



East Cambridgeshire District Council

Meeting: Operational Services Committee

Time: 4:30pm

Date: Monday 23 September 2024

Venue: Council Chamber, The Grange, Nutholt Lane, Ely, CB7 4EE

Enquiries regarding this agenda: Leah Mickleborough

Telephone: (01353) 665555

Email: leah.mickleborough@eastcambs.gov.uk

Committee membership

Quorum: 5 members

Conservative members

Cllr Christine Ambrose Smith
Cllr Martin Goodearl
Cllr Julia Huffer (Chair)
Cllr Kelli Pettitt
Cllr Alan Sharp
Cllr Lucius Vellacott (Vice-Chair)

Conservative substitutes

Cllr Anna Bailey
Cllr Lavinia Edwards
Cllr David Miller

Liberal Democrat members

Cllr Christine Colbert
Cllr Kathrin Holtzmann
Cllr Mark Inskip (Lead Member)
Cllr Ross Trent
Cllr Christine Whelan

Liberal Democrat substitutes

Cllr Caroline Shepherd
Cllr John Trapp
Cllr Mary Wade

Lead Officer: Isabel Edgar, Director Operations

AGENDA

- 1. Public question time** [oral]
The meeting will commence with up to 15 minutes of public question time.
- 2. Apologies and substitutions** [oral]
- 3. Declarations of interests** [oral]
To receive declarations of interests from Members for any items on the agenda in accordance with the Members Code of Conduct.

4. Minutes	Page 5
To confirm as a correct record the minutes of the meetings of the Operational Services Committee held on 23 May 2024 and 24 June 2024	
5. Chair’s announcements	[oral]
6. East Cambs Street Scene Ltd Financial Statements 2023/24 and Annual Governance Statement 2023/24	Page 13
7. Budget Monitoring Report for Quarter 1 2024/25	Page 53
8. Outside Bodies Representative Update Report	Page 59
9. Waste and Street Cleansing Service Proposals	Page 61
10. Waste and Recycling Policy 2026	Page 91
11. Waste and Street Cleansing Delivery Model	Page 103
12. Quarter 1 2024/25 Performance Report for the Waste and Street Cleansing Services	Page 113
13. Draft minutes of the Waste Working Party for June and July 2024	Page 129
14. Draft Minutes of Anglia Revenues Partnership for July 2024	Page 135
15. Forward Agenda Plan	Page 145

Exclusion of the public including representatives of the press

That the press and public be excluded during the consideration of the remaining items because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items there would be disclosure to them of exempt information of Category 3 of Part I Schedule 12A to the Local Government Act 1972 (as amended).

16. East Cambs Street Scene Management Accounts for the 3 months to 30 June 2024	Page 149
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Notes

- Members of the public are welcome to attend this meeting. If you are visiting The Grange during normal working hours you should report to the main reception desk. If you come to an evening meeting please enter via the door in the glass atrium at the back of the building.

Admittance is on a “first come, first served” basis and public access will be from 30 minutes before the start time of the meeting. Due to room capacity restrictions, members of the public are asked, where possible, to notify Democratic Services (democratic.services@eastcambs.gov.uk or 01353 665555) of their intention to attend a meeting.

The livestream of this meeting will be available on [the committee meeting’s webpage](http://www.eastcambs.gov.uk/meetings/operational-services-committee-230924) (www.eastcambs.gov.uk/meetings/operational-services-committee-230924). Please be aware that all attendees, including those in the public gallery, will be visible on the livestream.

- Public Questions/Statements are welcomed on any topic related to the Committee’s functions as long as there is no suspicion that it is improper (for example, offensive,

slanderous or might lead to disclosures of Exempt or Confidential information). Up to 15 minutes is allocated for this at the start of the meeting.

[Further details about the Public Question Time scheme](http://www.eastcambs.gov.uk/committees/public-question-time-scheme)

(www.eastcambs.gov.uk/committees/public-question-time-scheme).

3. The Council has adopted a 'Purge on Plastics' strategy and is working towards the removal of all consumer single-use plastics in our workplace. Therefore, we do not provide disposable cups in our building or at our meetings and would ask members of the public to bring their own drink to the meeting if required.
4. Fire instructions for meetings:
 - if the fire alarm sounds, please make your way out of the building by the nearest available exit, which is usually the back staircase or the fire escape in the Chamber and do not attempt to use the lifts
 - the fire assembly point is in the front staff car park by the exit barrier
 - the building has an auto-call system to the fire services so there is no need for anyone to call the fire services

The Committee Officer will sweep the area to ensure that everyone is out.

5. Reports are attached for each agenda item unless marked "oral".
6. If required, all items on the agenda can be provided in different formats (such as large type, Braille or audio tape, or translated into other languages), on request, by calling main reception on (01353) 665555 or e-mail: translate@eastcambs.gov.uk
7. If the Committee wishes to exclude the public and press from the meeting, a resolution in the following terms will need to be passed:

"That the press and public be excluded during the consideration of the remaining item no(s). X because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the item(s) there would be disclosure to them of exempt information of Category X of Part I Schedule 12A to the Local Government Act 1972 (as amended)."



East Cambridgeshire District Council

Minutes of a Meeting of the Operational Services Committee
held at The Grange, Nutholt Lane, Ely, CB7 4EE at 7:35pm on
Thursday 23rd May 2024

PRESENT

Cllr Christine Ambrose Smith
Cllr Caroline Shepherd (substitute)
Cllr Martin Goodearl
Cllr John Trapp (substitute)
Cllr Julia Huffer
Cllr Mark Inskip
Cllr Kelli Pettitt
Cllr Alan Sharp
Cllr Lucius Vellacott
Cllr Ross Trent
Cllr Christine Whelan

OFFICERS

John Hill – Chief Executive
Sally Bonnett – Director Community
Maggie Camp – Director Legal Services
Isabel Edgar – Director Operations
Ian Smith – Director Finance
Tracy Couper – Democratic Services Manager
Jane Webb – Senior Democratic Services Officer

1. TO ELECT A CHAIR FOR THE ENSUING MUNICIPAL YEAR

Cllr Julia Huffer was nominated as the Committee Chair by Cllr Lucius Vellacott and seconded by Cllr Martin Goodearl.

There being no other nominations, it was resolved:

That Cllr Julia Huffer be elected as Chair of the Operational Services Committee for the municipal year 2024/25.

2. TO ELECT A VICE-CHAIR FOR THE ENSUING MUNICIPAL YEAR

Cllr Lucius Vellacott was nominated as the Committee Vice-Chair by Cllr Julia Huffer and seconded by Cllr Kelli Pettitt.

Cllr Mark Inskip was nominated as the Committee Vice-Chair by Cllr Christine Whelan and seconded by Cllr John Trapp.

It was resolved:

That Cllr Lucius Vellacott be elected as Vice-Chair of the Operational Services Committee for the municipal year 2024/25.

3. WASTE SERVICE REVIEW WORKING PARTY

The Chair drew Members' attention to the proposed appointments to the Waste Service Review Working Party, as detailed in the agenda.

It was resolved:

That the following appointments be made to the Waste Service Review Working Party for 2024/25:

Conservative Members (2)

Cllr Julia Huffer

Cllr Kelli Pettitt

Liberal Democrat Members (1)

Cllr Mark Inskip

The meeting concluded at 8:39pm.

Chairman.....

Date.....



East Cambridgeshire District Council

MINUTES OF A MEETING OF THE OPERATIONAL SERVICES COMMITTEE HELD AT THE GRANGE, NUTHOLT LANE, ELY, CB7 4EE AT 4:30PM ON MONDAY 24TH JUNE 2024

PRESENT

Cllr Anna Bailey (substitute)
Cllr Christine Colbert
Cllr Martin Goodearl
Cllr John Trapp (substitute)
Cllr Julia Huffer
Cllr Kelli Pettitt
Cllr Alan Sharp
Cllr Lucius Vellacott
Cllr Ross Trent
Cllr Christine Whelan

OFFICERS

Isabel Edgar – Director Operations
Anne Wareham – Senior Accountant
David Morren – Interim Planning Manager
Cat Sutherland - Waste Development and Support Manager
Jane Webb – Democratic Services & Elections Manager

IN ATTENDANCE

Nigel Ankers - Finance Manager ECSS
Melanie Wright – Communications Officer
Liz Knox – Environmental Services Manager

1. Public Question Time

No public questions were submitted.

2. Apologies and Substitutions

Apologies for absence were received from Cllr Christine Ambrose Smith, Cllr Katherin Holtzmann, and Cllr Mark Inskip.

Cllr Anna Bailey and Cllr John Trapp were in attendance as substitutes.

3. Declarations of Interest

There were no declarations of interest.

4. Minutes

It was resolved:

That the minutes of the meeting of the Committee held on 25 March 2024 be confirmed as a correct record and signed by the Chair.

5. Chair's Announcements

The Chair made the following announcements:

- Welcomed Cllr Trent to his first Operational Services committee meeting
- Thanked Cllr Sharp for his service as Vice Chair in the past year and welcomed Cllr Vellacott as the new Vice Chair.

6. Budget Outturn Report

The Committee considered a report, Z15 previously circulated, containing details of the yearend financial position for services under the Operational Services Committee.

The Senior Accountant introduced the report and Members asked the following questions.

Cllr Christine Whelan enquired about the plans for assisting Ukrainian visitors since there was unused grant money. The Senior Accountant clarified that there were sufficient funds in the housing budget for another round of support this year, so there was no need to carry over the underspent amount to the next year.

The Senior Accountant clarified to Cllr Trapp that there was leftover money from the Disability Facilities Grant spending during the COVID years. As new funding became available, it was decided to keep only a portion of the remaining funds.

It was resolved:

1. That the 2023/24 revenue overspend on Operational Services Committee of £135,580 when compared to its approved budget of £6,907,262 be noted.
2. That the capital programme outturn of £2,861,753, an underspend of £2,776,060 when compared to its revised Capital budget, be noted.

7. Q4 2023/24 Waste Service Performance & Project Highlight Report

The Committee considered a report, Z16 previously circulated, containing the Quarter 4 performance of the waste and street cleansing services delivery by East Cambs Street Scene (ECSS).

The Waste Development and Support Manager presented the report and Members made comments and asked questions.

The Chair expressed her delight in the names chosen for the Council's waste and recycling collection lorries and particularly liked "Bin Diesel" and "Wheelie Cathedral."

In response to Cllr Goodearl, the Waste Development and Support Manager explained that due to manual cross-referencing, the team could filter out the invalid requests for missed bins. She stated that the new BARTEC cab system needed more integration before final implementation. The Chair expressed her gratitude to the team for their hard work, especially during the hot weather.

It was resolved that the performance of service delivery for quarter 4 (January to March) 2023/24 be noted.

8. Review of Planning Services Pre-Application Fees

The Committee considered a report, Z17 previously circulated, containing the changes to the Planning Pre-Application advice charges following the recent Planning Review and Audit recommendation.

The report was presented by the Interim Planning Manager.

Cllr Bailey praised the review, acknowledging the hard work put into it. She noted that whilst the planning service was excellent, there were also areas that could be enhanced and emphasised the importance of using extension of time only when necessary. Cllr Bailey also suggested distributing the simple and clear booklet given at the Planning Committee meeting to all non-planning Members.

It was unanimously resolved that:

- 1) The new fees and charges for the Planning Service, with effect from 1 July 2024 be approved.
- 2) The review of pre-application fees and charges annually in line with the Council-wide annual fees and charges budget setting process be approved.

9. Representation on Outside Bodies and Annual Reports

The Committee considered a report, Z18 previously circulated, regarding the annual reports of Outside Bodies within the remit of this Committee.

The Democratic Services & Elections Manager stated that the Council had received notification that as well as one Conservative Member being appointed to the Cambridgeshire Police and Crime Panel, a further request had been received to include a Liberal Democrat to join the Cambridgeshire Police and Crime Panel.

A notification had been received that Cllr Christine Whelan would be nominated as the main Member, but a Member was still required to be nominated as a substitution.

Cllr Alison Whelan informed Members that Cllr Ross Trent would be her substitute on the Cambridgeshire Police and Crime Panel.

It was resolved:

1. That Cllr Christine Whelan be appointed to the Cambridgeshire Police and Crime Panel from the Liberal Democrat Group and Cllr Ross Trent as her name substitute.
2. That the annual reports from Council representatives on Outside Bodies within the responsibility of the Operational Services Committee as detailed at Appendix 2 to the submitted report be noted.

10. Member Waste Working Party Minutes (April & May)

The Committee received the Notes of the Waste Service Review Working Party meetings held on 15 April 2024 and 13 May 2024.

The Chair announced that the upcoming Waste Working Party meeting was scheduled for 8 July. During this meeting, the recommendations would be finalised and presented at the next Operational Services Committee meeting in September. Cllr Vellacott stated that an extension to the Memorandum of Agreement would be discussed at the next Council meeting.

It was resolved:

That the Notes of the Waste Service Review Working Party meetings held on 15 April and 13 May 2024 be noted.

11. Forward Agenda Plan

The Chair confirmed that the next meeting of the Committee was scheduled for 23 September 2024.

It was resolved:

That the Forward Agenda Plan be noted.

12. Exclusion of the Press and Public

It was resolved unanimously:

That the press and public be excluded during the consideration of the remaining items because it is likely, in view of the nature of the business to be transacted or the nature

of the proceedings, that if members of the public were present during the items there would be disclosure to them of exempt information of Categories 1 & 3 of Part 1 Schedule 12A to the Local Government Act 1972 (as amended).

13. ECSS Management Accounts - EXEMPT

The Committee received the ECSS Management Accounts.

It was resolved that:

THE ECSS Management Accounts be noted.

The meeting concluded at 4:55pm

Chair

Date.....

DRAFT

TITLE: ECSS FINANCIAL STATEMENTS 2023/24 AND ANNUAL GOVERNANCE STATEMENT 2023/24

Committee: Operational Services Committee

Date: 23 September 2024

Author: ECSS Finance Manager and ECSS Director Commercial

Report No: Z54

Contact Officer:

Nigel Ankers, ECSS Finance Manager

Nigel.ankers@palacegreenhomes.co.uk, 01353 616393.

1.0 ISSUE

1.1. To receive the East Cambs Street Scene Financial Statements and Annual Governance Statement for 2023/24.

2.0 RECOMMENDATION

2.1. Members are requested to note the East Cambs Street Scene Financial Statements 2023/24 as set out in Appendix 1.

2.2. Members are requested to note the East Cambs Street Scene Annual Governance Statement as set out in Appendix 2.

3.0 BACKGROUND

3.1. East Cambs Street Scene (ECSS) auditors, Price Bailey, have issued an unqualified opinion on the statements, and confirmed that they give a true and fair view of the state of ECSS’s affairs as at 31 March 2024. They also confirm that they have been prepared in accordance with the relevant laws and regulations.

3.2. The ECSS 2023/24 accounts were approved by ECSS Board on 3 September 2024.

3.3. The ECSS Annual Governance Statement 2023/24 was approved by ECSS Board on 3 September 2023.

3.4. The 2023/24 accounts and the Annual Governance Statement 2023/24 are now provided to the Operational Services Committee, as Shareholder Committee for noting.

4.0 Additional Implications Assessment

Financial Implications	Legal Implications	Human Resources (HR) Implications
No	No	No

Equality Impact Assessment (EIA)	Carbon Impact Assessment (CIA)	Data Protection Impact Assessment (DPIA)
No	No	No

5.0 APPENDICES

Appendix 1- ECSS Financial Statements 2023/24

Appendix 2- ECSS Annual Governance Statement 2023/24

6.0 BACKGROUND DOCUMENTS

None

EAST CAMBS STREET SCENE LIMITED

**DIRECTORS' REPORT AND
FINANCIAL STATEMENTS**

FOR THE YEAR ENDED 31 MARCH 2024

DRAFT

EAST CAMBS STREET SCENE LIMITED

COMPANY INFORMATION

Directors	P J Remington J Hill S Bonnett (1 November 2023)
Company secretary	E L Grima
Company number	11150811
Registered office	The Grange Nutholt Lane Ely Cambridgeshire CB7 4EE
Auditors	Price Bailey LLP Chartered Accountants & Statutory Auditors Tennyson House Cambridge Business Park Cambridge CB4 0WZ

EAST CAMBS STREET SCENE LIMITED

CONTENTS

	Page
Directors' report	1 - 2
Independent Auditors' report	3 - 5
Statement of Comprehensive Income	6
Statement of Financial Position	7
Statement of Changes in Equity	8
Cash Flow Statement	9
Notes to the Financial Statements	10 - 22

EAST CAMBS STREET SCENE LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2024

The directors present their report and the audited financial statements of the company for the period ended 31 March 2024.

Directors

The directors who served during the period were:

P J Remington
J Hill
S M Bonnett (Appointed 1 November 2023)
I Edgar (Resigned 31 October 2023)

Statement of directors' responsibilities

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial period. Under that law the directors have elected to prepare the financial statements in accordance with UK adopted international accounting standards. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure of information to auditors

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Auditors

The auditors, Price Bailey LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

EAST CAMBS STREET SCENE LIMITED

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Small companies note.

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board on and signed on its behalf.

J Hill
Director

EAST CAMBS STREET SCENE LIMITED

INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS OF EAST CAMBS STREET SCENE LIMITED

Opinion

We have audited the financial statements of East Cambs Street Scene Limited (the 'Company') for the year ended 31 March 2024 which comprise The Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards.

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2024 and of the loss for the year then ended;
- have been properly prepared in accordance with UK adopted international accounting standards;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

EAST CAMBS STREET SCENE LIMITED

INDEPENDENT AUDITORS' REPORT (CONTINUED) TO THE SHAREHOLDERS OF EAST CAMBS STREET SCENE LIMITED

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Directors were not entitled to take advantage of the small companies exemptions in preparing the Director's Report and from the requirement to prepare a Strategic Report.

Responsibilities of Directors

As explained more fully in the Directors' Responsibilities Statement set out on page 1, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

EAST CAMBS STREET SCENE LIMITED

INDEPENDENT AUDITORS' REPORT (CONTINUED) TO THE SHAREHOLDERS OF EAST CAMBS STREET SCENE LIMITED

We obtained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates and considered the risk of non-compliance with the applicable laws and regulations including fraud, in particular those that could have a material impact on the financial statements.

This included those regulations directly related to the financial statements, including financial reporting, tax legislation and distributable profits. In relation to the industry this included employment laws and health and safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, correspondence with their regulators, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management including those responsible for the key regulations for any instances of actual, suspected or alleged fraud or non-compliance.

To address the risk of management override of controls, we reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Cullen FCCA (Senior Statutory Auditor)
for and on behalf of Price Bailey LLP
Chartered Accountants & Statutory Auditors
Tennyson House
Cambridge Business Park
Cambridge
CB4 0WZ
Date:

EAST CAMBS STREET SCENE LIMITED
REGISTERED NUMBER: 11150811

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	2023 £
CONTINUING OPERATIONS			
Revenue from contracts with Customers			
Revenue from contracts		3,809,910	3,459,432
Revenue from recycling credits		696,550	887,699
Sale of goods		94,385	68,139
Other income		161,265	166,182
		<u>4,762,110</u>	<u>4,581,452</u>
Cost of sales		<u>(3,192,240)</u>	<u>(2,892,992)</u>
Gross profit		1,569,870	1,688,460
Administrative expenses		<u>(1,569,870)</u>	<u>(1,688,459)</u>
Operating profit		-	1
Interest received		-	-
Profit before income tax		-	1
Income tax expense	5	<u>-</u>	<u>(997)</u>
(Loss) / Profit and total comprehensive income / (loss) for the period		<u><u>-</u></u>	<u><u>(996)</u></u>

There were no recognised gains and losses from 2024 or 2023 other than those included in the Statement of Comprehensive Income.

The notes on pages 10 - 21 form part of these financial statements.

EAST CAMBS STREET SCENE LIMITED

REGISTERED NUMBER: 11150811

**STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2024**

	Notes	2024	2023 £
Non-current assets			
Property, plant & equipment	6	23,767	17,096
Current assets			
Inventories	7	11,056	12,162
Trade and other receivables	8	540,718	809,335
Cash at bank and in hand	9	277,131	549,616
		828,905	1,371,113
Current Liabilities			
Trade and other payables	10	(708,366)	(1,228,166)
Provisions for liabilities	18	(128,263)	(144,000)
		(836,629)	(1,372,166)
Net current liabilities		(7,724)	(1,053)
		16,043	16,043
Net assets		16,043	16,043
Equity			
Called up share capital	12	1	1
Retained earnings		16,042	16,042
		16,043	16,043

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

J Hill

Director

Date:

The notes on pages 10 – 21 form part of these financial statements.

