Christmas trees was donated to Rowcroft Hospice and support was provided in terms of provision of green waste bins and waste collection for events to a number of community and volunteer organisations within Torbay.

SWISCo has now partnered with the local Community Payback team from the Ministry of Justice, the team are co located at Borough Road Depot and deploy across the Bay 5 days a week carrying out maintenance and improvement task with offenders on community service.



OB5 - To understand the influence that SWISCo has on the Torbay Story

SWISCo are working with colleagues in Adult Services to roll out a training programme for front line staff on how to identify and deal with safeguarding issues, and have delivered a number of co-production activities with the Office of the Police and Crime Commissioner (OPCC) and the Community Safety team.

SWISCo is proud to have significantly contributed to a number of heritage and cultural initiatives over the last year including the redesign of Torre Abbey landscape and grounds through the Heritage Lottery project, the celebration of the 80 year anniversary of D Day through crest bed planting in Torquay and Paignton and the design and construction of the Rifles Garden in partnership and to celebrate the connection with the Rifles Regiment.

In 2024 thanks to the quality of service provided by SWISCo and the work of various local Friends Groups, Torquay and Preston won gold in the South West in Bloom competition and also particular national awards for the restoration and management of heritage parks and planting and as such were selected as the South West entrant for the 2025 national Britain in Bloom competition.





OB5 - To limit the environmental impact of our business

In 24/25 over 700 tonnes of seaweed were raked off local beaches all of which was recycled via composting and reused as high quality compost on flowerbeds, allotments and community gardens. The Commercial recycling rate increased considerably to 20.5%, and with the roll out of greater separation opportunities to local businesses as part of the Simpler Recycling legislation, will continue to increase in future years.

SWISCo have worked closely with the Environment Agency (EA) during 24/25 and have now assured compliance with permit conditions for all depots and sites including the Waste Transfer Station. There is still work to do regarding the Fire Prevention Plan and this will continue in liaison with the EA into 25/26. WSP have been commissioned as consultant design engineers for the new Waste Transfer Station and early stages of feasibility and options are continuing at pace. The new site will not only ensure compliance with all environmental permitting requirements it will also offer significant opportunities to further increase reuse and recycling rates.





OB5 - To limit the environmental impact of our business

Work continues regarding the baselining of the Carbon Footprint of the business, working closely with the Council Climate team SWISCo have ambitions regarding the installation of solar panels on the extensive areas of roof available to us. There is still considerable financial challenge in terms of running alternative fuel vehicles both in terms of charging capacity and fleet and garage facilities suitable to manage and maintain them. Plant and Equipment is now battery as standard wherever possible, new pedestrian sweepers and barrows are rechargeable electric and alternative fuel is actively considered and priced in every vehicle procurement.

SWISCo are proud to have led on, designed and procured a dynamic street lighting system which will allow systematic control of all highway lighting in Torbay making significant savings and reductions in terms of energy usage. SWISCo have now installed 20 Big Belly solar compacting bins in Torquay with plans to install a further 25 over the coming months. As well as reducing street clutter, preventing overflowing bins and using the graphics panels to promote the Torbay Story these units also self compact and as a result of reduced annual collections visits by 18,900. This not only makes the operation far more efficient it also saves significant journey miles and therefore carbon emission.



GRI - Expand the services delivered on behalf of the Council to maximise opportunities for efficiency

Discussions took place with the Shareholder Panel in February 2025 around the fork in the road which is the opportunity for SWISCo to expand commercial services to increase 3rd party income or expand the range of services provided on behalf of the Council. The Shareholder Panel provided the lens through which this should be viewed, namely the current local government reorganisation and the detailed plans which need to be provided to government by November 2025 and hence Swisco needed to demonstrate exemplar best practice, so our neighbours could benefit from the ability to use their service provision.

The client has confirmed that the key objective for SWISCo is to sustain its performance and where possible improve on that supporting the Council through the delivery of additional services where appropriate to do so. This means that the previous objective to expand commercial services is no longer a priority for the Council allowing the executive team to maintain focus on delivering for the residents and communities of Torbay.

The outcome of the discussion was that the objective should be to ensure there was a structure which protected Swisco through the LGR to reflect the benefit to the people of Torbay brought by the high quality services provided by SWISCo.



GRI - Expand the services delivered on behalf of the Council to maximise opportunities for efficiency

It was agreed that it was necessary for SWISCo to expand the range of services as follows:

- Identify the full breadth of place based services provided by neighbouring District Councils;
- Ensure that by November 2025 that Swisco provide on behalf of the Council all such services within Torbay to an exemplar standard; and
- Swisco have an understanding as to how it services could be scaled to cover a larger area in the context of the existing resources of our neighbours.

