

# **East Cambridgeshire District Council's Waste and Street Cleansing Service Delivery Plan 2019/20**

## **Introduction**

ECDC'S waste and street cleansing responsibility has witnessed a drastic change over the last year with the birth of an arm's length trading company, East Cambs Street Scene Ltd which now has responsibility for all waste related activities on behalf of the Council. These responsibilities include:

- Household waste collections
- Recycling waste collections
- Garden waste collections
- Food waste collections
- Litter picking
- Street sweeping
- Fly tip removal
- Bulky waste collections
- Graffiti removal
- Chewing gum removal
- Litter and dog poo bin collections
- Bin deliveries

To ensure the Council continues to deliver best value for money to the residents of East Cambs, a Memorandum of Agreement has been written and implemented between the Council and ECSS. This agreement guarantees high levels of service are delivered with Key Performance Indicators intensifying year on year to ensure continued improvements are made.

The Council has already seen a positive increase in the level of service delivered by ECSS since its creation in April 2018 and continues to work collaboratively with the trading company to safeguard its corporate values.

## **Looking Back**

Since the creation of ECSS back in April 2018 there have been significant improvements in overall performance of waste and street cleansing activities provided by ECSS. This has resulted in the residents of East Cambs receiving a robust and valued service and creating an attractive environment to live and work in.

To ensure performance to the targets set within the MoA are achieved the Director of Operation for ECDC has implemented an enhanced leadership structure across both ECDC and ECSS and direction has been provided at East Cambs Street Scene by the Waste Minimisation and Fleet Manager, taking on the line management responsibility for the Operations Manager (Street Scene). This has allowed for the direct application of the Waste Minimisation and Fleet Manager's experience and skill set to address the areas required for improvement within the Operational Management Team.

Reviewed and revised resourcing arrangements have been implemented for the delivery of additional bins, bulky collections, clear sacks, and replacement litter bins has been completed to optimise the productivity of the resources being deployed and to reduce the number of repeat calls to resolve service requests in respect of these service delivery activities.

Following on from the success witnessed from the various educational campaigns, including ECDC's involvement with the Metal Matters campaign, which saw information sent to residents all over Cambridgeshire informing them of the value of recycling waste metal and the positive impacts it has on the environment. Educational campaigns like this twinned with the improvement work on the Council recycling contamination process has seen the Council's recycling rate maintain an average of 56.88% since April 1<sup>st</sup> 2018.

The table below highlights the significant performance improvements achieved since April 1<sup>st</sup> 2018

### ECSS Performance in Relation to the Management and Resolution of Service Requests within the Time Specified Resolution (as a %) for April to December 2018

Service	April	May			June		
	Month	Month	Cum	Trend	Month	Cum	Trend
Refuse	46	63	54	▲	68	58	▲
Recycling	53	44	48	▼	40	45	▼
Garden	49	61	57	▲	50	55	▼
Bulk & Clinical	79	74	76	▼	74	75	▼
Street Cleansing	17	13	15	▼	16	15	▼

Service	July			Aug			September		
	Month	Cum	Trend	Month	Cum	Trend	Month	Cum	Trend
Refuse	87	66	▲	82	69	▲	85	73	▲
Recycling	75	53	▲	82	58	▲	85	62	▲
Garden	74	58	▲	81	62	▲	88	66	▲
Bulk & Clinical	82	77	▲	84	79	▲	92	81	▲
Street Cleansing	42	23	▲	33	25	-	55	30	▲

Service	October			November			December		
	Month	Cum	Trend	Month	Cum	Trend	Month	Cum	Trend
Refuse	92	76	▲	98	77	▲	95	78	▲
Recycling	87	65	▲	98	69	▲	93	70	▲
Green	91	69	▲	97	72	▲	97	73	▲
Bulk & Clinical	92	82	▲	83	83	▲	89	83	▲
Street Cleansing	59	33	▲	72	37	▲	79	39	▲

**Note:** The RAG rating relates to the month on month cumulative performance trend.

### Looking Forward

Over the next 12 months, ECDC will continue to monitor the performance of ECSS under the Memorandum of Agreement and expand their working relationship to support and aid on going service improvements.

2018 saw the release of the Governments Resource and Waste Strategy which has indicated a change in the near future to current waste services we provide our residents. Throughout the next year ECDC will be working independently and closely with other local authorities (RECAP) to ensure a clear message is relayed to all residents.