EAST CAMBS STREET SCENE LIMITED

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2024

	Share Capital £	Retained earnings £	Total equity £
Balance as at 1 April 2022	1	17,038	17,039
Loss for the period	-	(996)	(996)
Total comprehensive income for the year	-	(996)	(996)
Balance as at 31 March 2023	1	16,042	16,043
Balance as at 1 April 2023	1	16,042	16,043
Profit for the period	-	-	-
Total comprehensive income	-	-	-
Balance as at 31 March 2024	1	16,042	16,043

EAST CAMBS STREET SCENE LIMITED
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

		2024	2023
	Notes		
Cash flows from operating activities			
Net cash inflow/(outflow) from operating activities	15	(263,988)	177,695
		<u>(263,988)</u>	<u>177,695</u>
Net cash inflow/(outflow) from operating activities		(263,988)	177,695
Cash flows from investing activities			
Payments for plant and equipment	6	(8,497)	(11,159)
Proceeds from sale of plant and equipment		-	19,218
		<u>(8,497)</u>	<u>(11,159)</u>
Net cash from / (used in) investing activities		(8,497)	(8,059)
Net increase in cash and cash equivalents		<u>(272,485)</u>	<u>185,754</u>
Cash and cash equivalents at beginning of year		549,616	363,863
Cash and cash equivalents at end of year		9	
		<u>277,131</u>	<u>549,616</u>

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1. Accounting policies

1.1 Statutory information

East Cambs Street Scene Limited is a private company limited by shares incorporated and domiciled in England and Wales, United Kingdom. The address of the registered office is The Grange, Nutholt Lane, Ely, Cambridgeshire, CB7 4EE.

The Company is primarily involved in providing waste and street cleansing services to the residents of East Cambridgeshire.

The Financial Statements are presented in sterling which is the functional currency of the Company and rounded to the nearest £1.

1.2 Going concern

The Directors have prepared cash flow forecasts for a period of 12 months from the signing of the financial statements which demonstrate that the cash reserves of the company will be sufficient for it to be able to continue as a going concern.

In October 2023 East Cambridgeshire District Council (ECDC) agreed a mechanism whereby variances, positive or negative, in excess of £50,000 would be reported to ECDC and mitigation measures agreed.

In July 2024, ECDC agreed to extend the Company's contract to provide the Council's waste service for a further twelve months to March 2026.

The financial statements do not contain any adjustments that would be required if the Company were not able to continue as a going concern.

1.3 Compliance with accounting standards

These financial statements have been prepared in accordance with UK-adopted international accounting standards

The financial statements have been prepared under the historical cost convention.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

1. Accounting policies (continued)

1.4 Revenue recognition

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the Company is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the Company: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods promised. It also gives consideration to significant payment terms, obligations for returns and/or refunds.

East Cambridgeshire District Council is the main customer. The company is awarded the contract as part of a joint venture with East Cambridgeshire District Council for waste collection and street cleansing services. Terms of the contract are determined by East Cambridgeshire District Council and negotiated with the company annually. Performance obligations are satisfied on performing the service and payments are made monthly.

Recycling Credits are received upon meeting relevant criteria set by Cambridgeshire County Council in terms of recycling. Payments are made quarterly.

Sale of goods

The Company's other revenue mainly comprises the sale of recycling bins. Revenue is recognised at the point in time when the customer obtains control of the goods, which is generally at the time of delivery and the time when the performance obligation of the Company has been satisfied. Payments are received on placing the order.

1.5 Property, plant and equipment

Property, plant and equipment is stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

The estimated useful lives range as follows:

Plant & Machinery	- 8 years
Fixtures & Fittings	- 12 years
IT Equipment	- 4-5 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

1.6 Trade and other receivables

Short term receivables are measured initially at transaction price, and are measured subsequently at amortised cost.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

1. Accounting policies (continued)

1.7 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

1.8 Operating profit

Operating profit consists of items which are operational nature, excluding investment income and finance cost.

1.9 Trade and other payables

Short term payables are measured fair value, and subsequently at amortised cost. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

1.10 Provisions

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined based on the expected future cash flows. The policies used to determine specific provisions are:

- Motor insurance – a provision is recognised based on the expected costs of claims related to motor accidents to settle the present obligation at the end of the reporting period. The expected costs of claims is based on the advice of the Company's external insurance advisers and is determined on a claim by claim basis.
- If time value of money is material, the amount of a provision shall be the present value of the expenditures expected to be required to settle the obligation. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

1.11 Pensions

Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the Company in independently administered funds.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

1. Accounting policies (continued)

1.12 Taxation

Current taxes are based on the results shown in the financial statements and are calculated according to local tax rules, using tax rates enacted or substantially enacted by the statement of financial position date.

Deferred income tax is provided, using the liability method, on temporary differences between the tax bases of assets and liabilities and their carrying amounts, in the financial statements. Deferred income tax assets relating to the carry-forward of unused tax losses are recognised to the extent that it is probable that future taxable profit will be available against which the unused tax losses can be utilised.

Current and deferred income tax assets and liabilities are offset when the income taxes are levied by the same taxation authority and when there is a legally enforceable right to offset them.

1.13 New IFRS standards and interpretations not yet adopted

For the purpose of the preparation of these consolidated financial statements, the Group has applied all standards and interpretations that are effective for accounting periods beginning on or after 1 January 2023:

- IFRS 17 Insurance Contracts;
- Disclosure of Accounting Policies (Amendments to IAS 1 Presentation of Financial Statements and IFRS Practice Statement 2 Making Materiality Judgements);
- Definition of Accounting Estimates (Amendments to IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors);
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12 Income Taxes); and
- International Tax Reform – Pillar Two Model Rules (Amendment to IAS 12 Income Taxes)(effective immediately upon the issue of the amendments and retrospectively).

• There are a number of standards, amendments to standards which have been issued by the IASB that are effective in future accounting periods that the group has decided not to adopt early.

The following amendments are effective for the period beginning 1 January 2024:

- Liability in a Sale and Leaseback (Amendments to IFRS 16 Leases);
- Classification of Liabilities as Current or Non-Current (Amendments to IAS 1 Presentation of Financial Statements);
- Non-current Liabilities with Covenants (Amendments to IAS 1 Presentation of Financial Statements); and
- Supplier Finance Arrangements (Amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures)

The following amendments are effective for the period beginning 1 January 2025:

- Lack of Exchangeability (Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates)

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

1. Accounting policies (continued)

1.13 New IFRS standards and interpretations not yet adopted (continued)

Certain amendments have been published that are not mandatory for the 31 December 2023 reporting period and have not been early adopted by the Group. The Group has assessed the amendments to become effective in 2024, and onwards, to have no material impact on its financial statements.

1.14 Critical accounting estimates and judgements

The significant accounting judgements and key sources of estimation uncertainty affecting the Company are disclosed below.

Useful lives of depreciable assets

Estimates have been made in respect of useful economic lives of property, plant and equipment, which determine the amount of depreciation charged in profit or loss. Uncertainties in these estimates relate to the technological obsolescence that may change the utility of plant and machinery and could result in a material change to the amount of depreciation recognised. These estimates are reviewed annually at the reporting date based on the expected utility of the assets. The original cost of the property, plant and equipment was £27,365 at the net book value at the end of the reporting period was £23,767.

Further detail on useful life estimates is included in the accounting policy note 1.5.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

2. Profit before tax is stated after charging

	2024	2023
	£	£
Rent – licence fee	38,963	36,414
Depreciation	1,826	5,671
Auditors' remuneration	26,300	22,875
	<u> </u>	<u> </u>

3. Employees and directors

	2024	2023
	£	£
Wages and Salaries	2,099,827	1,823,177
Social security	199,975	181,301
Other pension costs	80,134	50,179
	<u> </u>	<u> </u>
	<u>2,379,936</u>	<u>2,054,657</u>

The average monthly number of employees during the year was as follows:

	2024	2023
Directors	3	3
Direct labour	58	56
Administration	8	7
	<u> </u>	<u> </u>
	<u>69</u>	<u>66</u>

4. Directors' remuneration

The Directors did not receive any remuneration from the Company as a result of their employment.

5. Income tax

	2024	2023
	£	£
Corporation tax		
Current tax on profit for the period	-	997
	<u> </u>	<u> </u>
Profit multiplied by the standard rate of corporation tax in the UK of 19%	-	-
Expenses not deductible for tax purposes, other than goodwill, amortisation and impairment	(445)	334
Depreciation in excess of capital allowances	1,676	663
Loss carried forward	(1,231)	-
	<u> </u>	<u> </u>
Tax expense	-	997
	<u> </u>	<u> </u>

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

6. Property, plant and equipment	Fixtures & Fittings	Plant & Machinery	IT Equipment	Total
Cost				
As at 1 April 2023	15,615	3,253	-	18,868
Additions	214	-	8,283	8,497
Disposals				
As at 31 March 2024	<u>15,830</u>	<u>3,253</u>	<u>8,283</u>	<u>27,365</u>
Depreciation				
As at 1 April 2023	(1,298)	(474)	-	(1,772)
Charge for the year	(1,339)	(407)	(81)	(1,826)
Disposals				
As at 31 March 2024	<u>(2,637)</u>	<u>(881)</u>	<u>(81)</u>	<u>(3,599)</u>
Net Book Value				
As at 31 March 2024	<u>13,192</u>	<u>2,372</u>	<u>8,202</u>	<u>23,767</u>
As at 31 March 2023	<u>14,317</u>	<u>2,779</u>	-	<u>17,096</u>
Cost				
As at 1 April 2022	4,456	37,418		41,874
Additions	11,159	-		11,159
Disposals	-	(34,165)		(34,165)
As at 31 March 2023	<u>15,615</u>	<u>3,253</u>		<u>18,868</u>
Depreciation				
As at 1 April 2022	(304)	(10,744)		(11,048)
Charge for the year	(994)	(4,677)		(5,671)
Disposals	-	14,947		14,947
As at 31 March 2023	<u>(1,298)</u>	<u>(474)</u>		<u>(1,772)</u>
Net Book Value				
As at 31 March 2023	<u>14,317</u>	<u>2,779</u>		<u>17,096</u>
As at 31 March 2022	<u>4,152</u>	<u>26,674</u>		<u>30,826</u>

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

7. Inventories	2024 £	2023 £
Inventories	11,056	12,162
Inventories recognised as an expense and included in cost of sales totalled £113,818 (2023: £173,571).		
8. Trade and other receivables	2024 £	2023 £
Trade receivables	13,003	27,720
Amounts owed by group entities	384,357	607,014
Prepayments and accrued income	15,095	30,601
Amounts due from insurers (see note 18)	128,263	144,000
	<u>540,718</u>	<u>809,335</u>
9. Cash and cash equivalents	2024 £	2023 £
Cash at bank and in hand	277,131	549,616
10. Trade and other payables	2024 £	2023 £
Current		
Trade payables	86,915	223,671
Amounts owed to group entities	315,703	684,611
Other taxation and social security	171,341	148,278
Corporation tax	-	997
Other payables	11,185	8,844
Accruals and deferred income	123,222	161,765
	<u>708,36</u>	<u>1,228,166</u>

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

11. Financial Instruments

Financial assets and liabilities

The carrying value of the company's financial assets and liabilities as recognised at the year end of the years under review may also be categorised as follows:

	Financial assets at amortised cost £	Financial liabilities at amortised cost £	Total balance sheet heading £
As 31 March 2023			
Cash and cash equivalents	549,616	-	549,616
Trade receivables	27,721	-	27,721
Amounts owed from group entities	607,014	-	607,014
Other receivables	30,603	-	30,603
Trade payables	-	(223,671)	(223,671)
Amounts owed to group entities	-	(684,611)	(684,611)
Accruals & deferred income	-	(161,765)	(161,765)
Other payables - current	-	(8,843)	(8,843)
Total	1,214,954	(1,078,890)	136,064

	Financial assets at amortised cost £	Financial liabilities at amortised cost £	Total balance sheet heading £
As 31 March 2024			
Cash and cash equivalents	277,131	-	277,131
Trade receivables	13,003	-	13,003
Amounts owed from group entities	384,357	-	384,357
Other receivables	15,095	-	15,095
Trade payables	-	(86,915)	(86,915)
Amounts owed to group entities	-	(315,703)	(315,703)
Accruals & deferred income	-	(123,222)	(123,222)
Other payables - current	-	(11,185)	(11,185)
Total	689,586	(537,025)	152,561

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

11. Financial Instruments (continued)

Financial risk management objectives and policies

The company's financial risk management policy seeks to ensure that adequate financial resources are available for the development of the company's business whilst managing its risks. The company does not engage in speculative transactions or hedging transactions.

The company's principal financial instruments consist of cash and cash equivalents and loans. The main purpose of these financial instruments is to finance the company's operations. The company has other financial instruments such as trade receivables and trade payables that arise directly from its operations.

The directors have overall responsibility for the establishment and oversight of the company's risk management and they recognise that financial risk management is an area in which they may need to develop specific policies should the company become exposed to further financial risks as the business develops. The directors currently ensure that the company has sufficient cash and cash equivalents to ensure there is sufficient reserves to support the business operations. The exposure to other financial instruments are limited to those generated through the operations and borrowings.

The main risks arising from the company's financial instruments are credit risk, interest rate risk and liquidity risk. The Board have also considered currency and market risk but do not believe these to be significant. This note presents information about the company's exposure to each of the main risks. The Board reviews and agrees policies for managing each of these risks as and when they arise. Further quantitative disclosures are included throughout the financial information.

There have not been any material changes in respect of the exposure to financial risks during the periods presented.

Credit risk

The company's exposure to credit risk is limited to the carrying amount of cash deposits and trade and other receivables recognised at the year end of £689,586 (2022: £1,214,954). The risks associated with cash deposits are limited as the banks used are reputable. The principal credit risk therefore lies with trade receivables and in order to manage credit risk, limits are set for customers based upon a combination of payment history and third party credit references.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

11. Financial Instruments (continued)

The company held cash and cash equivalents of £277,131 at 31 March 2024 (2023: £549,616). The cash and cash equivalents are held at NatWest Bank which is rated A to A+ at leading credit rating agencies and so the company considers these to have a low credit risk.

Interest rate risk

Interest rate risk is the risk that the value of financial assets will fluctuate due to changes in market interest rates. The company's income and operating cash flows and the value of its financial assets are largely independent of changes in market interest rates. Low levels of surplus funds are invested in short term secured deposit accounts such that the company is not unduly exposed to market interest rate fluctuations.

Liquidity risk

Liquidity risk is the risk that the company will not be able to meet its financial obligations as they fall due. The company's policy throughout the year has been to ensure that it has adequate liquidity to meet its liabilities when due by careful management of its working capital.

	Less than one year £	More than one year £	Total £
2024			
Trade and other payables	708,366	-	708,366

	Less than one year £	More than one year £	Total £
2023			
Trade and other payables	1,228,166	-	1,228,166

Fair values

The carrying amounts of all financial assets and liabilities of the company as disclosed in the notes to the financial information are approximately their fair values.

Capital management

The company's objectives when managing capital are to safeguard the company's ability to continue as a going concern in order to provide returns for shareholders, benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital with an appropriate level of leverage for the size of the business so as to maintain investor, creditor and market confidence and to sustain future development of the business. In order to maintain or adjust the capital structure, the company may return capital to shareholders, issue new shares or sell assets to reduce debt.

12. Share capital

	2024 £	2023 £
Share classified as equity		
Allotted, called up and fully paid		
1 Ordinary share of £1	1 =	1 =

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

13. Related Party Transactions

In line with paragraph 25 of IAS24, the company has taken advantage of the exemption from the requirement to disclose transactions with East Cambridgeshire District Council (ECDC) and connected companies due to the control exercised by ECDC by virtue of it being the only shareholder.

All of the income categorised under revenue from contracts derives from the contract the company has with ECDC.

14. Details of Parent Undertaking

The Ultimate parent undertaking is East Cambridgeshire District Council, registered address The Grange, Nutholt Lane, Ely, Cambridgeshire, CB7 4EE.

15. Net cash inflow from operating activities

	2024 £	2023 £
(Loss) profit before income tax	-	(996)
Depreciation	1,826	5,671
	<u>1,826</u>	<u>4,675</u>
Decrease in inventories	1,106	6
Decrease in trade and other receivables	268,617	(630,476)
Decrease in trade and other payables	(519,801)	659,490
Decrease in provisions for liabilities	(15,736)	144,000
Net cash (outflow) / inflow from operating activities	<u><u>(263,988)</u></u>	<u><u>177,695</u></u>

16. Reserves

The following is a description of each of the reserve accounts that comprise equity shareholders' funds:

Share capital The share capital comprises the issued ordinary shares of the company at par.

Retained earnings Retained earnings comprise the company's cumulative accounting profits and losses since inception.

17. Events after the reporting period

In July 2024, ECDC agreed to extend the Company's contract to provide the Council's waste service for a further twelve months to March 2026. This is estimated to provide revenue in the region of £3.8m to £4.1m.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

18. Provisions for liabilities

	2024 £	2023 £
	Third party Claims	Third party Claims
Carrying amount 1 April	144,000	-
Additional provisions		144,000
Release of provisions	(15,737)	-
Carrying amount 31 March	<u>128,263</u>	<u>144,000</u>

A company vehicle was involved in an RTA during 2020/21 and the company has been subject to a third party claim against the company and another external party, which totalled £435,762. The external party has accepted 80% of the costs of the claim and so the value of the claim against the Company, including legal costs was £163,850. Until the third party has submitted and agreed all claims these amounts are uncertain, as is the timing of these outflows.

The amounts provided by company are those relating to the company's expected outlay based on correspondence and advice from the company's insurers at the year end.

A corresponding asset has been included in note 8 as the claim is fully covered by the company's insurance providers.

19. Contingent Liability

The Company has been notified of a potential personal injury claim, however due to a lack of evidence from the third party on the exact nature of the injury and medical evidence substantiating the claim it is impracticable to financially assess it. In the event that satisfactory evidence is provided the Company is fully insured for such a claim.

Annual Governance Statement 2023/24

East Cambs Street Scene

East Cambs Street Scene (ECSS) is a private company limited by shares that is wholly owned by East Cambridgeshire District Council (ECDC). ECSS operates at 'arm's length' from ECDC with an independent board for operational decision making.

ECSS Mission Statement

We believe that by continuing to develop the services that we offer we will be able to deliver services that are profitable, sustainable and flexible and focused on meeting the needs of local people and businesses in East Cambridgeshire.

ECSS Vision

We believe in improving the quality of life of the taxpayer of East Cambridgeshire and we believe in the Council's objectives that are set out in the Corporate Plan. East Cambs Street Scene Limited will continue to support the Council in achieving these objectives.

Strategic Objectives

- To deliver an efficient, resilient, high-quality waste and street cleansing service for the people of East Cambridgeshire; To maximise on every commercial opportunity available, and
- To trade in a manner that, wherever possible, acts in the best interest of the Council.

Our Services will be

- Flexible - Innovative and tailor-made options to meet the needs of the customer;
- Climate Conscious – Operate in a way that reduces the impact on the environment
- Local - Wherever possible (and relevant) utilise local suppliers;
- Trusted - Reliable services delivered by skilled staff.

East Cambs Street Scene has been providing high quality services for half a decade. A core team of dedicated, hard working employees have been pivotal in the success and survival of the company; particularly as we faced the increasing challenges presented by the COVID-19 pandemic and national HGV driver shortages.

We are ambitious to develop a resilient and efficient service for residents of East Cambridgeshire, and ensure that we deploy robust working practices, with an engaged and positive workforce. ECSS has been developing and has created and nurtured new relationships with internal and external parties and increased our connection with the residents of the district by providing well designed and informative communications.

Governance Framework

ECSS is governed by its Articles of Association and the Shareholder Agreement. Any changes to either of these documents would require the consent of ECDC.