In light of this SWISCo has expanded the scale of operations by taking on the Harbour Security function and from July 2025 will be providing 24hr security provision at Brixham Harbour. SWISCo was able to deliver this service at a competitive rate compared to external providers and will work with the Harbour team to ensure the service is of the very highest quality and resilience, providing not only the required security but also added value harbour duties such as dock mastering and caretaking.

The additional 2025 Brighter Bay funding will allow SWISCo to expand the Street Cleansing service to also provide enhanced cleaning and repairs and maintenance to street and urban infrastructure to further improve the quality of the built environment in Torbay.





GR2 – Increase 3rd party income

Whilst there was a clear direction from the Shareholder Panel that priority should be given to GR1 - Expand the services delivered on behalf of the Council to maximise opportunities for efficiency, there was a small increase in overall 3rd party income of 2% to £3.26mil (including recyclable material sales and weighbridge income) and an organic growth in the commercial services offered to external customers during the year with turnover increasing by approx. 8% to £1.4mil. Commercial waste operations expanded in the later part of the year to take account of the unique position SWISCo is in locally to work with businesses to offer the separated collections they now require as a result of the 'Simpler Recycling' legislation.

The SWISCo MOT bay is now fully operational and as a result, in line with Department of Transport regulations, MOT's are being offered, on a low key basis to employees and external customers, creating direct income from the MOT fee but also secondary spend as a result of MOT failures being repaired. Whilst costs did increase at a higher rate than overall income, as a result of commercial activity and third party income SWISCo created a surplus of £904k in 24/25, from all external income sources. The surplus was rolled into delivering services for Torbay Council meaning that the residents and communities of the Bay benefited from nearly £1million of services at no cost to the Council.





2024/25 Highlights: Parks

To complement the improvements to the cutting schedule along Riveria Way the English Riveria Flower Bed saw three season planting for the first time, ensuring that it looked at its best for the Easter bank holidays.

The improvements brought about by Brighter Bay and the hard work of community and friends groups were recognised in the South West in Bloom results with Torquay and Paignton winning Gold awards and Torbay being nominated to represent the South West at the 2025 national finals. Torbay also won the Abbiss Cup and the Plantscape Coastal Trophy for the quality of design and management of the sea front gardens in Torquay.

Barrier planters and hanging baskets were re introduced to the Bay for the first time in many years. The displays created in Station Square and Torquay Rd looked sensational during the spring and summer and there will be more to come in 2025 including around the Strand, Brixham Harbour, Torwood Street and Fleet Walk.

SWISCo was proud to be able to show support for the Armed Forces with the delivery of the Rifles Garden and also planting to celebrate the 80th anniversary of D Day in Torquay and Paignton.

Throughout 2024 a series of workshops were held with the Friends Groups that do so much to benefit the parks and green spaces, the programme ended with the development of the Volunteer Charter which sets out how SWISCo will support the groups, what they can expect from SWISCo and how together we will work safely and in partnership to improve the natural environment in the Bay.





2024/25 Highlights: Street Cleansing

In 2024, thanks to the Brighter Bay initiative 2 new weed spraying quad bikes and a specialist weed ripper machine were purchased. These machines and their crews are now dedicated to delivering weed free pavement and kerb edges across the Bay. Due to years of neglect there is much work to do but by concentrating on the final mile routes as a priority and delivering a regular schedule around the whole highway network positive improvements can be seen across the Bay.

Solar compacting Big Belly bins have been introduced in Torquay and Paignton and more are planned for the coming year. These units hold 600 litres of waste rather than the normal 90 or 120 so require less visits to empty, do not overflow due to an automatic lock when full and proudly wear the Torbay Story graphics and logos.

SWISCo has increased the amount of year round Street Orderlies within our town centres and thanks to the Brighter Bay funding there is now a permanent year round orderly presence, working closely with the Harbour team in Brixham, backed up by additional seasonal staff in the summer. The orderlies are now equipped with pedestrian electric sweeper units, powered barrows with pressure washing equipment and have localised welfare facilities to improve efficiency and working conditions.

Working in partnership with the Ministry of Justice and Office of the Police and Crime Commissioner, SWISCo now host the local Community payback team. The team are co located with SWISCo and provide services around the Bay in conjunction with SWISCo 5 days per week. Recent success has seen many areas of woodland edge litter picked and the railings around Torquay Harbour repainted.

Looking ahead to 25/26 SWISCo will be deploying a Street Improvement Team to work alongside the Neighbourhood Enforcement and Street Cleansing Teams as well as the Community Safety Team from the Council and the local Police to identify and deliver improvements to street infrastructure and the built environment to further improve the appearance of the Bay.