The reduction of waste continues to be one of our top priorities. 2019/20 will see ECDC working towards the recycling target it has set of 58% and continuing to work towards the European target of 65% by 2030.

Over the coming year ECDC will continue working on educational campaigns including visiting various community groups and local events, to ensure it provides high quality information to enable residents to make full use of the waste services provided.

## **Staff**

The table below identifies the staff required to deliver the Waste and Street Cleansing service in 2019/20.

<b>Number</b>	<b>Job Title</b>
1	Director of Operations
1	Head of Street Scene
1	Development Manager
1	Development Officer
1	Fleet Administrator
1	Street Scene Manager
2	Assistant Managers
2	Administration Assistants
9	Refuse Collection Service - HGV Drivers/Team Leaders
10	Refuse Collection Service - Loaders
4	Recyclates Collection Service - HGV Drivers/Team Leaders
9	Recyclates Collection Service - Loaders
5	Garden Waste Collection Service - HGV Drivers/Team Leaders
9	Garden Waste Collection Service - Loaders
3	Street Cleansing - HGV Drivers
6	Street Cleansing – Driver/Operatives
4	Street Cleansing - Operatives

## Our Requirements

CORE SERVICES	COUNCIL REQUIREMENTS
<b>Education and Communications</b>	<ul style="list-style-type: none"> <li>• To provide support to the Development Team (Environmental Services) of ECDC for an education function for Schools and more widely to communicate to the public key environmental policies.</li> <li>• To influence waste minimisation, participation rates and on meeting recycling targets.</li> </ul>
<b>Domestic Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Weekly collection service.</li> <li>• Service utilising sack collections.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Service managed by ECSS.</li> <li>• Disposal by Cambridgeshire County Council.</li> </ul>
<b>Garden Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Fortnightly collection service.</li> <li>• Service utilising wheeled bins.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Service managed by ECSS.</li> <li>• Disposal by Cambridgeshire County Council.</li> </ul>
<b>Dry Recyclable Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Fortnightly collection service.</li> <li>• Service utilising wheeled bins.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Service managed by ECSS.</li> <li>• Disposal by the current RECAP MURF contract.</li> </ul>
<b>Clinical Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Weekly or ad hoc collection service determined by the clinical needs of the customer.</li> <li>• Collections from the properties of the customers.</li> <li>• Service managed by ECSS.</li> <li>• Current contractual arrangements for disposal.</li> </ul>
<b>Bulky Household Waste Collection Service and White Goods Collection Service:</b>	<ul style="list-style-type: none"> <li>• Bookable service.</li> <li>• Service managed by ECSS.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Current contractual arrangements for disposal.</li> </ul>
<b>Bring Sites:</b>	<ul style="list-style-type: none"> <li>• 5 Bring Sites to be serviced with paper/cardboard recycling bins, glass recycling bins, plastic recycling bins and 10 textile recycling bins.</li> <li>• Service managed by ECSS.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Disposal through the RECAP MRF contract.</li> </ul>
<b>Disposal Arrangements</b>	<ul style="list-style-type: none"> <li>• Existing contractual arrangements to be managed by ECSS</li> </ul>

Over the next year, 2019/20, the Council intends to see full integration of the management teams in its current Waste team and ECSS's Management team to allow for further development of the service and reinforce the working relationship.

## Customer Care

ECDC highly values its residents and strives to provide a service they can be proud of. We will continue to fully comply with the following policy statement for customer service to ensure high quality services are provided to customers.

<b>Policy Statement for the Waste and Street Cleansing Services: Measures to Ensure Excellent Customer Service</b>	
1.	<b>Purpose of the Policy Statement:</b> To ensure a high level of customer service is consistently delivered to the standards of a high performing local authority by proactively and consistently responding to service requests and complaints from customers to ensure the performance stretch targets for the services and are at least met if not exceeded.
2.	<b>Treating Customer Service Requests as genuine:</b> The starting point for delivering a high level of customer service is that a resident as our customer is contacting the Waste and Street Cleansing Service because they have a genuine issue and that they are not being difficult or seeking to mislead the service. Even if there is doubt about their service request it shall be treated as genuine and dealt with accordingly.
3.	<b>First Time Fixes:</b> Top performing services operate on first time fixes by directly empowering management teams within the services. ECDC will instruct ECSS to adopt this approach to improve and then sustain high quality and consistent levels of service delivery. ECDC will work with ECSS to ensure all staff are adequately trained and follow the Councils mentality of empowering all levels of staff to act on their decisions.
4.	<b>The Design of Workflows:</b> Design shall be from the customer's perspective to ensure they are robust and fit for purpose. This is to ensure that service requests and complaints from customers are effectively and consistently addressed at the point they are made to Customer Services, through to the action required by ECSS and to the point of closure within the CRM system within the timeframes set for each activity. This will ensure residents receive a well-rounded service.
5.	<b>Annual Targets for Completion of Service Requests:</b> Within the MoA, ECDC has set ECSS strict annual targets for completion for all categories of service requests. ECDC will monitor performance against these targets and provide quarterly performance updates to Regulatory Services Committee.
6.	<b>Compliance with Adopted Policies and Procedures:</b> All staff in both Customer Services and ECSS shall fully comply with all adopted policies and procedures of the Council that cover the provision of waste and street cleansing activities. This is to ensure consistency and transparency in the delivery of the waste and street cleansing services. Any variances from adopted policies and procedures must be agreed by a senior manager.