Articles of Association (14 November 2019)

Key requirements	Compliance	2024/25 developments/issues
There shall be a minimum of 3 Directors	Full Compliance. Board Directors: Paul Remington (Chairman) John Hill Isabel Edgar (resigned 31 October 2023) Sally Bonnett (appointed on 1 November 2023)	None to report
Quorum shall be 2 Directors	Full Compliance	None to report

Shareholder Agreement (22 January 2019)

Key requirements	Compliance	2024/25 developments/issues
Produce Annual Business Plan for approval by Shareholder Committee	2023/24 Business Plan approved by Shareholder Committee (Operational Services) on 27 March 2023. 2024/25 Business Plan approved by Shareholder Committee (Operational Services) on 25 March 2024.	2025/26 Business Plan will be presented to Shareholder Committee (Operational Services) on 24 March 2025.
Maintain effective and appropriate control systems in relation to the financial, accounting and record keeping.	[Financial statements prepared in accordance with UK adopted international financial standards and audited by Price Bailey LLP, registered auditors. 2022/23 statements approved on 21 December 2023. 2023/24 statements expected to be approved in September 2024.	No issues identified
Board of Directors shall consist of not less than 3 Directors.	Full Compliance. Board Directors: Paul Remington (Chairman)	None to report

	John Hill Isabel Edgar (resigned 31 October 2023) Sally Bonnett (appointed on 1 November 2023)	
Board meetings shall be no less than 4 times per annum.	Board meetings held: 1 June 2023 12 September 2023 1 November 2023 14 December 2023 18 January 2024 7 March 2024	Meeting held since 1 April 2024: 3 September 2024 Scheduled meetings: 31 October 2024 30 January 2025 13 March 2025
Deputy Leader of Council and Chair or Vice Chair of Operational Services Committee are appointed as Board Observers.	Full Compliance Note- Vice Chair was appointed by Council on 23 July 2023 (Agenda Item 11)	None to report
Shareholder Committee to: Recommend, where relevant, the appointment of the Chairman of the Board and approve best practice policies in relation to such an appointment. Receive, review, comment on and approve the business plan. Approve the company entering into any joint venture. Approve the borrowing of any external monies (other than from CPCA). Review the financial performance of the company.	n/a for 2023/24 2023/24 Business Plan approved by Shareholder Committee (Operational Services) on 27 March 2023. 2024/25 Business Plan approved by Shareholder Committee (Operational Services) on 25 March 2024. n/a for 2023/24 n/a for 2023/24 Quarterly Management Accounts presented to Shareholder Committee (Operational Services).	None to report 2025/26 Business Plan will be presented to Shareholder Committee (Operational Services) on 24 March 2025. None to report None to report Shareholder Committee (Operational Services) to continue to receive.

	2022/23 Statutory Accounts presented to Shareholder Committee (Operational Services) on 31 January 2024.	2023/24 Statutory Accounts to be presented to Shareholder Committee (Operational Services) on 23 September 2024.
Make recommendations to Council on how it would exercise the functions flowing from its ownership of shares.	n/a for 2023/24	None to report
Shareholder Committee meeting shall be held no less than 2 times per annum.	Full Compliance- meetings held on: 19 June 2023 18 September 2023 13 November 2023 31 January 2024 25 March 2024	None to report
Board of Directors shall send a report biannually to the Shareholder Committee; strategic risk assessment, progress against business plan, summary management accounts and key financial information.	Report considered by Shareholder Committee (Operational Services) on 13 November 2023.	Requirement removed from Shareholder Agreement (Council approval 24 May 2024).
The Company will host an annual All Council Member Shareholder Seminar.	Seminar held on 27 September 2023 and 9 May 2024.	None to report.
The Company shall supply all Members of the Shareholder Committee with Agenda and support papers.	Full Compliance.	Council approved changes on 24 May 2024 and this requirement now applies to all Members of the Council.
Matters reserved for Council:		
issuing or allotting any shares;	n/a in 2023/24	None to report.
granting any option or other interest (in the form of convertible securities or in any other form) over or in its share capital, redeeming or purchasing any of its own shares or effecting any other	n/a in 2023/24	None to report.

reorganisation of its share capital;	n/a in 2023/24	None to report.
altering in any respect its articles of association or the rights attaching to any of its shares;	n/a in 2023/24	None to report.
permitting the registration of any person as a Shareholder of the Company;	n/a in 2023/24	None to report.
re-registering the Company as a public limited company, or as any entity other than a company limited by shares;	n/a in 2023/24	None to report.
applying for the listing or trading of any shares or debt securities on any stock exchange or market;	n/a in 2023/24	None to report.
forming any Subsidiary Undertaking or acquiring shares in any other company or participating in a joint venture (incorporated or not);	n/a in 2023/24	None to report.
amalgamating or merging with any other company or business undertaking; or	n/a in 2023/24	None to report.
passing any resolution for its winding up or presenting any petition for its administration, unless it has become insolvent;	n/a in 2023/24	None to report.
changing the nature of the Business or commencing any new business which is not ancillary or incidental to the Business;	n/a in 2023/24	None to report.
appointing or removing any Director;	Isabel Edgar resigned on 31 October 2023 and the Council appointed Sally Bonnett on 1 November 2023.	None to report.
the grant of any power of attorney or the appointment of	n/a in 2023/24	None to report.

any agent, or the entry into any other agreement which devolves or transfers management control of the Company from the Board of Directors;		
agreeing to remunerate (by payment of fees, the provision of benefits-in-kind or otherwise) any Director;	n/a in 2023/24	None to report.
the entry into any service contract, terms of appointment or other agreement with a Director;	n/a in 2023/24	None to report.
agreeing to remunerate (by payment of fees, the provision of benefits-in-kind or otherwise) any key employee of, or consultant to, the Company at a rate in excess of £100,000 per annum;	n/a in 2023/24	None to report.
establishing or amending any profit-sharing, share option, bonus or other incentive scheme of any nature for directors;	n/a in 2023/24	None to report.
making any bonus payment to any director;	n/a in 2023/24	None to report.
borrowing any monies which require a guarantee or security from the Council (other than normal trade credit);	n/a in 2023/24	None to report.
changing its name or its registered office; or	n/a in 2023/24	None to report.
replacing or modifying the Business Plan;	n/a in 2023/24	None to report.
entering into an agreement to do any of the foregoing.	n/a in 2023/24	None to report.

<p>The Company shall provide an Annual Governance Statement to the Shareholder and this shall be supplied at the same time as the information required in clause 7.2. The Annual Governance Statement shall include the key risks for the Company in the forthcoming year and set out the process for escalating the risks to the Council where these affect the Council as the Shareholder.</p>	<p>Presented to Board for approval on 3 September 2024.</p>	<p>None to report.</p>
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On 24 May 2024 Council approved changes to the Shareholder Agreement which will be considered by the Board on 3 September 2024. The changes arise from recommendations by the Council's Internal Auditors and a review by the Company Secretary and the Council's Director Legal and Monitoring Officer.

Summary of changes:

- The relationship and rights of access for the Council's Internal Auditors with ECSS should be suitably documented to ensure consistency and clarity going forward,
- The Seven Principles of Public Life (Nolan Principles) should be incorporated into the Shareholder Agreement or Articles of Association (as appropriate),
- Include in the Shareholder Agreement a statement which sets out that where staff are formally seconded to ECSS they must not take decisions on behalf of the Council on its statutory functions,
- ECSS Board to prepare and approve an annual governance statement for submission to the Council,
- The MoA to be updated and formally approved to reflect recent changes in ECSS governance, financial and performance management arrangements.
- All Members will receive a copy of the Board Papers. [Note: this formalises the current practice],
- Remove the requirement at Clause 5.5 for Board to send a Biannual Report to the Shareholder Committee. [Note: this was considered duplication as All Members receive a copy of Board Papers], and
- Remove the requirement for Board Directors to attend the Shareholder Committee for noting items. [Note: the relevant personnel will continue to attend the Shareholder Committee to present noting items. Board Directors will continue to attend the Shareholder Committee for items which require a Shareholder decision, e.g. Annual Business Plan].

Strategic Risk

The Strategic Risks are provided in the Business Plan for 2023/24 and are monitored by Director Commercial and ECSS Management Team. For 2024/25 a Strategic Risk report will be presented at each Board Meeting.

Risk	Matters relating to 2023/24	Matters for 2024/25
Changes in legislation relating to Waste and Environmental Management	No operational impact in 2023/24	ECSS Management Team to assist the Council with information during 2024/25
Changes in the Councils delivery mechanism for Waste and Street Cleansing services (e.g out source /inhouse)	No impact in 2023/24	Council approved an extension to the current contract to 31 March 2026 on 25 July 2024. Board to consider the approval of extension on 3 September 2024.
Non - Compliance with Regulatory frame works and Guidance: Health and Safety Legislation Waste and Environmental Management Transport Management	None to report	None to identified to date
Inadequate governance arrangements and lack of clarity on roles of ECSS and ECDC could lead to poor decision making that undermines the operation of ECSS.	On 1 November 2023 changes to the Senior Management structure were introduced to provide clarity in the 'client' and 'contractor' roles.	None identified to date
ECSS is wholly owned by ECDC and so is subject to the controls and decision-making process for matters that are outside of the Business Plan.	None to report	ECSS Management Team to assist the Council with information during 2024/25 and if successful in securing a new contract with the Council will ensure that the contract incorporates how changes from the Council will be managed and charged for.

ECSS is not a Profit making Company and therefore the management fee does not allow for unexpected costs.	<p>On 19 October 2023 Council approved changes to the Memorandum of Agreement to include an escalation mechanism for events where ECSS is projecting an end of year under/over spend of £50,000 or more.</p> <p>On 20 February 2024 Council approved an increase of up to £200,000 to the 2023/24 management fee.</p>	None identified to date
Recruiting and Retaining staff in a competitive market leads to salary increase, reliance on agency, lack of skills within the service.	2023/24 was a more settled year with less reliance on agency workers.	Continue to focus on staff retention to reduce the reliance on agency workers.
Inadequate management of Operation, contracts can lead to poor performance and overspends	Performance improved in 2023/24, however, still below the KPI's outlined in the Memorandum of Agreement. This resulted in a penalty charge from the Council of £5,000	Performance is a key focus for 2024/25
Adequacy of organisational resources to deliver the required business outcomes.	None to report	<p>The Head of Street Scene will retire on 27 September 2024.</p> <p>The post will not be replaced. The new management structure is now embedded and more than sufficient now and into the future.</p>

In 2024/25 the Head of Street Scene introduced a risk matrix which has been included in the 2024/25 Business Plan.

'Red scores' – in excess of ECSS' risk appetite. Action is needed to redress, with regular monitoring. In exceptional circumstances residual risk in excess of the risk appetite can be approved if it is agreed that it is impractical or impossible to reduce the risk level below 16. Such risks should be escalated through the management reporting line to ECSS Board, Operational Services Committee and Council.

Amber scores – likely to cause the ECSS some difficulties (risk score 5 to 15) – six monthly monitoring.

Green scores (risk score 1 to 4) – low risk, monitor as necessary.

Financial Matters

2023/24 Budget

		2023-24 Business		
		2023-24 Actual	Plan	Variance
INCOME		4,762,111	4,489,363	272,748
Management & Administration		458,953	363,990	94,962
Core Staffing		1,842,053	1,867,967	(25,914)
Overtime Costs		197,152	127,950	69,202
Agency Costs		266,782	96,797	169,985
Staffing Costs		2,764,939	2,456,703	308,236
Vehicle Dept Repayment		173,300	186,950	(13,650)
Vehicle costs inc Maintenance		529,400	565,441	(36,041)
Insurance		121,950	107,864	14,086
Fuel		351,781	416,632	(64,852)
Supplies & Services Costs		27,359	3,000	24,359
Wheeled Bins and Bags		113,818	109,292	4,526
PPE		11,934	11,829	105
Waste Disposal		397,672	410,602	(12,930)
Premises Costs		63,109	57,311	5,798
Other Direct Costs		743	966	(223)
Communication and Education		15,095	14,338	757
Training		11,923	16,500	(4,577)
Support Services Costs		81,914	93,835	(11,921)
Miscellaneous		95,349	31,422	63,927
Vehicle Depreciation		1,826	6,677	(4,851)
Non-Staffing Costs		1,997,172	2,032,660	(35,487)
EXPENSES		4,762,111	4,489,363	272,748
Profit (Loss)		(1)	(0)	(1)

	Compliance	Matters for 2024/25
Management Accounts	The Board received Quarterly Management Accounts throughout 2023/24	None to report
Statutory Accounts	The Board will consider the Statutory Accounts for 2023/24 on 3 September 2024.	None to report

2023/24 Business Plan

The improvement and investment plan for 2023/24, centered around 4 themes; Powered by People, Robust and Resilient, Safe and Green and Commercially Minded was delivered via a new programme of work known as Project Steet Smart.

Through the instigation and implementation of the Street Smart project ECSS has continued to build on improved performance of the service. A new management structure has been successfully implemented and appointments were made to all key posts. This has provided a stable and resilient team, with the key skills required to manage any arising challenges.

Progress on implementation has been reported to the Board and the Council through the respective formal channels. Below is a summary of the current project.





- New staffing structure embedded
- Communication with residents ongoing
- Customer journeys refined
- Skills training and development plan for front line staff in place
- New recruitment strategy has reduced reliance on agency staff
- New HR policy has reduced sickness absence



- New recycling and green waste fleet in use
- New waste and fleet management systems launched
- Improved management of vehicle maintenance contract
- New, local contract in place for small fleet



- Depot improvement works (internally) finished
- Fleet compliance secured
- Vehicle replacement program produced (street cleansing)
- Health and safety policies refreshed and communicated
- Hydrotreated Vegetable Oil in use
- Waste and fleet digital systems implemented



- Contracts reviewed and updated
- Processes automated
- Initial scoping for future commercial service provision taken place

Performance

Health and safety – staff welfare

Description of Key Performance Indicator	KPI	Q1	Q2	Q3	Q4
ECSS Accident Incident (AIR) score	4%	5%	1.52%	1.96%	1.48%
No. reported monthly near misses	10 or more	2	0	2	1
Percentage of productive days	94% (sickness absence 6%)	93%	93%	96%	95.9%

Waste Collection

Description of Key Performance Indicator	KPI	Q1	Q2	Q3	Q4
Refuse – Average no. of missed bins per 100,000 bins collected	15	57	45	42	42
Recycling – Average no. of missed bins per 100,000 bins collected	30	77	86	76	73
Green – Average no. of missed bins per 100,000 bins collected	30	98	87	81	64
No. of monthly service complaints	3	4 Average	5 Average	5 Average	5 Average
No. of monthly service compliments	No target	0.3 Average	0.3 Average	1 Average	0.7 Average

Street Cleansing

Description of Key Performance Indicator	KPI	Q1	Q2	Q3	Q4
Average monthly clean streets graded A on random inspection	95%	41%	75%	77%	99%
No. streets graded C or below for litter on random inspection	1%	8%	0%	0%	0%
No. reported fly tips per month	No target	150	128	187	182
No. reported incidents of graffiti per month	No target	15	3	5	5
Removal of offensive graffiti within 1 working day	98%	0%	0%	N/A (none reported)	100%
Removal of fly tipped waste within 2 working days	98%	59%	73%	75%	75%
No. overflowing litter bins reported per 100 bins emptied	3	0.30	0.91	0.36	0.33
No. overflowing dog bins reported per 100 bins emptied	1	2	3.91	1.77	7
No. of monthly service complaints	3	Average 4	0	0	0
No. of monthly service compliments	No target	1	0	0.33 Average	0.7

Communication, Education and Promotion

Description of Key Performance Indicator	KPI	Q1	Q2	Q3	Q4
Increase in social media presence	Increase by 5%	27%	26%	9%	5%
School or Community groups engaged with	10 PA	0	0%	1	0
Number of local events attended	10 PA	1	6	2	1
Recycling rate	60% (annual)	50.2% (Q4 22-23)	60.8% (Q1)	58.6% (Q2)	52.9% (Q3)
Overall waste tonnage reduction	1% (annual)	+8%	+5%	+2%	+3%

TITLE: BUDGET MONITORING REPORT

Committee: Operational Services Committee

Date: 23rd September 2024

Author: Director, Finance

Report No: Z55

Contact Officer: Ian Smith
Director, Finance
Tel: (01353) 616470
E-mail: ian.smith@eastcambs.gov.uk
Room 104, The Grange, Ely

1.0 Issue

1.1 This report provides Members with details of the financial position for services under the Operational Services Committee.

2.0 Recommendation(s)

- 2.1 Members are requested to note that the Committee is currently projecting a yearend overspend of £135,000 on revenue, when compared to its approved budget of £7,134,292.
- 2.2 Members are further requested to note that the Committee has a projected capital programme outturn of £3,656,199. This is an underspend of £1,000,000 when compared to its revised budget.

3.0 Background/Options

- 3.1 Under Financial Regulations each policy committee is required to consider projections of financial performance against both its revenue and capital budget on a quarterly basis.
- 3.2 This is the first quarterly report for the 2024/25 financial year and details actual expenditure incurred and income received as of 30th June 2024 and the current projection as to the year-end position.

Revenue

- 3.3 The revenue budget for each service that falls under the stewardship of this Committee has been reviewed with appendix 1 detailing the current variance and forecast outturn for each service line.
- 3.4 The significant variances of actual spend compared to profiled budgeted spend at the end of June, where no variance is forecast for yearend, are detailed in the table on the next page:

Service	Variance £	Explanation
Community Infrastructure Levy (CIL)	(£390,046)	CIL transactions are treated as a revenue income or expense during the year, but any balance on the account at yearend is transferred to reserve.
Community Safety	(£12,913)	Police & Crime Commissioner grants received in 2024/25 received but not spent as yet.
Environmental – Admin and Health	(£30,599) (£73,264)	External grants had been rolled forward into 2024/25.
Homelessness	(£785,828)	Roll forward of the unspent 2023/24 Grants. Also includes 2024/25 Grants that have been paid to ECDC.
Licensing-Env Services	(£62,985)	Income has been received from taxi companies in relation to three-year licences, this will be apportioned over the length of the contract at the end of the financial year.

Capital

- 3.5 The net revenue expenditure for this Committee at yearend is forecast to be £7,269,292. This reflects a forecast £135,000 overspend when compared to the approved budget. This is the combination of the forecast variations on service lines, as detailed in the table below.

Service	Forecast Outturn Variance £	Explanation
Building Control	£30,000	During the first quarter there was a significant drop in applications being submitted. [This is not an isolated instance for East Cambs, but a national industry-wide decline.] In East Cambs we are still maintaining our market share. This forecast represents the current view, but with the latest government announcement about house building, planning relaxations etc we are hopeful the position may

		improve later during this financial year.
Planning	£105,000	Planning income was lower than budgeted in the first quarter, due to the political uncertainty within the housing market and the fact that the Council has a strong 5-year housing land supply which has resulted in a lower number of speculative development applications.

3.6 The revised capital budget for Operational Services stands at £4,656,199 including net slippage of £381,234 brought forward from 2023/24 including Mandatory disabled Facilities Grants of £388,864.

3.7 The forecast outturn position for Committee is £3,656,199, an underspend of £1,000,000, which relates to the purchase of Waste bins. £1,000,000 was built into the budget as a contingency for buying new refuse bins when the Government’s Strategic Waste Review progressed, replacing the black sacks currently used in the District. With the implementation date of the Review, April 2026, these will not now be purchased until the 2025/26 financial year. This remains subject to a formal decision by Council.

4. ARGUMENTS/CONCLUSION(S)

4.1 The current forecast is that the Committee’s net revenue position will be an overspend of £135,000 at the end of the financial year.

5. Additional Implications Assessment

5.1 In the table below, please put Yes or No in each box:

Financial Implications Yes	Legal Implications No	Human Resources (HR) Implications No
Equality Impact Assessment (EIA) No	Carbon Impact Assessment (CIA) No	Data Protection Impact Assessment (DPIA) No

5.2 Financial Implications

The Committee overspend will be incorporated into the overall 2024/25 Council finance report, which is to be presented to Finance and Assets Committee on the 26th September 2024.

6 APPENDICES

Appendix 1 – Revenue budget monitoring report – 30th June 2024.

Appendix 2 – Capital budget monitoring report – 30th June 2024.

7 Background Documents:

Council Budget approved by Full Council on the 20th February 2024.