2024/25 Highlights: Enforcement

After a difficult start due to recruitment and system issues the team have delivered against every reported unauthorised encampment with an average time on site before eviction of 3 days. Using the intelligence gained from this work the team are working closely with other services and partners to ensure vulnerable sites are secure as possible to prevent unauthorised entry.

The team work against a programme of Engage, Educate and Enforce and will patrol on foot an average of 128km across the Bay each week. During these patrols offenders will be engaged with and if applicable and a Fixed Penalty Notice for Enviro Crime will be issued. Engagement and Education is carried out with groups and individuals that the team meet with residents being encouraged to report Enviro Crime through the Abavus 'Report IT' app.

The team have worked closely with local Police, the Council Community Safety Team, the Beach team and also the Office of the Police and Crime Commissioner to deliver target operations around Castle Circus, promenades and beaches, Berry Head and Hopes Nose. Fly Tipping has been a particular focus and around 25 FPN's have been issued per month following investigations to identify offenders.

Following process re design the Neighbourhood Enforcement Team will be working closely with the Council Community Safety Team to support and assist in the removal of tent encampments in 2025.



2024/25 Highlights: Highways

The Highway Inspection Manual was rewritten in 2024 to allow the Highways Inspectors greater flexibility and discretion when prioritising highway repairs and interventions. The new approach is risk based so ensures those defects that cause the greatest hazard, are generally more noticeable and effect the greatest number of road users are repaired first.

An additional team was added to the operational service and as a result the reported defects have been attended to more quickly and where ever possible done so using a right first time approach by patching rather than regulating. In order to fully develop this approach a mini planner has been purchased.

A number of major schemes were completed including Shiphay Lane reconstruction, Goodrington Rd major reconstruction and the refurbishment of the drainage system on the Ring Rd. The team worked closely with external contractors on a number of road and junction improvements and despite significant challenges were able to ensure the works took place with as little disruption to road users as possible.

A number of 20mph zones were designed and implemented during 24/25 covering access routes to schools and residential areas, working with closely with the Cabinet.

The surface dressing programme continued with works undertaken in 5 major residential areas in Preston and the America Lane resurfacing project was completed to provide over a mile of all-weather countryside cycling and walking route.

Thanks to the funding available as part of the Brighter Bay initiative over 17km of line marking was carried out by external contractors during overnight works covering the major routes arterial routes across the Bay. A further programme of large-scale line marking is planned for 2025 which will further improve the appearance and safety of the highway network. Alongside the unprecedented amount of work carried out by external contractors SWISCo recommissioned the in house line marking team and existing equipment and purchased a new purpose built line marking truck. The flexibility this offers to SWISCo can be deployed on an ad hoc basis to carry out reactive work, deliver Traffic Regulation Orders such as speed limits and parking restrictions and efficiently deliver small scale works in residential areas across the Bay.



2024/25 Highlights: Recycling & Waste

A Direct Debit option was introduced for the Kerbside Garden Waste service and along with additional and increase publicity took the total number of subscriptions to over 11,000 and a total tonnage collected of 4,550 compared to 2,800 in 23/24.

Further improvements took place to the IT operating system that schedules and manages all the kerbside collections, this resulted in improved performance around assisted collections, greater accessibility for residents to report issues and allowed SWISCo to further improve the efficiency of the collection service.

A programme of work was completed to identify and process map the introduction of separated recycling collections to all flats and HMO's in Torbay, covering over 6000 properties this piece of work will substantially increase opportunities for residents to recycle their household waste whilst further improving the recycling rate and increasing income from recyclable material sales.

Following the introduction of the 'Simpler Recycling' initiative by the Government in 2024 SWISCo have implemented a major initiative to offer business's in Torbay the opportunity to comply with the new legislation which requires them to split out all recyclable materials with particular focus on food waste. Looking ahead to 25/26 additional purpose built vehicles have been ordered to ensure that collection of separated business waste is as efficient as possible.

After a series of near misses around batteries igniting in vehicles and plant, SWISCo introduced battery bags for use by residents when presenting batteries for kerbside recycling. These bright pink bags are now well used and have helped to mitigate the safety risk posed by batteries and vapes in co-mingled recycling. The roll out of the bags was supported by a targeted marketing campaign, the quality of which was recognised by the Local Authority Recycling Advisory Committee awarding the scheme 'Best Communication Campaign of 2024' at the national awards.

The HWRC booking system continued to function well, ensuring residents did not have to queue to access to site and had an easy experience when on site. Over 146,000 visits were made and thanks to the introduction of paint recycling, black bag splitting and sorting and a partnership with a local homeless charity to reuse furniture a greater amount of waste was recycled than ever before.