## Cost of service

The total budgeted service cost for 2019/20 is £2,725,691

## **Forward planning for Councillors**

<b>Proposed date of decision</b>	<b>Item</b>	<b>Service Area</b>	<b>Committee</b>
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## Strategy map- 2019/20



# Commitments towards our Vision



East Cambridgeshire  
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## Waste Services- Service Delivery plan 2019-2020

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To increase recycling of waste, with a target of 58% recycling, and reduce waste sent to landfill	Delivering a Financially sound and well managed Council	To achieve European recycling targets Target – 65% by 2030 Reported - Annually	57% (full year estimate based on April – January results)	Head of Street Scene Development Manager Street Scene Manager
		To achieve East Cambridgeshire target for recycling (58%). Target 58% Reported - Annually	57% (full year estimate based on April – January results)	Head of Street Scene Development Manager Street Scene Manager
		Street cleansing works carried out to standard. Target - 82% Reported - Annually	Cumulative Performance of 43% with February's monthly performance figure at 69%	Head of Street Scene Street Scene Manager Assistant Managers
To keep the environment of East Cambridgeshire clean through a combination of high quality cleansing services				
Trained, helpful staff working to deliver service improvements	Delivering a Financially sound and well managed Council	To develop staff by completing annual appraisals, including personal development plans to agreed timescales. Target – 100% Reported - annually	100% All ECDC appraisals were completed. Annual Appraisals were only accepted and introduced at ECSS on the 22 <sup>nd</sup> of March after a lengthy consultation period with Unions, with the first review to take place in October 2019	Head of Street Scene Development Manager Street Scene Manager Assistant Managers

To resolve reported issues within target timescales	Delivering a Financially sounds and well managed Council	<p>Percentage of missed collections resolved by the end of the next working day.</p> <p>Target - 98%</p> <p>Reported – Annually</p>	<p>Cumulative performance for each waste stream are as follows:</p> <p>Domestic Collections: 81.21%</p> <p>Recycling Collections: 82.18%</p> <p>Green Waste Collections; 81.70%</p>	Head of Street Scene Street Scene Manager Assistant Managers
To provide high quality information to enable residents to make full use of waste services provided		<p>To run awareness campaigns &amp; attend promotional events to increase knowledge of waste issues, resolve service issues &amp; encourage more sustainable attitudes to waste.</p> <p>Target – 20 events</p> <p>Reported - Annually</p>	<p>17 events</p> <p>Ely Markets</p> <p>East Cambs Brings the Waste Home</p> <p>Additional Recycling Bin</p> <p>Purge on Plastics</p> <p>Great British Plastic Pick Up</p> <p>Reduce Food Waste</p> <p>Recycling Rates in Low Performing Areas</p> <p>Environment Day</p> <p>Clean Air Day</p> <p>Burwell Carnival</p> <p>Recycling World Cup</p> <p>Ely Aqua Fest</p> <p>Zero Waste Week</p> <p>Metal Matters</p> <p>Recycling Week</p> <p>Great British Spring Clean</p>	Development Manager Development Officer
To provide Best Value services through East Cambs Street Scene Limited	Delivering a Financially sounds and well managed Council	Monitor the performance of ECSS to ensure all KPIs are met in line with the MoA	New indicator	Director of Operations Head of Street Scene
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.	Delivering a financially sound & well managed council	<p>To annually review corporate risks related to the delivery of services through East Cambs Street Scene Limited, &amp; put in place appropriate mitigation measures.</p> <p>Reported - annually</p>	On going	Director of Operations Head of Street Scene