OPERATIONAL SERVICES COMMITTEE BUDGET MONITORING REPORT - JUNE 2024

Revenue	Total Budget 2024-25	Profiled Budget to 30 June 2024	Actual to 30 June 2024	Variance	Forecast Outturn	Variance between Total Budget & Projected Outturn
	£	£	£	£	£	£
Building Regulations	43,806	(15,901)	26,004	41,905	73,806	30,000
CIL	--	--	(390,046)	(390,046)	--	
Community Projects & Grants	200,040	26,771	33,490	6,719	200,040	
Community Safety	66,776	27,406	14,493	(12,913)	66,776	
Cons.Area & Listed Buildings	74,073	18,518	18,149	(369)	74,073	
Customer Services	703,762	157,989	150,916	(7,073)	703,762	
Dog Warden Scheme	46,469	11,550	13,709	2,159	46,469	
Emergency Planning	30,661	8,081	9,988	1,907	30,661	
Environmental	162,973	40,743	10,144	(30,599)	162,973	
Environmental Health	563,292	138,466	65,202	(73,264)	563,292	
Homelessness	237,091	(533,419)	(1,319,247)	(785,828)	237,091	
Leisure Centre	(447,030)	6,487	10,024	3,537	(447,030)	
Licencing-Env Services	34,487	8,397	(54,588)	(62,985)	34,487	
Marketing & Grants	43,469	8,316	4,622	(3,694)	43,469	
Parish Forums	1,530	--	--	--	1,530	
Nuisances	114,748	28,687	27,033	(1,654)	114,748	
Pest Control	11,959	2,990	2,126	(864)	11,959	
Planning	373,328	127,321	131,303	3,982	478,328	105,000
Public Relations	124,199	31,050	27,991	(3,059)	124,199	
Recycling	1,929,496	461,610	461,998	388	1,929,496	
Refuse Collection	1,756,517	439,129	432,755	(6,374)	1,756,517	
Street Cleansing	1,016,706	254,177	254,177	--	1,016,706	
Street Naming & Numbering	23,663	10,666	6,664	(4,002)	23,663	
Travellers Sites	22,277	5,508	14,627	9,119	22,277	
Revenue Total	7,134,292	1,264,542	(48,466)	(1,313,008)	7,269,292	135,000

CAPITAL BUDGET MONITORING 2024/25 - Operational Services

Capital	Published Budget 2024-25 £	Slippage from 2023-24 £	Approved Additions £	Revised Budget 2024-25 £	Actual at 30th June 2024 £	Forecast Outturn £	Variance between Revised Budget & Forecast £
OPERATIONAL SERVICES							
Conservation Area Schemes - 2nd round		27,506		27,506		27,506	0
Refuse & Cleansing Vehicles	862,666	(35,136)		827,530		827,530	0
Waste - Wheelied Bins	1,040,000			1,040,000		40,000	(1,000,000)
Mandatory Disabled Facilities Grants	697,299	388,864		1,086,163	143,520	1,086,163	0
Empty Properties, Discretionary DFGs, Minor Works, Home Repair Asst.	75,000			75,000		75,000	0
Vehicle Etc. Replacements	100,000			100,000	42,945	100,000	0
Bereavement Centre	1,500,000			1,500,000		1,500,000	0
Leisure Centre				0		0	0
Total	4,274,965	381,234	0	4,656,199	186,465	3,656,199	(1,000,000)

SOURCES OF FINANCING	Published Budget 2024-25 £	Slippage from 2023-24 £	Approved Additions £	Revised Budget 2024-25 £	Variations £	Forecast Outturn £
Operational Services						
Grants / Contributions (DFG)	602,678	388,864		991,542		991,542
Capital Receipts	209,621	27,506		237,127		237,127
Borrowing	1,862,666	(35,136)		1,827,530	(1,000,000)	827,530
Section 106 / CIL	1,600,000	0		1,600,000		1,600,000
Capital Funding Total	4,274,965	381,234	0	4,656,199	(1,000,000)	3,656,199

TITLE: Outside Bodies Representative Update Report

Committee: Operational Services

Date: 23 September 2024

Author: Democratic Services and Elections Manager & Deputy Monitoring Officer

Report number: Z56

Contact officer: Jane Webb, Democratic Services and Elections Manager & Deputy Monitoring Officer

Jane.webb@eastcambs.gov.uk 01353 616278, Room 214B, The Grange, Ely

1.0 Issue

- 1.1. To appoint a lead representative and substitute to replace the current representatives on outside bodies.

2.0 Recommendations

- 2.2. That the committee determine representatives to the following bodies:
 - 2.3.1 1 additional representative to the Community Safety Partnership
 - 2.3.2 1 additional representative to Citizens Advice West Suffolk
 - 2.3.3 1 substitute representative to the Cambridgeshire County Council Adults and Health Committee

3.0 Background

- 3.1 The Council's Constitution specifies in the Terms of Reference for the Operational Services Committee that it should appoint representatives to Outside Bodies within its remit, from the wider membership of Council, for a period of up to 4 years. In practice, appointments are made at the first meeting after the elections and are then only reviewed between elections if there is a change of circumstances. A full list of appointments was made following the May 2023 elections.
- 3.2 The Democratic Services and Elections Services Manager was informed that Councillor Lay had elected to step down from his appointment as the Council's representative to Citizens Advice West Suffolk, the Community Safety Partnership and as the substitute representative to Cambridgeshire County Council Adults and Health Committee.
- 3.3 Group Leaders were invited to submit nominations to these positions. At the time of producing this report, Democratic Services had received multiple nominations to the Citizens Advice and Community Safety Partnership and a nominee to the Adults and Health Committee. However, further nominations can be made at the Committee itself.

- 3.4. All nominees will be required to be formally proposed and seconded at the Committee, and voting will then take place based on a show of hands. A secret ballot may take place if requested by a majority vote.

4.0 Conclusions

- 4.1. Cllr Lay has agreed to step down from the role as a representative on outside bodies, and thus new appointments are required to be made.

5.0 Additional Implications Assessment

Financial Implications	Legal Implications	Human Resources (HR) Implications
None	None	None
Equality Impact Assessment (EIA)	Carbon Impact Assessment (CIA)	Data Protection Impact Assessment (DPIA)
N/A	N/A	N/A

6.0 Appendices

None

7.0 Background documents

None

TITLE: Waste and Street Cleansing Service Proposals

Committee: Operational Services

Date: 23 September 2024

Author: Director Operations

Report number: Z57

Contact officer: Isabel Edgar Director Operations

Isabel.edgar@eastcambs.gov.uk, 01353 616301, The Grange, Ely

1.0 Issue

To consider the proposals from Member Working Party (WP) for the future Waste Collection and Street Cleansing service.

2.0 Recommendations

2.1. Members are requested to recommend to Full Council:

- i. That the Council implements the measures as detailed in section 4.3 - 4.5 of this report and collect food waste in a separate container, on a weekly basis by 31 March 2026.
- ii. That the Council implements the collection of residual waste in a 180lt wheeled bin on a fortnightly basis as detailed in section 4.3 - 4.5 of this report by 31 March 2026.
- iii. That the Council retains a free fortnightly garden waste collection service that is suspended for 6 weeks during winter and Christmas catch up period by 31 March 2026.
- iv. That the Council removes the annual subscription charge for a second garden waste bin from 1 April 2026.
- v. That the Council removes the one-off charge for an additional recycling bin from 1 April 2026.
- vi. Instruct the Director of Operations to progress with the procurement of vehicles, caddies and bins required to implement i) and ii) above by 31st March 2026.
- vii. That the Council approves the supporting mobilisation and communication plans as detailed in Appendices 3 and 4
- viii. That the Council retain the current street cleansing service specification, with minor changes to ways of working set out in sections 4.19 - 4.21.
- ix. That the Council review the Street Cleansing specification in one year's time with regards to how it has enabled performance delivery against the Key Performance Indicators with ECSS (East Cambs Street Scene) to determine any new specification for implementation from 1 April 2026.

3.0 Background

Legislation Changes

- 3.1 In November 2021, the Environment Act became law for the UK with waste reduction, increased recycling rates, and the standardisation of waste and recycling collections across local authorities as priority areas.
- 3.2 Secondary legislation then came into force in January 2023, entitled 'The Environmental Targets (Residual Waste) (England) Regulations 2023', the regulations are a statutory instrument which requires the setting of deliverable targets to help reduce the amount of residual waste, on a kg per capita basis by 50% (of the amount in 2019) by 2042.
- 3.3 In May 2024, the Government outlined how the legislation will work, by publishing the Simpler Recycling requirements. The Council's existing recycling service largely complies, but the Council is now required to introduce a weekly collection of food waste from households by 31 March 2026.

Member Working Party

- 3.4 In anticipation of the significant changes brought about by the Environment Act, the Operational Services Committee approved a Strategic Service Review of the waste, recycling and street cleansing service in November 2023. This led to the creation of a cross-party Member Working Party (WP). The WP has met monthly to review the existing services and identify opportunities to achieve the following:
 - i. Compliance with emerging environmental legislation.
 - ii. Move to a wheeled bin service for the collection of residual waste.
 - iii. Improve service quality, safety and visibility.
 - iv. Increase recycling rates for dry mixed recycling, food waste and garden waste and a reduction in residual waste.
- 3.5 The WP initially considered a long list of options for the waste and recycling collections service and narrowed it down to four options based on useability, operational efficiency, cost and environmental improvement. A specialist waste consultant was then commissioned to refine and cost multiple options. See section 3.10 - 3.12

Waste and Recycling Collections Performance Overview

- 3.6 East Cambridgeshire District Council currently has a recycling rate of 55% which has ranked it 22 out of 210 English waste collection authorities. From a height of 60% recycling in 2015/16, the recycling rate has dropped over the years and stayed at around 55%.
- 3.7 The Council sent over 12,000 tonnes of waste to landfill in 2022/23. The amount of residual waste generated by households has fluctuated over the past 10 years, with significant increases in residual waste in 2020 and 2021 (likely caused due to the Covid pandemic and more people working from home). However, in the past 2 years the amount of waste produced has returned to average levels seen previously.

3.8 Residents can recycle their food waste in their green lidded bin, which accounts for nearly a quarter of all the organic waste collected. Despite having this free service available, there remains around one third of food waste being put in the black bag for collection, which is landfilled. The weekly collection of black bags de-incentivises residents to put food waste in their green lidded bin, which is collected fortnightly.

Street Cleansing and ancillary services

3.9 The service comprises litter picking and manual sweeping of footpaths, mechanical road sweeping, and maintaining and emptying litter and dog bins (street bins). The district is zoned, and each zone dictates the frequency of work undertaken; the higher footfall zones receive cleansing more frequently.

In addition to this, the service removes fly tipping and graffiti, responds to customer requests to collect bulky waste and deliver waste and recycling bins to households.

Options considered - Waste and Recycling Collections Service

3.10 Table 1 shows a summary of the options that were considered by the WP. The appraisal of each option considered; useability of the service for customers, the operational efficiency, cost, and opportunity to increase recycling rates. Each option is considered in more detail in Appendix 1.

3.11 Further analysis was also undertaken to understand the impact on cost and recycling rates of different wheeled bin sizes for residual waste.

3.12 The WP party also considered the impact on cost and recycling performance of charging for garden waste collection versus a free garden waste collection. Around 70% of councils in the UK currently charge for garden waste collections, however the WP agreed that retaining a free service yielded higher recycling rates and made it easier for customers to recycle garden waste.

Table 1 Waste and Recycling Collection Appraisal

Waste type	Option 1	Option 2	Option 3	Option 4
Residual Waste	Fortnightly, 140lt bin	Fortnightly, 140lt bin	Fortnightly, 180lt bin	Fortnightly, 240lt bin
Food Waste	Weekly, caddy	Weekly, caddy	Weekly, caddy	Weekly, caddy
Recycling	Fortnightly, 240lt bin	Fortnightly, 240lt bin	Fortnightly, 240lt bin	Fortnightly, 240lt bin
Garden Waste	Fortnightly, 240lt bin: free	Fortnightly, 240lt bin: charged	Fortnightly, 240lt bin: free	Fortnightly, 240lt bin: free

Options Considered – Street Cleansing and Ancillary Services

3.13 The following options were considered by the WP, considering the performance of the service, cost and opportunity to formalise additional services that have been adopted. Each option in table 2 is considered in more detail in Appendix 2.

Table 2 Street Cleansing options Appraisal

Activity	Option 1	Option 2	Option 3	Option 4
Scheduled work	As current, but clarify zone plan	Remap zones with crew assigned	Prescribed schedule of work	Decrease to 9-week frequency, dog bins emptied fortnightly
Graffiti, fly tips, ad-hoc requests	Rapid response crew	Rapid response crew	Rapid response crew	Increase response times
Unscheduled work (leaf fall, chewing gum)	As current	Additional crew	Additional crew	Switch to responsive service

4.0 Arguments/Conclusions

Waste and Recycling Collection Service

- 4.1 The Council must introduce a separate weekly collection of food waste by 31 March 2026. The Council has also previously committed to providing residents with a wheeled bin for residual waste.
- 4.2 The Council is committed to and recognises the need to act fast, to reduce the Councils and the Districts net carbon emissions as quickly and deeply as possible and is ambitious to achieve the Government’s recycling and waste tonnage targets as soon as possible.
- 4.3 Based on the modelling carried out, the WP unanimously agreed to recommend the Service outlined in Table 3 for the majority of households:

Table 3 – Proposed Waste and Recycling Collection Service

Waste Stream	Container	Frequency
Residual Waste	180 litre bin	Fortnightly
Food Waste	23lt kerbside caddy 7lt kitchen caddy	Weekly
Recycling	240 litre bin	Fortnightly
Garden Waste	240 litre bin	Fortnightly

- 4.4 Where households are not able to store multiple bins, the following service was recommended in Table 4:

Table 4 – Alternative Waste and Recycling Collection Service

Waste Stream	Container	Frequency
Residual Waste	3 x purple bags	Fortnightly
Food Waste	23lt kerbside caddy 7lt kitchen caddy	Weekly
Recycling	4 x clear recyclable bags	Fortnightly
Garden Waste	4 x brown paper bags	Fortnightly

4.5 The WP also proposed that:

- i. Garden waste should be maintained as a free service
- ii. Garden waste collections will be suspended for 6 weeks during winter and Christmas catch up. E.g. 3 weeks prior to Christmas and 3 weeks after (dates to be finalised).
- iii. To encourage recycling and take up of the service, the charge for additional garden waste and recycling bins should be removed.
- iv. An alternative service sack collection is recommended to those areas who cannot accommodate a wheeled bin.
- v. An initial supply of 52 food caddy liners will be provided to all residents as part of the new service rollout, to encourage participation.

Further detailed policy and service standards will be considered at the 23 September 2024 Operational Services Committee Agenda item 10

4.6 The proposed service delivers the following benefits and improvements:

- i. Meets government legislation.
- ii. Provides a potential increase in recycling levels of up to 6%.
- iii. Significantly reduces our impact on the environment – by reducing the amount of waste going to landfill by 10% and reducing our Co2 emissions by 20%.
- iv. Provides value for money by mitigating future service cost increases and improves recycling rates.
- v. Increases the capture of food waste from residual waste.

- vi. Residual waste will be within containers, meaning safer working practices for operatives and fewer ripped open bags and spilt litter.
- vii. A 180-litre wheeled bin will provide sufficient capacity to the majority of households in the district, with additional capacity available to those that need it.
- viii. Disposal of food waste will be undertaken in partnership with the County Council, using an Anaerobic Digestion (AD) facility, where the food waste will be turned into methane gas to produce electricity.

Mobilisation and roll out of the new waste collection services

- 4.7 A service change of this magnitude will introduce challenges and opportunities. It is anticipated that it will take around 12 -15 months to mobilise and implement the new service.
- 4.8 The council is required to have the new service implemented by 31 March 2026 and therefore following full Council approval the procurement for vehicles and bins will need to start.
- 4.9 A high-level implementation plan is included in Appendix 4, however as procurement progresses the plan will be refined with exact dates for communication and bin deliveries, and then a 'go live' date can be agreed.
- 4.10 The changes proposed will require the Council to engage directly with all those affected by the changes. Therefore, the implementation of the service will also be supported by a comprehensive communications and engagement campaign with residents and stakeholders to support the transition to the new services. Appendix 3 outlines this proposal.
- 4.11 As part of the implementation of the new service a review of collection rounds and collection days will be required to ensure that it operates efficiently and maintains some capacity to accommodate future growth in the district. Invariably changes to round structures are likely to cause disruption to service delivery. Therefore, it is vital that additional resource is provided to address any issues that arise, for example, additional customer service support will be required on the phones to respond to the increase in customer contact both prior to the new service starting and during the first few months as the new service beds in.
- 4.12 Issues such as missed bins or overflowing bins are common issues that arise during the start of a new service roll out, and therefore a comprehensive frequently asked questions will be developed for staff and residents, as well as a clear reporting and response mechanism to ensure issues are addressed swiftly. Additionally, 'mop up' crews may be required to assist with the collection of missed bins or unfinished rounds.
- 4.13 While service disruption is likely during the initial roll out, it is essential the Council plan for this and provide help and support to residents when service performance

drops. The communication and operational response plans will be developed further during 2025 in readiness. This will provide residents and other stakeholders with clear information and quick resolution to any issues that arise.

Street Cleansing

- 4.14 The review of the Street Cleansing service identified opportunities to improve the visibility and performance of the existing Service. However, the changes proposed do not need a significant change to the service specification, rather just changes to ways of working.
- 4.15 The street cleansing service has and continues to achieve an improved performance, through a new suite of monitoring measures, increased resilience through a reduction in staff sickness and a proactive approach to managing litter hotspots.
- 4.16 Due to the considerable changes within the Waste Collection Service the WP agreed that a further review of working practices for the Street Cleansing service should be carried out over the next year to inform potential changes from 1 April 2026. Any proposed service changes will be brought back to Committee.
- 4.17 The WP agreed that in the meantime and to embed resilience, the Council should request ECSS to maintain a minimum level of resource across street cleansing services, to cover staff absence through leave or sickness.
- 4.18 Additionally, some changes to ways of working were agreed in i) to iii) below. These changes do not require a change in service specification and can be managed within the existing Memorandum of Agreement (MoA).
 - i. Improve communication of the service: the website should be updated with information on the street cleansing regime and that dog waste can be placed in litter bins.
 - ii. Applying stickers to fly tips to advise the Council is aware and dealing with it.
 - iii. Monitoring of street bin emptying: Gather data on how full a bin is on each collection across a year to determine future service specification.
- 4.19 More robust processing of street bin requests: There would need to be evidence of a problem to justify the installation of a new street bin.

Efficient use of resources: If garden waste collections were suspended over winter the resources could be diverted to street cleansing work to cover issues such as leaf fall, or infrequently cleansed areas (e.g. roundabouts or laybys).

5.0 Additional Implications Assessment

Financial Implications Yes	Legal Implications Yes	Human Resources (HR) Implications No
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Equality Impact Assessment (EIA)	Carbon Impact Assessment (CIA)	Data Protection Impact Assessment (DPIA)
YES	Yes	NO

Financial implications – Revenue Costs

- 5.1 To inform the financial appraisal of the preferred service, the new collection methodology and street cleansing requirement was passed to ECSS for costing. ECSS have provided a revenue cost estimate of the new service comparing it to the current service. The costs below are indicative and based on a number of assumptions. Due to the number of changes being made and the exclusion / offsetting of some costs through new burdens funding, it is important to note that providing a final budget requirement at this stage is not possible.
- 5.2 Table 5 provides a financial comparison for the purposes of decision making only. The actual cost of the service and the budget for the client-side management of contract will be calculated during the budget setting cycle for 2026/27, when more is known about new burdens revenue and extended producer responsibility payments.

Table 5 – ECSS management fee comparison illustration - Waste and Street Cleansing:

Year	Inflation	Existing Service	Proposed Service
2025/26	4%	4,814,351	-
2026/27	3%	4,958,782	5,779,511
		Increase	820,729

- 5.3 The increase in cost is based on the following assumptions:
- i. Increase in staff – the mandatory introduction of a food waste collection requires 3 additional rounds; this takes into account the reduction of rounds due to moving to a fortnightly collection of residual waste. Each crew will consist of a driver and two operatives. With the rebalancing of the existing rounds, some existing operatives can move over to the food waste collection service, but overall, the number of operatives employed will still increase.
 - ii. A baseline staffing provision has been built into the model, as well as 1 additional management post, to build resilience in the service. This will cover sick and holiday leave, which is currently partly managed through agency staff (circa £623k increase).
 - iii. Increases in rounds will also require additional revenue for vehicles, fuel, maintenance, PPE (Personal Protective Equipment) etc (circa £189k increase).
 - iv. Reduction in income from the sale of garden waste and recycling bins (circa £96k loss)
 - v. Saving from the provision of black bags (circa £79k saving)
 - vi. Exclusion of recycling credits and MRF credits/debits (see section 5.5 to 5.8)

- 5.4 The ECSS management fee includes costs associated with new RCV's and food collection vehicles. The food vehicle costs will largely be covered by the capital payment made by DEFRA to the council in March 2024 of circa £864k. See section 5.13 below for more details.
- 5.5 There are a number of income and expenditure budgets that the Council will now manage directly, rather than including them within the ECSS Management fee, as is the case now. The income and expenditure are income from recycling credits paid by the County Council, and the credits and debits are for materials processing and onward sales from the new MRF and haulage contract.
- 5.6 Removing these budgets from the ECSS Management fee provides a transparent means to track the costs of the ECSS operation and the variable costs associated with recycling income/costs will be tracked through ECDC Client team.
- 5.7 In 2023/24 ECSS received an income of just under £400,000 for recycling credits. This income will now come directly to ECDC and will partly offset the additional management fee shown in Table 5.
- 5.8 The recently tendered MRF, waste transfer and haulage contract has resulted in a significant increase in the cost of managing recycling. In 2023/24 income from the MRF was £302k and costs were £386k, so a net cost to ECSS of £84k. However, this will now be a projected cost to the Council of circa £750k in 2025/26, although it remains unclear what materials income and Extended Producer Responsibility credits may be to offset these costs.
- 5.9 The government has indicated that there will be a new revenue burdens payment to the council for the introduction of a separate weekly food waste collection. At the time of writing there has been no confirmation of the amount, what it covers, or for how long it will be paid. However, announcements of this new burden funding are expected in November 2024.
- 5.10 The new Extended Producer Responsibility regime is also planned to be implemented in October 2025. The scheme is essentially a financial mechanism to encourage producers of packaging materials to be financially responsible for the recycling / disposal of those materials. Local Authorities will be notified in November 2024 of their payment estimate, with payments expected to be received towards the end of 2025. At the time of writing, it is not clear what impact the scheme will have on the existing recycling credits payment scheme, or the amount of waste materials produced.
- 5.11 DEFRA have confirmed the capital payment made to councils only covers the cost of food waste vehicles and caddies, and no provision is made for other implementation costs. Therefore, a further one off provision will need to be made to cover: the delivery of bins and caddies, communications and marketing literature/materials, additional staffing to support the roll out (e.g. customer service staff), food waste sacks and a round reconfiguration service.

The implementation plan is provided in Appendix 3 and 4. It is proposed that a provisional sum of £200k is made available. However final costs associated with bin deliveries, round reconfiguration, staffing and communications materials will be confirmed in 2025.

Financial Implications – Capital costs

- 5.12 In March 2024 DEFRA made a payment of £864,056 capital funding to the Council for the purchase of food collection vehicles, and kerbside / kitchen caddies to implement the food waste service.
- 5.13 The Council has already included within the 2024/25 capital programme £1m for the purchase of wheeled bins for residual waste and this will be carried over. The most recent quotes from suppliers suggest this amount is adequate, but the Council will not have certainty of costs until a procurement exercise is completed.
- 5.14 The existing refuse collection fleet (black bags only) will need replacing earlier than expected. This is because the types of vehicles needed to collect bins are different to those that are sack collection only. The vehicles were expected to be end of life in March 2027, whereas the new vehicles will be needed by end of March 2026. Therefore, the total depreciation outstanding for the 31 March 2026 will be £185,500. In part this cost can be mitigated by avoidance of maintenance costs in the region of £20k.
- 5.15 Consideration must also be given to the Council's depot in Littleport, which ECSS operate from. The expansion of the fleet and associated extra staff parking that will be required cannot currently be accommodated onsite. The surface of the car parking area has deteriorated and will need replacing, and due to the nature of surfacing in other areas of the site, further work is required to bring these up to a standard that can accommodate large vehicles. A paper will be taken to Finance and Assets committee outlining additional infrastructure costs beyond what is already assigned to the depot refurbishment works in the capital programme.

Legal Implications

- 5.16 Full Council agreed to extend the existing MoA arrangements with ECSS until 31 March 2026.
- 5.17 Also being considered at Operational Services Committee on 23 September 2024 is the preferred service delivery model. The recommendation is for ECSS to continue to provide the waste and street cleansing services on behalf of the Council.
- 5.18 Due to the significant changes proposed to the service specification proposed and because the existing MoA expires on 31 March 2026, a new specification and contracting arrangement needs to be developed for the provision of waste collection and street cleansing between the Council and ECSS Ltd. This will be

agreed in advance of 31 March 2026 when the current MoA is due to expire. This will be brought to Council at the appropriate time in 2025.

Carbon Impact Assessment

- 5.19 Producing food requires significant resources including land, energy and water. Globally, 25–30% of total food produced is lost or wasted, and food waste is estimated by the Intergovernmental Panel on Climate Change to contribute 8-10% of total man-made greenhouse gas (GHG) emissions.
- 5.20 The carbon cost of landfilling the collected waste in East Cambridgeshire last year was calculated as likely being around 8850 tCO₂e. The proposed new service is targeted to divert 5% of currently landfilled food waste into the food recycling service and 5% of refuse into the recycling bin. This would result in a net carbon emissions saving of 20%, or around 1950 tCO₂e per annum.
- 5.21 The changes outlined to the fleet have also been considered as part of the impact assessment. The replacement [vehicle report](#)¹ provided to Committee in March 2023 explored the market for alternative fuels. At present, electric vehicles are not suitable for this District, and so the new vehicles will be run on Hydrotreated Vegetable Oil (HVO). HVO provides a viable transitional alternative until the other markets (such as electric) mature. It significantly reduces emissions by up to 90% (compared with conventional fossil fuels), is similar in cost to diesel and has been successfully used for the past year by the new recycling and green waste vehicles that were purchased.
- 5.22 The new fleet of food waste vehicles, running on HVO will produce an additional 7 tonnes of carbon p.a. The existing refuse fleet are already fuelled by HVO, however, switching to fortnightly collections will result in a saving of 40 tonnes of carbon, thus offsetting the impact of introducing the food waste fleet.
- 5.23 Whilst the purchase of new vehicles and containers (and associated liners) will have a negative impact arising from the embodied carbon (i.e. the energy and emissions arising from the manufacturing process), such negative implications can reasonably be assumed to be offset within a short period of time if the increased diversion of food and recyclables from landfill occurs as forecast.

Equalities Impact Assessment

This has been addressed under the accompanying report: Waste and Recycling Policy 2026 Agenda item 10

6.0 Appendices

- Appendix 1 - Waste and Recycling Collection Considerations
- Appendix 2 – Street Cleansing Considerations
- Appendix 3 – Communications Plan
- Appendix 4 – Implementation Plan

¹ <https://www.eastcambs.gov.uk/sites/default/files/agendas/270323ReplacementWasteVehicles.pdf>

7.0 Background documents

Household food waste collections guide:

<https://www.wrap.ngo/sites/default/files/2024-02/WRAP-Household-Food-Waste-Collections-Elected-Members-Summary-Guide-PRINT.pdf>

Maximising food waste collections: Case studies:

<https://www.wrap.ngo/resources/case-study/maximising-food-waste-collections-case-studies>

Driving up recycling and reducing residual arisings through changes to residual waste collections:

<https://www.wrap.ngo/resources/webinar/driving-recycling-and-reducing-residual-arisings-through-changes-residual-waste>

Notes of Waste Service Review Working Party meetings held between November 2023 and June 2024

Plan B waste service review report

Waste and Recycling Collection Considerations

Food Waste

The Government has set a legal requirement for councils to introduce a separate weekly collection of food waste from all households by 31st March 2026.

To enable residents to participate and contribute to the Council achieving this, a small internal food waste caddy (approx. 7 litres) will need to be provided to households for use in the kitchen. This provides the household with somewhere to store food waste in the short term and helps improve collection yields.

Residents will empty their food waste into an external 23 litre food waste caddy (approximately 10% of the size of a wheelie bin) which can be placed either on top of or beside their existing bins. Residents in flats etc where larger communal bins are will have larger external bins to empty their internal food waste caddy into.

Waste collection teams will then empty the material from these external caddies or communal bins into a specific food waste collection vehicle.

The Council will need to purchase new dedicated food waste collection vehicles. Current lead times are estimated at a minimum of 12 months and further pressure on the supply chain is likely as all local authorities which do not currently collect food waste will be looking to procure vehicles.

In addition to requiring additional dedicated vehicles there is a need to procure both internal and external food waste caddies, plus additional bins for communal properties.

Evidence from the Waste and Resources Action Programme (WRAP) (see background documents), advises that to maximise participation and therefore yield/diversion of food waste from landfill, local authorities should provide food caddy liners to residents. This helps reduce the perception of mess and smells from using the food waste service. Liners do not need to be compostable; they cannot be broken down through food waste treatment plants and food waste treatment facilities prefer them to be plastic as either way, the liners are removed in the process and are sent for energy recovery. Plastic liners are also less expensive than compostable ones.

The Government has provided the Council with new burdens capital funding of £894,056 for the purchase of food bins (this includes internal kitchen caddies, external kerbside caddies and communal bins, but not liners) and food waste collection vehicles, and has indicated it will provide ongoing new burdens revenue funding. At the time of writing there had been no confirmation of the amount, what that would cover or for how long.

Residual Waste

The Council currently collects residual waste weekly, in single use black plastic bags. Residents are provided with a delivery of bags each year, at an annual cost of around £79,000 (paid for via the management fee to ECSS). Residents are given enough to fill one per week, The Council does not restrict the number of bags it will collect each collection, and residents can purchase more from shops if they wish.

For several years, despite having the desire, the Council has not changed the collection methodology to wheeled bins as it has been waiting for the updated legislation from the Government to ensure any changes would comply long term. It has already set aside budget for the provision of wheeled bins for residual waste of £1,000,000 in its Capital Strategy Budget.

The Council operates six RCVs (including a spare vehicle) to collect residual waste. They were purchased in 2018 and are due to be replaced by 31 March 2027. They do not have the lifting mechanism fitted to enable emptying of wheeled bins.

The most recent waste composition analysis (2021) found that within collected black bags, nearly 25% was recycling and 36% was food that could be captured by the existing recycling and garden/food service.

Based on best practice research and advice from WRAP, the most effective way to increase recycling performance and reduce the Council's environmental impact is to limit residual waste. This has the twin effect of reducing residual wastes and increasing materials presented for recycling.

Limiting residual waste can be achieved through the introduction of rigid wheeled bins and rejecting additional waste. Restricting the frequency of collections also helps to drive residents to use recycling services. The key benefits of wheeled bins are the following:

- Limits the amount of residual waste that can be put out per property, and therefore drives residents to reduce their waste and recycle more.
- Reduces cleansing issues, with a significant reduction in ripped sacks and litter.
- Reduces the Council's impact on the environment through the provision of single use plastic bags every year.
- Safer ways of working for operatives through reducing manual handling and risk of sharps injuries.

It is also difficult to identify non-residential properties placing waste out for collection that should be paid for under a commercial waste service.

Garden Waste

The Council currently co-collect garden and food waste in the green lidded bin. The Council does not make a charge for the collection of this. Charging for the collection of garden waste is allowed under legislation as the collection is not a statutory right, but

food is not allowed to be charged for. Residents can have a second garden waste bin, which they pay an annual subscription for, yielding an average yearly revenue (based on the last 5 years) of £37,000 per annum.

Simpler Recycling allows Local Authorities to continue decide whether they charge for garden waste or provide it free of charge. It also makes provision for Local Authorities to continue to co-collect this waste, but as it contains food, it must be weekly.

In its early stages, the WP considered continuing to co-collect food and garden waste and increase the frequency from fortnightly to weekly to comply with the new legislation. It was realized that this would incur significant capital expenditure (exceeding the new burdens grant from DEFRA) and ongoing revenue costs, as the current fleet of garden waste vehicles would need to be doubled. These vehicles cost approximately £200,000 each. Through the modelling work, providing a separate weekly collection of food, with much smaller vehicles, would be more cost effective.

Options

The WP considered the performance data provided by the consultants of differing collection options, both financially and in terms of waste yields and therefore recycling performance.

Four service options were modelled for the different material streams (residual, recycling, garden waste and food waste) with variables between each such as the frequency of collection, charging and not charging for garden waste.

Table 1 Four service options modelled

Material stream	Option 1	Option 2	Option 3	Option 4
Residual waste	Weekly, 140lt WB	Weekly, 140lt WB	Fortnightly, 140lt WB	Fortnightly, 140lt WB
Recycling	Fortnightly 240lt WB	Fortnightly 240lt WB	Fortnightly 240lt WB	Fortnightly 240lt WB
Garden waste	Fortnightly 240lt WB FOC	Fortnightly 240lt WB Charged	Fortnightly 240lt WB Charged	Fortnightly 240lt WB FOC
Food waste	Weekly, 7/23lt caddy	Weekly, 7/23lt caddy	Weekly, 7/23lt caddy	Weekly, 7/23lt caddy

Two versions of each service option were also presented to show the difference in costs between collecting waste in a single stream vehicle or co-collection in a dual body vehicle. Therefore, a total of eight operational solutions were presented.

Co-collections would require a transition to a different Rear Collection Vehicle (RCV) which would have a twin compartment with recycling waste one side and food waste on

the other. As the service had recently procured a fleet of vehicles which would need replacing (at approximately £2 million of extra capital cost) it was agreed that these would not deliver value for money given the other viable options to be considered.

Estimated vehicle CAPEX and operational (revenue) costs were also calculated for each operational solution.

The model clearly demonstrated a significant variation in performance based on the collection frequencies adopted by the Council. Specifically, the frequency of residual waste collection and whether the Council charges or retains a 'free' garden waste collection had a profound effect on the recycling rate and the cost of the service. Table 2 summarises these variances.

Table 2 The effect of differing frequencies of collection and charging for garden waste on the estimated recycling rate

	Baseline	Option 1	Option 2	Option 3	Option 4
Estimated recycling rate	58.5%	60.5%	54.5%	58.6%	64.5%
Estimated variance in operating cost	-	+28%	-4%	-20%	+11%

Moving to alternate week collection for residual waste could result in a 5% transfer of recyclable waste and 5% transfer of food waste from the residual bin to the recycling bin and food waste bin (by weight).

The modelling showed that option 4 would likely achieve the highest overall recycling rate (c64.5%) and option 2 seeing an overall decrease in the recycling rate (to c54.5%).

Option 3 would yield the most significant saving with an annual reduction in service cost of 20%.

Option 1 would incur the most significant increase in annual service cost of 28%.

Please note that these cost figures are used on a comparative basis to assess options as part of a desktop exercise. Certain elements were excluded from modelling, such as disposal/treatment costs and recycling income. The modelling cost outputs were not and therefore should not be viewed in the context of budgeting and instead should be used as a strategic tool to compare the different options. All the options and the baseline have been based on the same cost assumptions.

Overall, the introduction of alternate weekly collection for residual waste and weekly food waste would see an increase in recycling rates, however the impact of introducing a chargeable garden waste service would negate this.

The WP gave considerable thought to introducing a charge to residents for collecting garden waste. There were advantages (mitigates the additional costs incurred from

introducing the collection of food waste) and disadvantages (reduces the recycling rate, reduces opportunity to mitigate additional costs), to this as the model showed. The WP acknowledged that most councils in the UK have introduced a charge for collecting all garden waste. For residents in East Cambridgeshire, the WP agreed that retaining a free collection for every resident, and therefore maximising the opportunity to divert waste from landfill was most important. With this in mind, the WP also agreed to recommend the removal of paying for additional recycling and garden waste bins. This would result in a reduction of c£90,000 per annum.

Size of the residual waste bin

The original modelling work proved that current levels of residual waste per household in East Cambridgeshire would fit inside a 140lt bin over the two-week period. The size of residual waste bins can encourage/discourage recycling by providing too little or too much capacity.

The WP requested further modelling work to explore options for a larger sized residual waste bin: a 180 lt and 240lt were subsequently modelled. Both options were modelled as a fortnightly collection, with weekly food waste, free of charge garden waste and 'as is' dry recycling collection scheme.

The following table summarises the impact that the different sized bins would have on recycling performance compared to the original 140lt bin model:

Table 3: The effect different bin sizes have on recycling performance

Bin size (lt)	180	240
Reduction in recycling rate per additional lt	0.05%	0.05%
Total tonnage lost from food and dry recycling	487	1218
% lost from food and dry recycling	50%	50%
% of lost recycling from food stream	50%	50%
Estimated kerbside recycling rate	62.5%	59.5%
Estimated reduction in kerbside recycling rate by not using 140lt	2%	5%

As referenced through WRAP research, any increase in residual bin size increases the amount of waste sent to landfill and decrease the recycling rate. As well as this, it is important to note that a larger bin size has implications on the operational resource (number of vehicles and operatives) required:

Table 4: The effect of different bin sizes on the capacity of the collection rounds

Residual bin size	Average round utilisation	
	Weight	Volume
140lt	74%	79%
180lt	79%	84%
240lt	86%	92%

Providing a 240lt bin as the standard size would disincentivise residents to use their recycling bins and provide opportunity to dispose of waste that would have been taken to the Recycling Centre at Witchford. The modelled increase in waste collected, whilst not requiring an increase in resource, would limit the capacity left in the rounds for periods of more waste being produced (e.g. Christmas) and property growth, and therefore an additional round (1 extra vehicle and 1 driver, 2 loaders) would likely be included in the final costing work carried out by ECSS to provide resilience in the service.

The model showed that providing a 180lt bin would not significantly impact the round capacity, requiring no additional resource and therefore no cost impact compared to the 140lt bin (i.e. the original modelling of vehicle and operative numbers would have capacity for the small increase in waste to be collected). The WP agreed that providing this as the standard bin size could also mean that those who may need additional capacity e.g. larger families or producers of healthcare waste, may find this size of bin adequate and therefore may be less likely to request additional capacity. This would mean that residual waste could be kept low. An option to provide a bigger bin for households that met the policy criteria would be included, and this would be managed through an application process. (see Agenda Item Waste and Recycling Policy 2026 considered at the 23 September 2024 Operational Services Committee).

Therefore, the WP unanimously agreed to progress the following as the preferred model and instruct ECSS to provide a detailed financial model.

Table 5: Preferred standard service

Waste Stream	Container	Frequency
Residual Waste	180 litre bin	Fortnightly
Food Waste	23lt kerbside caddy 7lt kitchen caddy	Weekly
Recycling	240 litre bin	Fortnightly
Garden Waste FOC	240 litre bin	Fortnightly

Street Cleansing and Ancillary Services Considerations

Background

East Cambridgeshire District Council is defined as a 'principal litter authority' under Section 86 of the Environmental Protection Act 1990 with responsibility, under Section 89, to keep 'relevant land' and highways clear and clean of litter and refuse, so far as is practicable. In this context 'relevant land' is defined as 'land that is open to the air and is land which is under the direct control of such an authority to which the public are entitled or permitted to have access with or without payment'. It excludes private land and unadopted highways.

To address its statutory obligations, the Council through the Memorandum of Agreement (MoA) with ECSS, undertakes several duties including litter picking and manual sweeping of footpaths, mechanical road sweeping, maintaining and emptying litter and dog bins (street bins), bulky waste collections, refuse bin deliveries and removing fly tipping and graffiti. ECSS through its Business Plan allocated just over £1.4 million of its management fee to deliver these services.

The MoA details a zoned approach to street cleansing across the district. Each zone specifies the frequency of work to be undertaken. Zone 1 areas are on a daily cleansing schedule, Zones 2 and 3 areas are on a three times per week schedule and Zone 4 areas are scheduled every six weeks.

The service operates a 'blended' approach to street cleansing, incorporating a mixture of multi-disciplined mobile teams (x6), a single static cleansing resource in Ely and 2 mechanical sweeper lorries. The service is predominantly proactive in nature, however, as with most services has an element that is reactive, for example fly-tipping and graffiti removal.

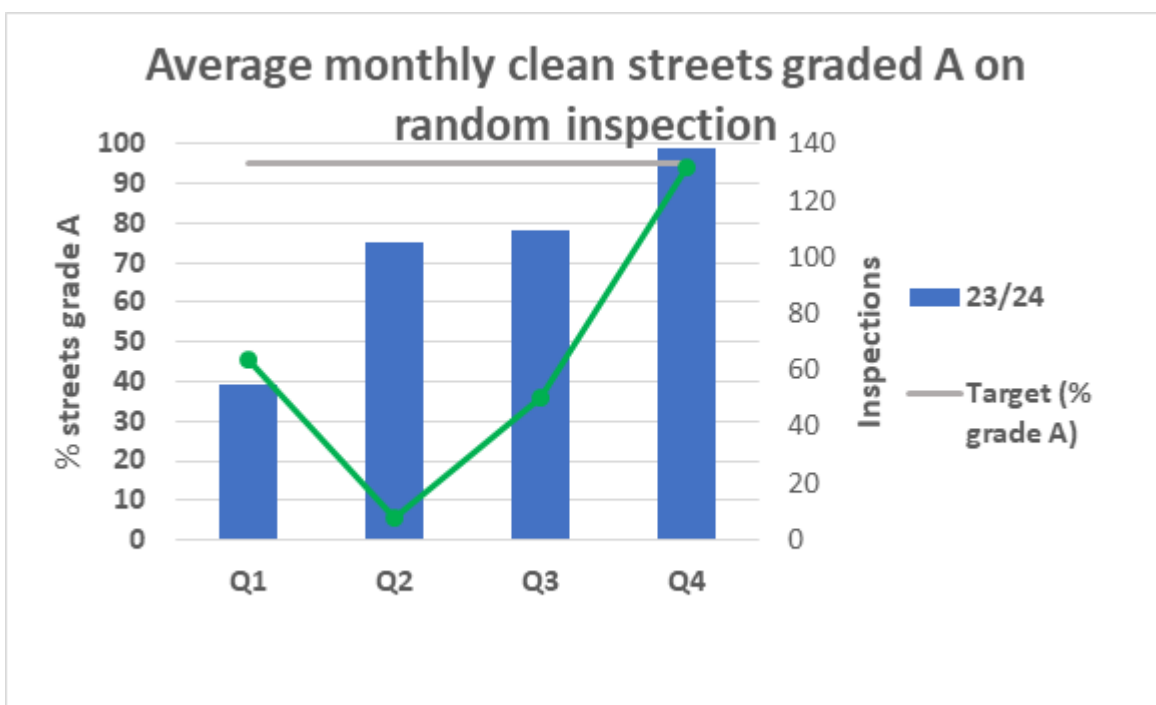
Whilst the management fee has been reviewed and increased recently, the service specification has not been since the MoA was agreed in 2018. New housing growth has not been factored into the different zones and human resources have only modestly increased in the period. Practices have been adopted by ECSS that have not been formalised in the MoA, such as emptying all dog bins every week despite them mostly located in zone 4 which stipulates emptying every 6 weeks. ECSS currently employs a dedicated operative and vehicle to complete this work.

The A14 and A11, which require traffic management in place to facilitate safe litter picking by operatives, and carries additional cost is also absent from the MoA.

There is no policy regarding installing new street bins at the request of Parish Councils (PC). The cost of the initial bin is usually met by the PC, but the ongoing emptying is absorbed by ECSS' budget.

In Spring 2022, the round reconfiguration, coupled with the national HGV driver shortage led to street cleansing resources being diverted to assist with the waste collection service. This resulted in decreased performance in street cleansing.

ECSS undertook an improvement project: Street Smart, to build a resilient, robust and high performing service. The Council also introduced new Key Performance Indicators in April 2023 to give stakeholders a more accurate and clearer record of the performance of the service. This measures performance in four areas; litter/detritus, graffiti, fly tipping and emptying of street bins. The cleanliness of the district's streets has shown steady improvement since the introduction of these measures, as shown in the below table for last year. Members will note this from the quarterly reports submitted through the Operational Services Committee.



Performance of street cleansing service for 2023/4 – Each area is graded from A to D. Grade A means that an area has no issues whilst the worst affected areas will receive a Grade D.

The removal of graffiti and fly tipping on public land generally misses the target of 98% within two working days.

Members of the Operational Services Committee have frequently asked whether residents can be advised of the schedule of cleansing activity, so they can move vehicles blocking the kerb line where the mechanical sweeper needs to access.

Options

The modelling work for the service was completed by officers of the Council. As with collections, the current service was baselined, and then four options were modelled for comparison and consideration, with impacts on cost and resource summarised. The models and background are contained within Appendix 3: Street Cleansing Model.

Unlike collections, assumptions for the resulting performance from changes made to the specification are challenging. Street cleansing specifications tend to be output based, with the emphasis on the result achieved, rather than what resource should go into achieving it. The service is subject to seasonal fluctuations in demand (e.g. autumn leaf fall, litter during summer etc) and therefore needs to be able to be flexible, unlike an input specification, such as for collection services, where services are predictable (e.g. bin collection frequencies are prescribed).

The options considered focused on the cost involved:

Option 1: retain the existing approach but improve the response to clearing fly tips and graffiti with the provision of a rapid response team. Flexibility is maintained in the service as all crews can be deployed to unscheduled work during times of less demand on the service. More information added to the website around the zones (for residents they would know that their road would be cleansed every 6 weeks). Implement a digital management system to enable the effective management of this, i.e. a road would not be cleansed in week 1 of the first cycle, and week then 6 of the second cycle.

Option 2 – As Option 1, but zones would be re-mapped and assigned a crew so that each village would be aware of the week their cleanse would take place within a 6-week schedule. An extra crew would be required to ensure the completion of unscheduled work as the other crews would have to visit every single street and possibly clean 'clean' streets. Inefficiency has had to be designed into the service; if the crew completes their scheduled work in less than a week, work on the next village would be unable to take place since its scheduled completion was in the following week. However, as this is unpredictable, equally if it has taken a whole week to complete their work, then there is no additional capacity to complete the unscheduled work.

Option 3 – As option 1, but every road has a designated day of cleanse. This would result in a significant increase in the number of operatives and vehicles needed to provide certainty. As with option 2, inefficiency is designed into the service and a further additional crew is needed to ensure the unscheduled work is completed.

Each of the above options ensured dog bins were emptied weekly, formalised the litter picking of the A14 and A11 and implemented policy that parish councils would be expected to pay for ongoing costs of emptying new street bins that they request, if ECSS had determined there was no need for one in their parish:

Option 4 – This was requested by the WP at a later meeting, to understand the implications of finding savings within the service. Therefore, this option modelled the cost saving of removing a crew (one vehicle and two operatives). This would result in a reduced frequency of cleansing activity and dog bins emptied fortnightly.

It was acknowledged that as the collections service had stabilised through Project Street Smart, with no additional input, so had the street cleansing service. This could be noted through the quarterly performance report.

The service could be stabilised further through the implementation of a minimum resource level – that is to employ a buffer of operatives to account for times of absence through sickness or holiday. This resilience is not in place and performance notably decreases when any operative is off.

Draft Communications Plan

1. Context

Addressing climate change is a key priority for the council and in November 2023, our Council appointed a cross-party working group to guide the development and details of the new service.

The working group has concluded its work and is recommending to committee that the council introduces a weekly food waste collection service in spring 2026, in line with the government's legislated target for all councils to introduce food waste recycling, in order to increase the district's recycling performance and reduce our impact on the planet.

With the current recycling and rubbish collection arrangements, the council achieves a recycling rate of around 58%, which has stagnated in the last five years and is significantly short of the forthcoming national target of 65% by 2035. Analysis of black bag contents showed that over a third was food waste and over 10% were items that could already be recycled in East Cambridgeshire.

To make the most of the new service in increasing recycling rates, promote waste minimisation, and to reduce carbon emissions, the working group is also recommending that at the same time as introducing weekly food waste recycling, the council should move to fortnightly black bin collection for residual waste. The current fortnightly blue lidded bin will continue as is, and the green lidded bin will be used just for garden waste.

These changes, if approved, will represent the first major new recycling service to be introduced in East Cambridgeshire in more than a decade and the most significant change to the council's recycling and rubbish collection service since the challenging round reconfiguration in spring 2022. It will therefore be important to support these changes with a comprehensive communications and engagement plan.

2. Aim of the communication plan

The aim of this plan is ultimately to support the council's agreed goal to tackle climate change by increasing household recycling and reducing household waste and carbon emissions, as well as complying with new government legislation.

To do that, however, we need to start with our residents to make sure they understand why we all need to change: that it is no longer feasible to continue as we are; and to support them to shift to weekly food waste collections and fortnightly non-recyclable (black bin) collections, alongside the current fortnightly recycling offer.

It is anticipated to generate some challenges to the reduction in frequency of the residual (black sack) waste collection service, and weaved into the communications plan will be responses to those. Many authorities have already been through this change and there is much information and lessons learned from those experiences,

that this Council can make use of. The service on the whole (subject to approval) is to be enhanced, with a container for rubbish, an additional collection of waste and more opportunity to recycle, and removal of some charges.

We should also recognise that many residents are enthusiastic about being to recycle more (our recycling rate is one of the highest in the country, and the rate of contamination is relatively low) and therefore share positive messages and celebrate successes along the way.

3. Objectives – to be developed alongside the waste team

- Residents put out correct bins on correct days. Measured by feedback from ECSS
- Residual waste is reduced by in first six months
- Baseline for tonnage of mixed recyclables is established and then increased to reflect awareness raising of the need to recycle and additional materials being added to dry recyclables, such as pots, tubs and trays, cling film and carrier bags
- Baseline for tonnage of food waste is established and then reduced to reflect messaging around reducing food waste and only buying what you need
- Council maintains position in top 20 local authorities for recycling

Overall communications and engagement – how

4. Audience

- All residents, but with specific consideration of:
 - Children and young people
 - Larger households
 - Vulnerable customers / assisted collections
 - People on alternative service
 - Housing associations
 - Areas which have low levels of recycling / high levels of waste
 - Customers without access to the intranet
 - People who live in flats or areas which have difficult access (Fen rounds)
 - People who have moved into the district
 - Gypsy and traveller community
- Council Members
- Council staff
- Community organisations / parish councils
- Media

5. Key Messages

Message	Explanation	Why

It's simple	There is nothing difficult about this. We can easily get it sorted.	Promotes ease of use for residents
We can easily be the best	Thanks to your support we already recycle half the waste we produce. By working together we can do better	Messaging based on WRAP's behavioural change concept: Encouraging people to do more by celebrating how well they have already done
It benefits the environment	These are easy to make changes that everyone can do to help reduce the amount of waste going to landfill and reduce damaging impacts on the environment	Supports the council's environmental objectives and empowers residents with a tangible means of tackling climate change
There are many benefits to this	FREE green lidded wheeled bin collection, can now recycle soft plastic, extra bin caddy to easily dispose of food waste, wheeled bin for left over rubbish	Highlights the positive benefits of change to residents
Support is on hand	Got a question? We can easily help with the answer	Humanises the campaign and provides residents with reassurance we can sort out their individual concerns

- East Cambs is revamping recycling to make it easier for residents to recycle more
- Residents will receive a weekly food waste collection service from February 2026. All food waste is to go into kerbside caddy
- Residents will continue to receive a twice weekly FREE green waste collection service
- Residents' rubbish (residual waste) collections will move to once a fortnight. What is going in your black bin. Generally don't need a big bin.
- These changes have been introduced following changes in government policy and are being brought in across England
- They help support the environment by reducing the amount of waste going to landfill and increasing the amount of recycling
- Help is here

6. Communications and engagement channels

- Social media - digital artwork, videos, engagement, targeted advertising
- Digital media

- Website
- Email newsletters
- Infographics
- Printed material
 - Leaflets: Teaser and new service pack
 - Letters
 - Hard to reach (assisted and alternative service customers and others where required) dedicated communications plan
 - Stickers and bin hangers
 - Stakeholder packs (FAQs, service leaflet, key dates)
 - Local media
 - Local websites
- Fleet and bin info
 - Livery
 - Stamps/stickers on bins
- Roadshows – council offices, markets, libraries, community events
- Schools education programme
 - Name the food waste truck competition
 - Personalise your caddy
- Door knocking
- Internal communications
 - Connect
 - Councillors – email
 - Briefings
 - FAQs
- Internal and external working group
 - Volunteer service change ‘champions’

7. Timeline

Activity	When
Outline comms plan – to be agreed	July 2024
Outline policy document – to be agreed	July 2024
Comms plan and timeline for 2024 to be signed off	August 2024
Internal comms – Connect to include details of proposed changes	August 2024
Press release to be drafted in advance of Sept committee	Before 23 September 2024
Op Services Committee	23 September 2024
Press release to be issued	24 September

Recycling Week	16-22 October
Comms plan and timeline for 2025 to be signed off	November 2024
Branding created	Spring 2025
All comms to be drafted	Spring 2025
Food Waste Action Week activities	3-9 March 2025
Website copy drafted	June 2025
Website updated	July 2025
Dedicated internal comms	July 2025
Dedicated Cllr comms	July 2025
Commence mini road shows	July 2025
Work on bin tags and stickers etc	August 2025
Print leaflets	August 2025
LAUNCH CAMPAIGN	SEPTEMBER 2025
Press release: Bins are coming	September 2025
Social media: Bins are coming	September 2025
Commence door knocking	September 2025
Commence schools education	September 2025
Parish Council comms	September 2025
Comms for assisted bin residents	September 2025
Comms for alternative service	September 2025
Paid for advertising (TBC)	September 2025
Bin tag 1: New bins coming	September 2025
Lorry livery in place	September 2025
Calendar and sack delivery	September 2025
Begin work on mini-videos	October 2025

Recycling Week activities	October 2025
Event: Christmas Market stall	November 2025
Comms plan and timeline for 2026 to be signed off	November 2025
Press release: New year, new bins	w/c 5 Jan 2026
Bin tag 2: New year, New bins	w/c 5 Jan 2026
Bin tag 3: New bins next week	w/c 26 Jan or 2 February
BIN DELIVERY ROLL OUT Bin tag 4: Welcome to your new bin	w/c 9 or 16 February
BIN COLLECTIONS BEGIN	TBC

8. Resources

9. Evaluation

To agree recording of complaints and reporting back to ECSS

Ensure arrangements for collection of data and monitoring protocols are agreed

Agree post roll-out review – lessons learned, regular updates between council and ECDC (specifically customer service, waste and communication teams)

Theme	Actions	Assigned to	Indicative timeframe	
Service design	Agree timetable for scheme implementation		6-12 months	
	Agree key assumptions and parameters			
	Review vehicle options and determine vehicle type			
	Design collection rounds			
	Supporting policies - implment			
Procurement of vehicles and containers	Confirm vehicle procurement process & place orders (including when they will be delivered)		6 - 14 months	
	Arrange vehicle livery			
	Agree container spec			
	Agree food waste caddy liner supply policy			
	Procure containers (when orders to be placed and receipt of delivery)			
	Appoint container distribution team			
Treatment, processing and bulking	Arrange storage of containers prior to distribution		3 months	
	Confirm transfer site for bulking			
	Determine site needs			
Mobilisation	Agree bulking arrangements and contingency with site manager		3 - 6 months	
	Recruit additional collection crews or transfer existing staff			
	Appoint temporary Food Waste Recycling Advisors and Customer Contact Centre staff			
	Carry out and complete H&S risk assessments for all aspects of the service			
	Ensure that all staff are provided with appropriate personal protective equipment (PPE) and spill kits for vehicles			
	Identify training needs for collection crews and supervisors			
	Train collection crews and supervisors			
	Identify training needs for Customer Contact Centre staff			
	Train Customer Contact Centre staff and issue FAQs			
	Add vehicles to O licence			
	Arrange vehicle insurance and tax			
	Agree maintenance schedule			
	Agree contingency arrangements in event of breakdown			
	Agree container distribution schedule			
	Delivery of containers			
Communications	Service change communications plan		3 - 12 months	
	'Pre-launch' communication activities	Arrange vehicle livery and stamped messages on containers		
		Produce and circulate 'stakeholder information packs' for council members, collection crews, union reps and other key stakeholders		
		Community engagement		
		Prepare FAQs for council staff & presentations to Customer contact centre staff		
		Design and print householder information packs (including instruction leaflets explaining how to use the new service)		
		Circulate introductory letter / 'teaser' information to ensure residents are aware of the planned changes		
	Launch of service communication activities:	Information about the service change on website and social media, press releases		
		Distribute householder information packs		
		Issue contamination tags where material for recycling is incorrectly presented		
		Issue press releases to local media		
Issue regular social media updates				
'Post-launch' activities	Provide all customer facing staff with stakeholder information packs to enable them to answer any queries they receive in the course of their work			
	Issue regular updates on the progress of the implementation to council members and other key stakeholders			
Monitoring and evaluation	Issue 'thank you' communication to householders		4 - 6 months	
	Monitoring & Evaluation (see below)			
	Business as Usual' communications			
Monitoring and evaluation	Agree monitoring protocol, recording of complaints and reporting between ECSS / ECDC			
	Ensure arrangements for collection of data			
	Agree tonnage data returns from treatment / processing plant			
	Post roll-out review			

TITLE: Waste and Recycling Policy 2026

Committee: Operational Services

Date: 23 September 2024

Author: Waste Development and Support Manager

Report number: Z58

Contact officer: Catherine Sutherland, Waste Development and Support Manager
Catherine.sutherland@eastcambsstreetscene.co.uk
01353 626, ECSS Depot, Littleport

1.0 Issue

- 1.1. To consider the new waste and recycling collection policies and service standards to support the implementation of the proposed waste service.

2.0 Recommendations

- 2.1. Members are requested to:
 - i. Approve the Waste and Recycling Policy 2026 and implement the policy in line with the roll out of new waste and recycling collection services in 2026.

3.0 Background/Options

- 3.1. The Council has a legal requirement under Section 45 of the Environmental Protection Act 1990 (EPA) to collect and treat household waste. The Council fulfils its collection duty by working with its trading company East Cambs Street Scene Ltd (ECSS)
- 3.2. The Council has not previously adopted a formal set of service standards or policies for the waste collection service, however with the changes proposed to the service in Committee report 9, a suite of policies and standards will ensure transparency and clarity for residents about the services they are entitled too, as well as ensure that the council avoids multiple or different arrangements /standards being deployed.
- 3.3 Up until now, the majority of service standards have been relatively simple to implement, especially as there has not been a restriction on the amount of black bag waste that can be presented by residents, coupled with a simple charging regime for recycling and garden/ food waste bins. This has been able to resolve specific situations for residents who produce larger volumes of waste, such as larger families and those producing healthcare waste etc.
- 3.4 As the Council implements a new waste bin and removes charging for additional recycling and garden waste bins (subject to approval by Council), there is a need to provide clear guidance for supporting resident's individual needs and give ECSS

autonomy to make day to day operational decisions as per the standards, as well as drive up recycling rates.

- 3.5 Residents in East Cambridgeshire are some of the most 'engaged recyclers' in the Country. The Council performs well against a series of metrics including the recycling rate, the recycling contamination rate, and the weight of residual waste produce per household. As the service adopts new collection methodologies, having a robust supporting policy in place will help the council maintain and improve performance. Achieving high performance across these measures has both an environmental and financial benefit to district.
- 3.6 The Waste and Recycling Policy aims to provide a clear overview of the waste and recycling services provided by the Council, ensuring residents understand what actions are required of them and what they can expect from the Council.
- 3.7. The Policy has been written to be accessible and helpful for residents, the focus of the policy is to support residents to use the service effectively, making the service easy to understand and to encourage more recycling as well as waste reduction.
- 3.8. The policy has also been written in consultation with Environmental Services, and consideration of the Council's already approved Environmental Crime Enforcement Policy. It is important to note that details will continue to be developed over the coming months.

4.0 Arguments/Conclusions

- 4.1. Appendix 1 sets out the new policies and service standards and below is a summary of some of the key changes:
 - Introduction of a black wheeled bin to reduce the amount of residual waste a resident can place out for collection
 - Free recycling and garden waste bins
 - Processes to deal with recycling contamination and side waste
 - Clear guidance on entitlement to different services depending on the size of the household or location (e.g. bin sizes or bags)
 - Defined process for dealing with missed bins.
- 4.2. Adopting and formally documenting these policies will provide all stakeholders with a clear, consistent understanding of the services that the Council offers, and maintain and enhance service performance and resident experience.
- 4.3. Residents can be clear about the basis on which services will be provided by the Council and, in return, what the Council expects of them to ensure the provision of an efficient service that supports the District's objectives in terms of sustainable waste management.

5.0 Additional Implications Assessment

Financial Implications YES	Legal Implications NO	Human Resources (HR) Implications NO
Equality Impact Assessment (EIA) YES	Carbon Impact Assessment (CIA) NO	Data Protection Impact Assessment (DPIA) YES

Financial Implications

These have been addressed within the proposals report (agenda item 9)

Equality implications

- 5.1 Waste collection is a universal service and therefore needs to be easily accessible to all residents. The new policy formalises existing practise for services such as Assisted Collections, and therefore there will be no changes to these services to support residents that cannot present their bins at the kerbside.
- 5.2 The introduction of a fortnightly black bin collection and supporting policy does restrict the amount of residual waste that can be put out for collection; however this service change is supported with ‘exception’ policies for those groups where this may have an impact, for example larger families, or for those residents that produce personal healthcare types of waste. Those that don’t meet the criteria, will also be supported through information from the Council on how to reduce their waste and the availability of free additional recycling bins. As there is currently incomplete data on who will need to use these services, it will not be possible to assess the scale of the impact until the new policies are implemented.

Data Protection Implications

- 5.3 Households that require a larger residual waste bin will need to provide information to prove that they meet the criteria as outlined in Appendix 1. The information collected will include household breakdown, which could potentially lead to information on children such as their age or other information such as health conditions.
- 5.4 The data will not be shared outside of ECDC. The data will be processed in the same way we currently process Assisted Waste collection applications, and its supporting evidence. When the application and evidence is received it is assessed and then the evidence is destroyed; either permanently deleted if electronic or via confidential waste if paper copies are submitted. The only exception to this will be in the case of children in nappies, where the date of births will be held in a password protected file, so that when the bi-annual check is completed, the dates of births can be cross referenced and be used to evaluate the need for a larger bin.

6.0 Appendices

Appendix 1: Waste and Recycling Collections Policy

Appendix 1 - Recycling, Waste Collection and Street Cleansing Policy

Service Standards

Standard household waste and recycling collection service

Waste	Container	Frequency
Food waste	7lt kitchen caddy 23lt caddy	Weekly
Mixed recycling	240lt blue lidded	Fortnightly
Residual	180lt black	Fortnightly
Garden	240lt green lidded	Fortnightly

- New properties: charge developer for delivery and administration of bins. If they decline to pay, charge falls to resident. Charge specified each year in fees and charges document.
- Replace lost, damaged, or stolen bins: Free of Charge
- Bins remain property of ECDC
- We will only empty bins provided by ECDC
- If a household can accommodate these bins, but does not want them, no alternative services will be offered, and no sacks will be collected.

Alternative service

Criteria

- No space to store a bin or bins off the public highway
- No suitable location to present wheeled bins for collection
- Have physical barriers such as steps, steep inclines or long distances that prevent safe handling of a bin to the collection point.
- Bins would need to be wheeled through the house from storage to collection point.
- All adults living at the property have a physical disability or issue that prevents them from being able to place waste in a wheeled bin.
- Where a property only has sufficient space to accommodate one wheeled bin, priority will be given to the provision of a recyclables bin.

The following service will be provided as an alternative:

Waste	Container	Frequency
Food	7lt kitchen caddy 23lt caddy	Weekly
Mixed recycling	Clear sacks 104 sacks delivered per year	Four sacks fortnightly
Residual waste	Purple sacks 78 sacks delivered per year	Three sacks fortnightly
Garden waste	Brown sacks - sacks delivered per collection	Three sacks Fortnightly

- New property: charge developer for delivery and administration. If declines, charge falls to resident. Charge specified each year in fees and charges document.
- Replace lost, damaged, or stolen sacks: Free of Charge
- Sacks remain property of ECDC
- We will only collect residual waste and garden sacks provided by ECDC
- We will only collect recycling in clear sacks or in a suitable alternative container (see excess waste/recycling section)
- Free delivery of 'top up' recycling sacks
- No more than three sacks of residual waste each collection unless the resident qualifies for extra capacity.
- Store sacks in own property until collection day.

Assisted collections

If no one in the property can move the bins due to infirmity, illness or disability (temporary or long term) they will be eligible for an assisted collection.

Bins/bags are collected from and returned to an agreed storage point on the property: clearly visible closest to road and not be in a shed or other structure. Access gates must be unlocked.

Every two years, each household will be reviewed by ECDC for continued eligibility.

Extra black bin capacity

Residents can request to swap their black residual waste bin for larger one if they believe the standard size is too small, and meet at least one of the following criteria:

- Five or more permanent residents.
- Two or more children in nappies
- Hygiene medical waste is produced in the household.

A 240lt bin will then be provided (or if on the alternative service, up to four sacks of waste will be collected). A larger recycling bin (360lts) will also be provided automatically if there are 5 or more permanent residents in the household.

Every two years, each household will be reviewed by ECDC for continued eligibility.

If no longer eligible will remove the larger bins or at any time where the council becomes aware of circumstances changing.

Extra recycling and food waste capacity inc. alternative service

Larger or additional bin (recycling / garden waste) provided on request, no criteria to meet (except that they have room to store).

An extra food waste caddy can be provided for families that meet the extra black bin capacity criteria. However, before issuing, the Council will provide advice on minimising food waste.

Smaller bins

Provided on request. If excess waste or recycling is regularly presented, a smaller bin will be switched for the standard size bin.

Side Waste – Waste that does not fit in the bin or bag allocation

Side waste put out for collection that is:

- Not stored in the required container
- Or not in line with the alternative service requirements of three sacks per fortnight
- Or not in line with the extra capacity policy

Residual Side Waste (black bin/purple bag) - Side waste will be stickered and left by the crew. The sticker will contain information on how to apply for extra capacity if required by the household, and also what to do with the extra sacks – e.g take to HWRC or if it will fit in the bin for next collection.

This will also apply to residents receiving an alternative service: any sacks in addition to the three allowance (or four if eligible for extra capacity) will be stickered and not collected

Repeated excess residual waste may result in further warnings / FPN (policy below).

Recyclable side waste (blue bin/clear sack) - Ad hoc extra dry recycling will be collected provided it is contained in a cardboard box or a tied up clear plastic sack. Large cardboard boxes must be flattened and lent against the side of the bin.

Garden side waste - Ad hoc extra garden waste will not be collected and needs to be taken to HWRC.

Residents must return sacks that have not been collected to their own property and ensure the waste does not escape.

Heavy bins

A collection crew member will not be required to remove an excessively heavy bin. This is based on the crew's judgement: a heavy bin will be left with a tag explaining the problem and action to take (take to HWRC, spread out the amount of waste over a number of future collections).

Contamination – Incorrect items placed in the sacks or bins

(linked to [Environment Crime Enforcement Policy \(eastcambs.gov.uk\)](https://www.eastcambs.gov.uk/environment-crime-enforcement-policy))

ECDC will only empty bins and collect sacks that contain the right items as outlined on website.

Procedure

Crew to check bin prior to emptying it. If found to contain unaccepted material, then the crew will record this and the bin will be left with a tag applied to explain the reason and action to take:

- Remove the contamination and re-present on the next scheduled collection.

- Take recycling to HWRC

Enforcement

Consistent failure to present waste and recycling correctly:

1. The bin or sack will have applied the relevant tag or sticker advising them of the problem. The waste or recycling will not be taken by the crew.
2. If this is not complied with, and on the next collection the problem remains, the resident will receive a letter containing instructions under section 46 of the Environmental Protection Act 1990, with instructions to use the service properly, and not contaminate their containers or present excess waste. If this is complied with, no further action will be taken, although if the same incident occurs within 3 months of the letter, the resident will progress immediately to stage 3.
3. If stage 2 is not complied with, the next stage will be dependent on the breach that has occurred. Environmental Health will be consulted to determine the appropriate response: a Fixed Penalty Notice in more serious cases, or a Community Protection Notice or Warning (CPN or CPW) if the breach being better characterised as nuisance conduct rather than merely technical failure (such as the bin lid not being fully down).

Using the containers

Collection time

Crews collect from 7am and so residents must have their bins or sacks out by this time. Bins should not be placed at the collection point before 6PM the day before collection.

Collection Point

- Bins should be put on the property boundary closest to the public highway, so it is visible from the street. If the property is gated, the bin needs to be outside it, but not blocking the pavement or road.
- Bins should not block paths, roads, shared driveways
- Crews will return bins to the collection point and not block access to roads or footpaths.

An alternative collection point may be specified by the Council if the road is:

- Privately owned.
- Not accessible (e.g. overhanging branches which could or have damaged the vehicles).

Bins not presented for collection

- If bin/sack is not placed on the property boundary by 7am or access to it is obstructed. Crews will record that a collection was not possible and no reattempt to collect it will be made.

- Residents will be advised to either wait for next collection day or redirected to HWRC.

Storage of bins

Bins and sacks must be stored inside the resident's own property until collection day as per guidance above and must not be stored on the public highway.

Missed collections

Must be reported by 5pm the next day. If there is no reason recorded by the crew for non-collection, then the bin will be emptied within two working days from the report.

Missed bins can be reported by the resident at any time after the crew has reported completing collections in their road.

New Developments:

Waste collections will not commence until road surfaces are complete and access is feasible and not hindered by ongoing construction work. Until these criteria are met, and where a development requires a waste collection service, provision will have to be made by the developer at their cost.

Communal collections (flats and Houses of Multiple Occupancy ((HMOs))

Container solutions

Full standard service provided. Size of bins determined by number of dwellings (see RECAP Design Guide).

Garden waste will not be collected and contractors for communal areas must be responsible for the removal of this waste.

- New site: charge developer / managing agent for delivery and administration of bins.
- Replace lost or damaged by crew bins: Free of charge
- Bins damaged by site: charge managing agent
- Bins remain property of ECDC

Access to bins

Waste excess to the bins will be left in line with the Council's excess waste policy. If bins are blocked (e.g. by bulky or side waste or parked cars), they will be left and where possible, the managing agents advised. Access will need to be cleared by the managing agent before collection can take place. The Council is able to do this for a charge (see fees and charges for that year).

Managing agents are responsible for advising or updating the Council of any codes for gates or bin stores that are new or changed. If collection has been prevented by not doing this, a charge may apply if re-attempting is required.

Contamination

(linked to [Environment Crime Enforcement Policy \(eastcambs.gov.uk\)](http://eastcambs.gov.uk))

ECDC will only empty bins that contain the right items as outlined on website

Procedure

Crew to check bin prior to emptying it. If found to contain unaccepted material, then the bin will be left, and a sticker applied to the bin to explain the reason and action to take:

- Remove the contamination and arrange for bins to be cleared if not able to wait until next collection.

Where records are held, the Council will attempt to make contact with the managing agents and also ascertain who the land belongs to.

Service disruption (Applies to individual households and communal collections)

Blocked access

If a collection cannot be made due to a road being blocked (such as roadworks, parked cars etc), if practical, the crew will reattempt later that day.

If the road is still blocked, the crew will re-attempt up to two further times during the collection period. If collection is not possible during the interval, excess waste up to two residual waste sacks (four if in receipt of extra capacity) will be taken on the next collection day.

The Customer Service Team will have this information in order to let residents know. If a resident has a self service account, if they try to log a missed collection online, they will be informed the crew has not been able to collect from their road.

If there are roadworks that last a number of weeks, the waste team will attempt to arrange access with the organisation carrying out the work. If this is not possible, the waste team may write to residents to advise a temporary collection point where the vehicle can access. Separate arrangements for residents in receipt of an assisted collection will be made.

Severe weather

Crews will continue to undertake the regular scheduled collection of waste wherever it is deemed safe to do so. The decision on whether it is safe for a collection vehicle to access a specific location/street must be determined locally by the driver of that vehicle.

The crews will try to return and collect missed collections as soon as possible after the scheduled collection date. If this is not possible due to continuing bad weather conditions, it may be necessary for residents to store waste until the next due collection date.

If significant disruption occurs the Council will update its website and issue media releases with information on what is happening and may decide to prioritise certain services.

Frozen bins

The crew will make every attempt to empty these, but if the waste does not empty then the bin will be left with the contents still in it. The crew will apply a tag to advise the resident an attempt was made. No reattempt will be made before the next scheduled collection.

Table 1: Summary of main changes to existing waste collection service.

EXISTING SERVICE								
Type	Container	Frequency of collection	Side Waste	Charges for extra bin	5 or more in family / 2 in nappies, healthcare waste	Alternative service	Repeated misuse of containers	Other
Food	Mixed with garden	Fortnightly	-		-	-	-	-
Mixed recycling	240lt blue lidded bin	Fortnightly	Not taken, advice left.	Yes - one off	Directed to purchase additional bin	Clear sacks. Top up provided by Council on request	Bin not emptied and tag applied by crew on every occasion	None
Residual	Black bag, unlimited	Weekly	No limit on number of bags put out	N/A	No limit on number of bags put out	As standard service	Bag left and sticker applied by crew on every occasion	None
Garden	240lt green lidded bin	Fortnightly	Not taken, advice left.	Yes - annual subscription	Directed to subscribe to additional bin	Brown sacks, up to 4 replacement sacks delivered each collection. No option to purchase more	Bin not emptied and tag applied by crew on every occasion	None

New service								
Type	Container	Frequency of collection	Side Waste	Charges for extra bin	5 or more in family / 2 in nappies, healthcare waste	Alternative service	Repeated misuse of containers	Other
Food	23t kerbside caddy 5lt kitchen caddy	Weekly	Not taken, advice left	No	Can apply for additional caddy	23t kerbside caddy 5lt kitchen caddy	Staged education and enforcement approach	Provide first year of liners
Mixed recycling	240lt blue lidded bin - No change	Fortnightly	Taken, regular producers advised to request second bin	No	Larger families automatically get 360lt bin	Clear sacks. Top up delivered by Council on request	Staged education and enforcement approach	
Residual	180lt black bin	Fortnightly	Not taken - advice left	N/A	Can apply for 240lt bin or extra sacks, reviewed by ECDC every 2 years	Purple sacks, one off annual delivery. Up to 3 sacks per collection.	Staged education and enforcement approach	
Garden	240lt green lidded bin - NO FOOD	Fortnightly	Not taken, advice left. Order additional bin	No	N/A	Brown sacks. Delivered each collection. Additional can be requested.	Staged education and enforcement approach	Service suspended for 6 Weeks during winter.

TITLE: Waste and Street Cleansing Service Delivery Model

Committee: Operational Services

Date: 23 September 2024

Author: Director Operations

Report number: Z59

Contact officer: Isabel Edgar Director Operations

Isabel.edgar@eastcambs.gov.uk, 01353 616301, The Grange, Ely

1.0 Issue

- 1.1. To consider the outcomes of the waste service review Working Party (WP) to inform the decision on the future delivery method for provision of waste collection and street cleansing services.

2.0 Recommendations

- 2.1. Members are requested to recommend to Full Council:
- i. Approve the decision to proceed with using East Cambs Street Scene Ltd (ECSS) as set out in section 4.7-4.8.
 - ii. Authorise the Director Operations to develop the service specification and, in consultation with Director Legal, prepare a new contracting arrangement to commence from 1 April 2026.

3.0 Background/Options

- 3.1 The management of household waste and street cleansing is one of the key functions of a District Council. It is a function that is important to every resident of the district and in that context, it is imperative that the Council delivers a service that is high performing, cost effective, contributes to the climate change agenda; whilst being sufficiently flexible to meet changing demands as the district grows and evolves. As an area that continues to see considerable sustained growth, the ability of services to adapt is even more important if the Council is to manage future cost pressures.
- 3.2 Over the last 6 years East Cambridgeshire residents have achieved their highest overall levels of recycling (58%) and lowest levels of residual waste. The Council has maintained its position as one of the top 25 authorities for recycling in England.
- 3.3 The Council entered into a Memorandum of Agreement (MoA) with its wholly owned company ECSS on 1 April 2018 for a period of 7 years.
- 3.4 ECSS empty around 360,000 bins and bags every month. Outside of periods of service interruption such as inclement weather, less than 0.05% of these collections result in a resident contacting the council because their bin was not emptied. In

2023/24, ECSS experienced significant challenges resulting from the pandemic, recruitment and retention and a complete round reconfiguration. The Council invested in the ECSS improvement plan: Project Street Smart, which has stabilised the service and resulted in significantly improved performance. The Street Cleansing service is continuing to improve also, although will occasionally see some reduction in performance, particularly around immediate response activities such as graffiti and fly-tipping removal.

- 3.5 The Government have introduced new waste legislation that takes effect from April 2026. To ensure there was no break in service between the MoA end date and the implementation of the new waste collection services in April 2026, the MoA was extended by Council in July 2024 for a further year. The MoA is now due to expire on 31 March 2026.
- 3.6 A Member Working Party (WP) was set up in November 2023 to shape the requirements for a new waste and recycling collection service and street cleansing service. As part of these proposals, the Council is required to agree the delivery model for the service from April 2026 (e.g. inhouse/contracted out/via ECSS).

4.0 Arguments/Conclusions

- 4.1 The WP reviewed the priorities for the next period and considered which delivery model can best achieve these and offer best value. The WP considered:
- i. The effectiveness of the current service delivery model and what other models could be considered.
 - ii. Waste management best practice.
 - iii. Future industry developments.
 - iv. How services could be packaged to achieve the optimum service performance for the council.
 - v. Priorities for residents and feedback from elected Members.
 - vi. Identifying opportunities for savings and efficiencies.
- 4.2 The Waste Consultants working on the modelling for the collections service, provided an overview of the pros and cons for different service delivery options to help inform the WP review. See appendix 1: Alternative Service Delivery Models.
- 4.3 The options reviewed were:
- i. Outsource the service - Undertaking a full compliant procurement process to contract out the service to a commercial operator
 - ii. In-house the service – Set up a new Council department to provide the service.
 - iii. Continue the current arrangement albeit with changes to the service specification.
- 4.4 All the options assessed are ultimately achievable methods of delivering the service and subject to resources required. However, the time available, current economic circumstances and organisational capacity all have a bearing on the deliverability of the options considered for a service commencement date of April 2026.

- 4.5 The option to outsource was discounted for a number of reasons, including:
- i. There is no guarantee that a procurement process would result in a more efficient or cost-effective service being offered by another provider. It was noted that there had been concerns that the previous contractor was willing to incur fines for poor performance rather than invest in improving the service.
 - ii. The current market conditions are not as competitive due to the consolidation within the provider market
 - iii. Potential bidders are likely to be more risk averse as the reasons behind the consolidation within the market and reduction in number of potential bidders has been at least partly due to the unprofitable nature of several Local Authority contracts which were previously let.
 - iv. General inflation levels, which are currently much higher would also be reflected in any bids
 - v. The cost of undertaking a procurement process could be around £100k for specialist advice and contract preparation
 - vi. The timing of the procurement process would likely impact on the ability of the Council to implement the new collection service by 1 April 2026.
- 4.6 The option to in-house was a more favourable option, however, it was discounted primarily due to potential risks in relation to the workforce, with harmonisation of terms and conditions and the likely increase in costs due to pension strain. As well as risk of changing the delivery model at the same time as implementation of a new service.
- 4.7 The option to continue the current arrangements with ECSS has been assessed as the best option available at this time. The reasons for this include:
- i. It represents the best value for money and provides certainties over costs.
 - ii. There are no additional implementation costs or disruption to service provision because of changing the delivery model.
- 4.8 Based on the analysis of a wide range of issues, including cost, inflationary pressures, organisational capacity, reputational risk and the time available, the WP unanimously agreed that the recommendation to Council should be to continue with ECSS to deliver the service under a new service specification and contract arrangement.

5.0 Additional Implications Assessment

Financial Implications NO	Legal Implications YES	Human Resources (HR) Implications NO
Equality Impact Assessment (EIA)	Carbon Impact Assessment (CIA) NO	Data Protection Impact Assessment (DPIA) NO

NO		
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Legal implications

5.1 A new service specification and contracting arrangement will need to be prepared to enter an arrangement for ECSS to collect Waste and Recycling and undertake Street Cleansing services for the next 7 years. The final specification and contract will need to be approved by Council in 2025.

6.0 Appendices

Appendix 1 – Alternative Service Delivery Model

7.0 Background documents

Notes of the Member Working Party November 2023 to July 2024

Service Delivery Models

1. Market Changes

Recent years have seen some consolidation within the environmental services market, with the effect of reducing the number of active bidders. In addition, private sector service providers have become generally much more risk adverse and far more selective about which opportunities they pursue.

We have also seen a trend of local authorities to bring services back in-house. This is often delivered through a local authority trading company (LATCo), where the shareholder is the awarding council. The key drivers for this approach appear to be:

- A LATCo has more flexibility on employment terms and conditions than a local authority, particularly in terms of pension provision.
- A Council can award a contract to its LATCo without undertaking an expensive procurement process, providing it meets certain criteria (often referred to as TECKAL).
- A LATCo has the opportunity to offer services more commercially, potentially generating additional profits for its shareholder which can then be used to help fund essential services.

2. Long List Options

There are a range of service delivery options that can be used to deliver services, and these are illustrated in Figure 1. Ultimately the approach taken is heavily influenced by the level of risk and reward a Council wishes to take and receive and the degree of influence and control a Council wishes to maintain over the services.



Figure 1: Alternative service delivery model options for delivering services.

Table 1: Pros and Cons of alternative service delivery models

Service Delivery Model	Description	Pros	Cons
Service Contract	Procure a supplier to deliver a service contract for one or more service – this can be output (performance based), input (frequency based) or a hybrid of the two	<ul style="list-style-type: none"> • Large industry players offer support of multi-million-pound parent company. • Able to draw on internal operational best practice. • Depth / breadth of recent, real-world experience • Pool of expertise, readily available • Can (but not always) appear more affordable <u>depending on the starting point.</u> 	<ul style="list-style-type: none"> • May not be flexible enough to deliver the level of change a council needs in a rapidly changing world. • Need to get risk / reward balance right – e.g. onerous performance framework can lead to a confrontational relationship
Partnership	Partnership between Council and private service provider. Typically, the partnership would deliver a range of services under a single arrangement	<ul style="list-style-type: none"> • Greater flexibility than traditional contractual arrangements • Shared risk and reward • Clear governance structure and responsibilities will need to be established. • Joint working / self-monitoring allows for thin client. • Management / industry expertise provided by private sector partner. • Council retains ownership of services and set strategic direction. • Less rigid than traditional style contract giving greater opportunity to deliver change. • Better utilises the range of available experience and expertise 	<ul style="list-style-type: none"> • Need to get risk / reward balance and scope right – delivers for the client, drives right behaviours from contractor. • Need to stay realistic or can become a 'wish-list' of undeliverable aspirations. • Prioritisation across the range of services • Limited number of service providers that can offer the whole range of services required
Strategic Partnership	Partnership between Council and other public bodies to jointly develop and manage	<ul style="list-style-type: none"> • Potential for economy of scale efficiencies • Greater scale makes it more attractive to 	<ul style="list-style-type: none"> • Services might not be compatible to deliver desired savings.

Service Delivery Model	Description	Pros	Cons
	services (typically for neighbouring local authorities).	<ul style="list-style-type: none"> established industry players. Management / industry expertise provided by private sector partner. Clear governance structure and responsibilities will need to be established. Opportunity for thin client savings 	<ul style="list-style-type: none"> Requires alignment of partners (can be easier said than done) – agreed goals, priorities – at both officer and member level. Need to retain autonomy can restrict cross boundary benefits. Who / what takes priority?
JV Company	Joint venture between the Council and a private company to jointly develop and manage the business	<ul style="list-style-type: none"> Fair balance of risk and reward 	<ul style="list-style-type: none"> Legal complexity Very few examples of this model
Wholly Owned Company – service	Council owned company which is primarily concerned with delivering services back to the council but does not trade significantly with external organisations	<ul style="list-style-type: none"> Provides a greater level of control for the council. Profits reinvested back into the wider council services Opportunity to engage additional / appropriate industry experience 	<ul style="list-style-type: none"> Added complexity can become a distraction. Financial risk of under performance Lack of in-house experience for this model requires some level of external recruitment.
Wholly Owned Company – commercial	Council establishes a company to trade in a wider commercial market with a view to generating a profit (rather than just on a broad cost recovery basis)	<ul style="list-style-type: none"> Can provide council with additional revenue routes. Profits available to support council budgets Opportunity to engage additional / appropriate industry experience 	<ul style="list-style-type: none"> Increased commercial risk of operating in an unfamiliar environment. Financial risk of under performance Loss of focus on core activities Lack of in-house experience for this model requires some level of external recruitment.
DSO	'In-house' services delivered directly by a Council's own team.	<ul style="list-style-type: none"> Provides high level of control for council 	<ul style="list-style-type: none"> DSO's can be insular & often lacking in broad operational experience of running services day to day Miss out on industry development / innovation

Service Delivery Model	Description	Pros	Cons
			<ul style="list-style-type: none"> Level of intervention and council control is often a barrier to efficient service delivery which results in higher costs.

3. Cost Comparison

Table 2 below illustrates the likely key differences to the cost profile for the three most common (currently) service delivery options.

Table 2: Key drivers for cost differentials for alternative service delivery models

	Outsourced – private sector contract	Insourced – LATCO	Insourced – DSO
Third party income	Yes – retained by contractor	Yes – profits reinvested in services	Limited
Wage rates	TUPE / Market rates	TUPE / Market rates but may get pressure for unions to harmonise	Harmonisation
Pension	Broadly comparable with legacy LGPS only	Broadly comparable with legacy LGPS only, but may get pressure from unions for LGPS	LGPS
Overheads	Corporate infrastructure for support services (IT, HR, QHSE, fleet etc)	Company board would need to be established, plus support functions (outsource or via Council)	Support functions via Council
Procurement costs	Yes – including technical and legal support	No	No
Profit	Retained by contractor	Returned to shareholder (Council)	Offset against service costs

<p>Inflationary pressures</p>	<p>Absorbed by contractor – Council risk limited to contract indexation method</p>	<p>Absorbed by LATCO – Council as sole shareholder would underwrite</p>	<p>Absorbed by DSO – direct impact on council budgets</p>
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TITLE: QUARTER 1 2024/25 PERFORMANCE REPORT FOR THE WASTE AND STREET CLEANSING SERVICES

Board: Operational Services Committee

Date: 23 September 2024

Author: Waste Development and Support Manager

Report number: Z60

Contact officer:

Catherine Sutherland, Waste Development and Support Manager

Catherine.sutherland@eastcambsstreetscene.co.uk, 01353 616262, ECSS Depot, Littleport

1.0 Issue

- 1.1. To provide Members with the Quarter 1 performance report for the delivery of the waste and street cleansing services by East Cambs Street Scene Ltd (ECSS).

2.0 Recommendations

- 2.1. Members are requested to note the performance of service delivery for quarter 1 (April to June) 2024/25.

3.0 Background/Options

- 3.1. Waste collection, recycling and street cleansing are all services provided by East Cambs Street Scene Ltd. The trading company was set up on April 1st, 2018.
- 3.2. The Council continues to operate these services through ECSS and is committed to provide high levels of performance and service delivery, delivering best value for money under the Memorandum of Agreement and through the Service Delivery Plan.
- 3.3. Key Performance Indicators of the service provided by ECSS ensure performance levels are managed and monitored.
- 3.4. Board will note an improving performance of the waste collection service. The performance of the street cleansing service is improving.

4.0 Arguments/Conclusions

- 4.1. The tables below highlight the performance for quarter 1 against the KPIs highlighted within the business plan:

Health and safety – staff welfare

Description of Key Performance Indicator	Target	Tolerance	Q1	Q2	Q3	Q4
ECSS Accident Incident (AIR) score	4% or less		2.28%			
No. reported monthly near misses	10 or more		3			
Percentage of productive days	94% (sickness absence 6%)	90%	94.9%			

Waste Collection

Description of Key Performance Indicator	Target	Tolerance	Q1	Q2	Q3	Q4
Refuse – Average no. of missed bins per 100,000 bins collected	15	45	43			
Recycling – Average no. of missed bins per 100,000 bins collected	30	90	66			
Green – Average no. of missed bins per 100,000 bins collected	30	90	78			
No. of monthly service complaints	3	3	5.3 Average			
No. of monthly service compliments	No target		3.66 Average			

Street Cleansing

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
Average monthly clean streets graded A on random inspection	95%	85%	100%			
No. streets graded C or below for litter on random inspection	1%	1%	0%			
No. reported fly tips per month	No target		152			
No. reported incidents of graffiti per month	No target		24			
Removal of offensive graffiti within 1 working day <i>ECDC/public land/highway only</i>	98%	98%	N/A			
Removal of fly tipped waste within 2 working days <i>ECDC/public land/highway only</i>	98%	98%	78%			
No. overflowing litter bins reported per 100 bins emptied	3	3	0.93			
No. overflowing dog bins reported per 100 bins emptied	1		1.62			
No. of monthly service complaints	3	3	0.3 Average			
No. of monthly service compliments	No target		2.33 Average			

Communication, Education and Promotion

Description of Key Performance Indicator	Target	Tolerance	Q1	Q2	Q3	Q4
Increase in social media presence	5%	5%	0.5%			
School or Community groups engaged with	10 PA		1			
Number of local events attended	10 PA		2			
Recycling rate	60% (annual)		TBC			
Overall waste tonnage reduction	1% (annual)		TBC			

Appendix 1 is a visual summary of the service performance and is referred to by slide number in the following section.

4.2. Health and safety – staff welfare

Slide 1: There were four reported incidents and accidents. Two were the result of cuts from sharp objects placed in the black bag, one was a twisted ankle and another was an incident where a collection vehicle struck a wall causing minor damage.

Three near missed were reported: overhanging trees causing visibility issues (reported to the Highways Authority), a loose litter bin (which have been fixed or reported to the responsible parish council).

Slide 2: ECSS achieved its productive day indicator with just over 5% of available days in the quarter being lost to sickness. Long term sickness reduced by over half from the previous quarter, but days lost to short term sickness nearly doubled.

4.3. Waste and recycling collections

Slide 3: There was a small increase in the number of collections missed, although compared to the same quarter last year, they have reduced.

4.4. Street Cleansing KPIs

Slide 4: The graph on the left shows the quality of the cleansing work. All roads that were inspected after being cleansed reached the target standard.

The graph on the right shows the number of random streets inspected (irrespective of cleansing activity) that has a level of litter graded 'C' or below. ECSS targets areas for

inspection in more rural areas, as these are generally not scheduled for regular cleansing. The aim is to use inspections to proactively deploy resources rather than wait for a complaint from the public to be received.

Slide 5 shows the number of reported instances of graffiti. Of the twenty-four reported cases of graffiti, none were offensive.

Slide 6 shows that the number of reported fly tips slightly increased from the same period last year, and that ECSS cleared 78% of them within the response time.

Slide 7 shows that the KPI of no more than 3 reported overflowing litter bins was overachieved. ECSS underachieved the KPI of 1 overflowing dog bin. All overflowing bins were emptied.

4.5. Project Street Smart

Appendix 2 contains the project’s Highlight Report.

4.6. Recycling rate and waste tonnage reduction

As previously highlighted, the recycling performance figure is reported one quarter in arrears. The Council now has a full year’s worth of data (for the period April 22 – March 23). Overall, the recycling rate was 55.6%. Over 14,000 tonnes of waste was sent to landfill, and just under 18,000 tonnes diverted to be recycled and composted. This is subject to confirmation from DEFRA.

4.7. Communications, Education and Promotion

The Development Team attended Ely Eel Day and the Healthy You event at The Hive in May and gave a talk and waste and recycling to the Little Downham Good Companions Community Group in June. Loveheart the recycling lorry visited Sutton C of V Primary school to congratulate the person who named him and gave pupils the chance to sit in his cab.

The further promotion of Love Your Street was postponed with the pre-election period. However this is planned for Q2 with the promotion of the website and pledge at the Youth Fusion events in Q2.

The number of Facebook followers for the East Cambs Recycles page increased by 0.5% and now has 180 followers. The page has been promoting the above campaigns as well as seasonal recycling messages from partners and service messages re collection dates.

5.0 Additional Implications Assessment

5.1

Financial Implications No	Legal Implications No	Human Resources (HR) Implications No
Equality Impact Assessment (EIA) No	Carbon Impact Assessment (CIA) No	Data Protection Impact Assessment (DPIA) No

6.0 Appendices

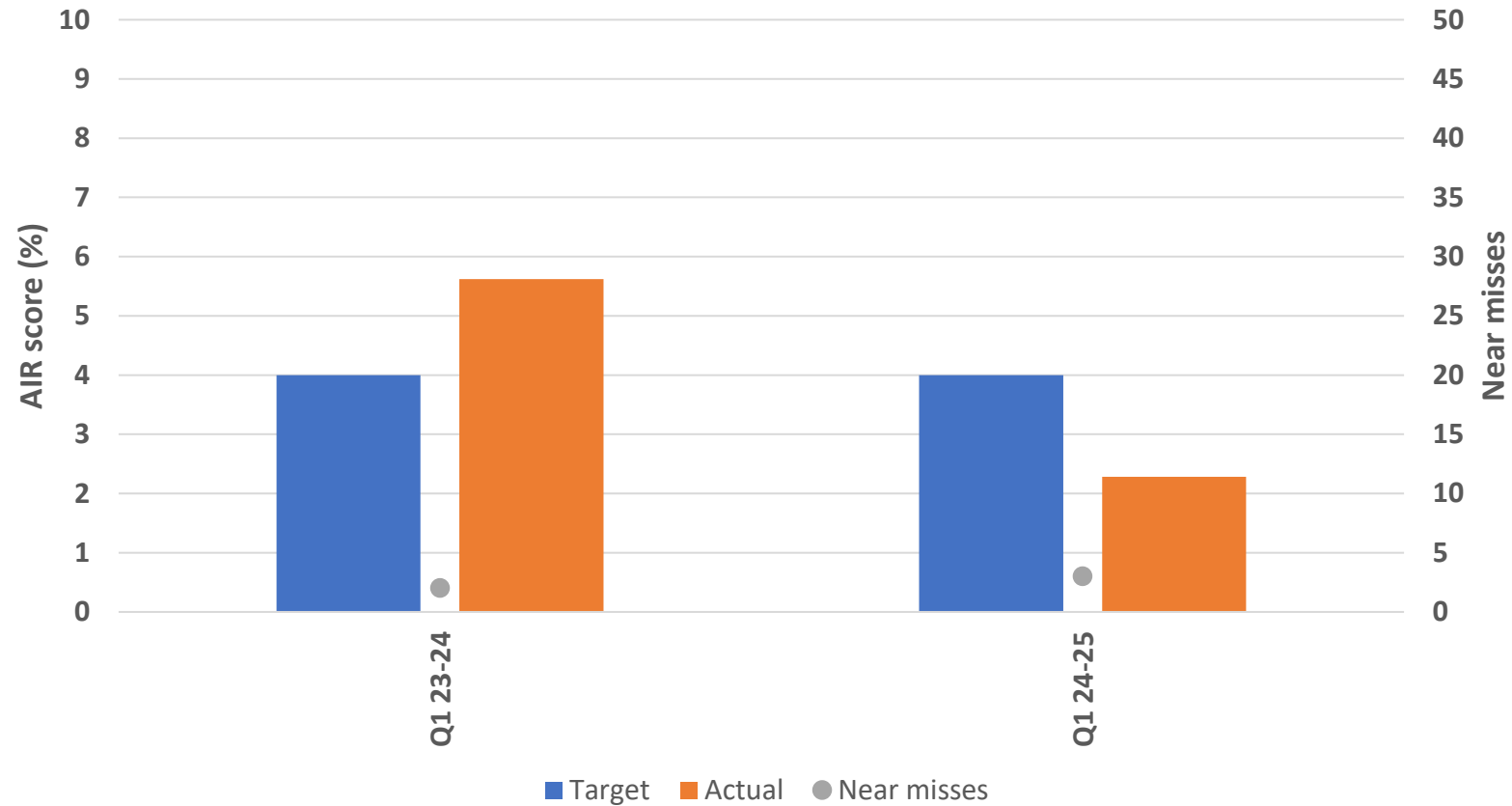
Appendix 1 - Slide deck - Performance Dashboard.
Appendix 2 - Project Street Smart Highlight Report.

7.0 Background documents

None

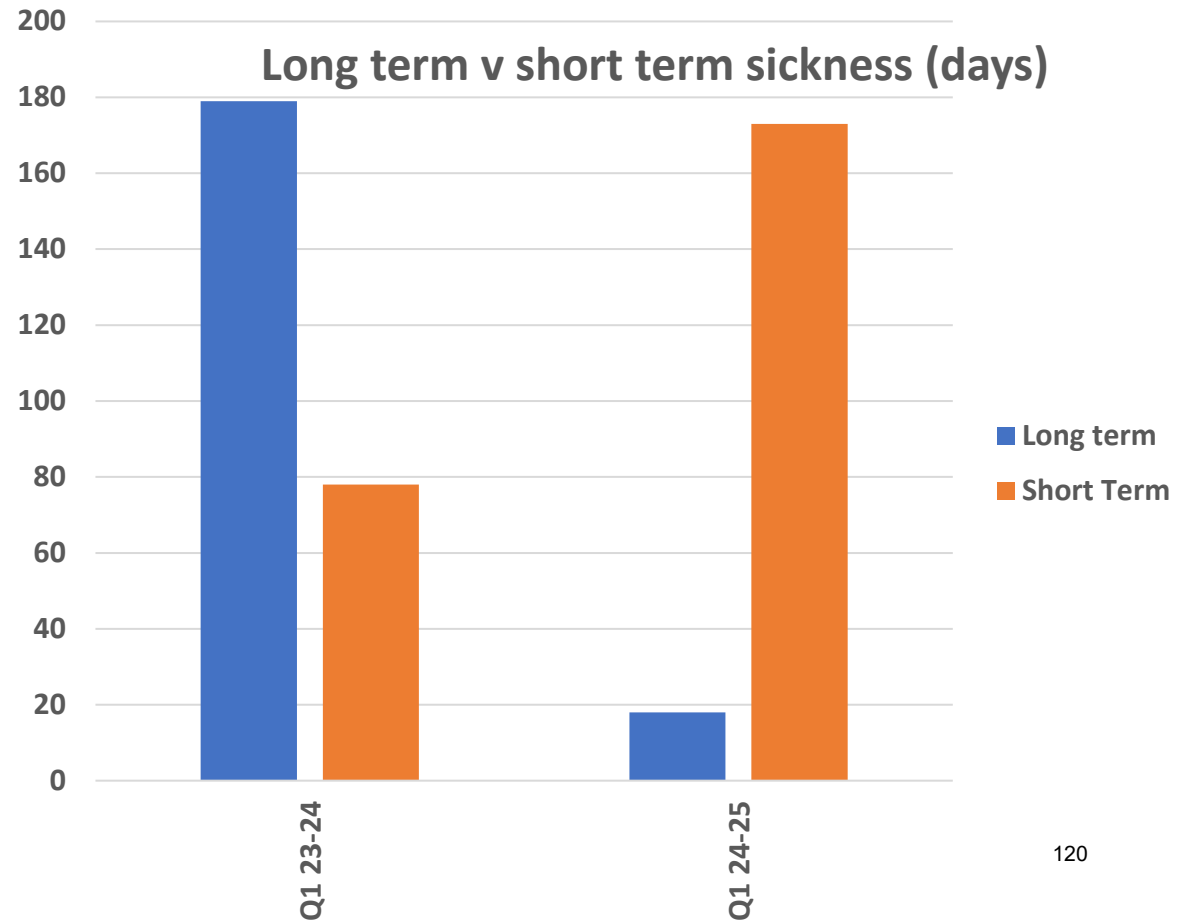
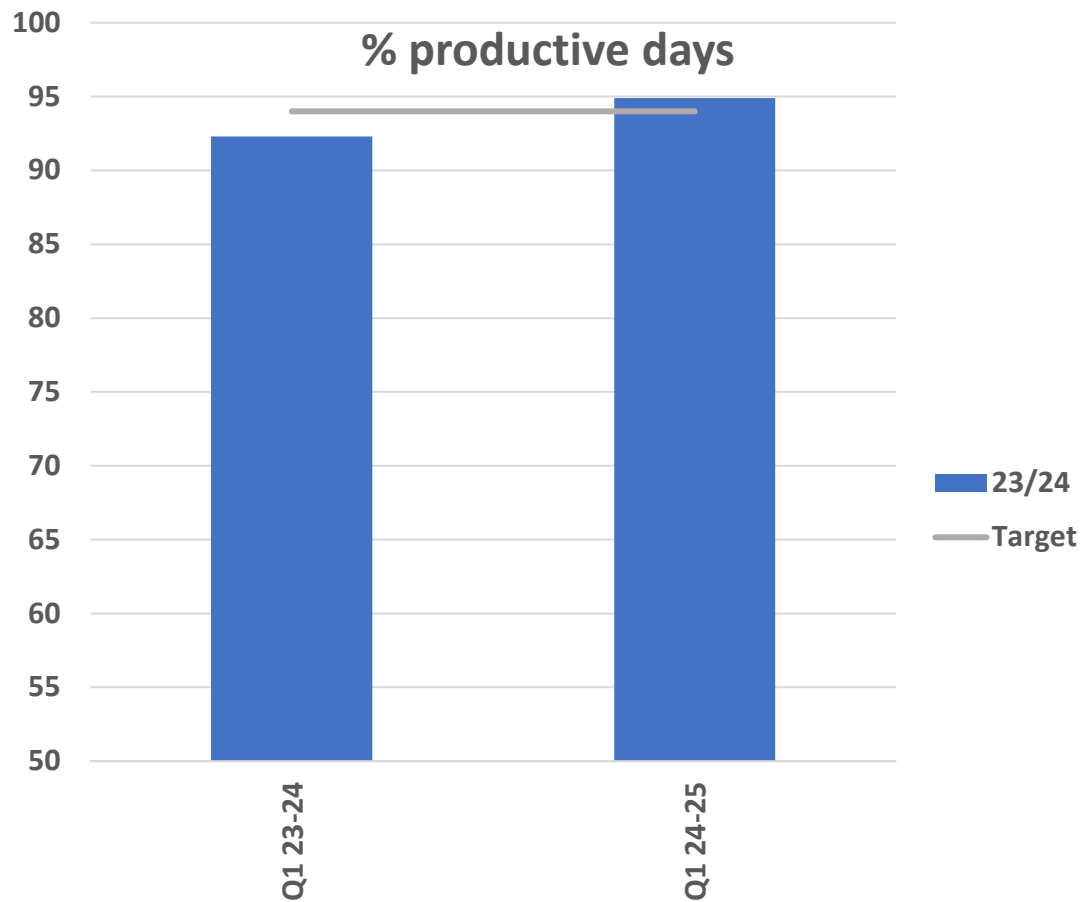
Health and Safety – staff welfare

Accident Incident Score, near misses



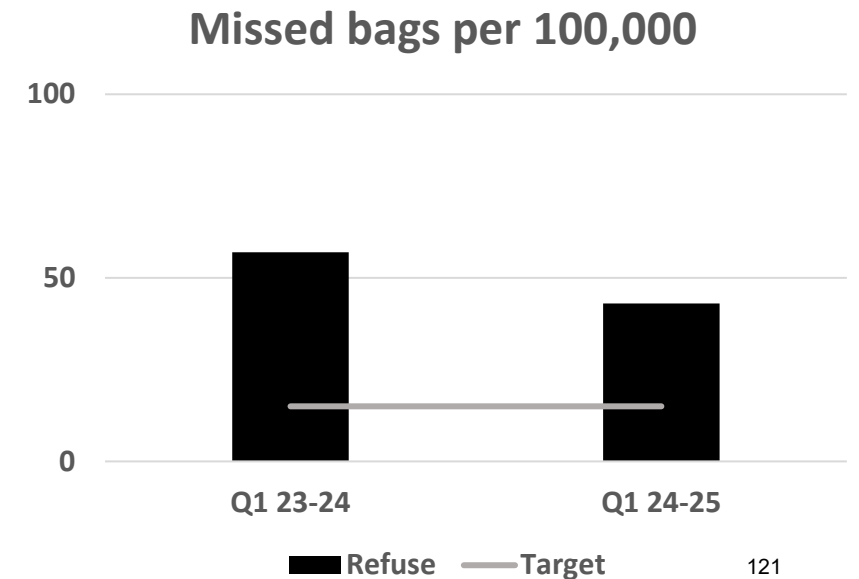
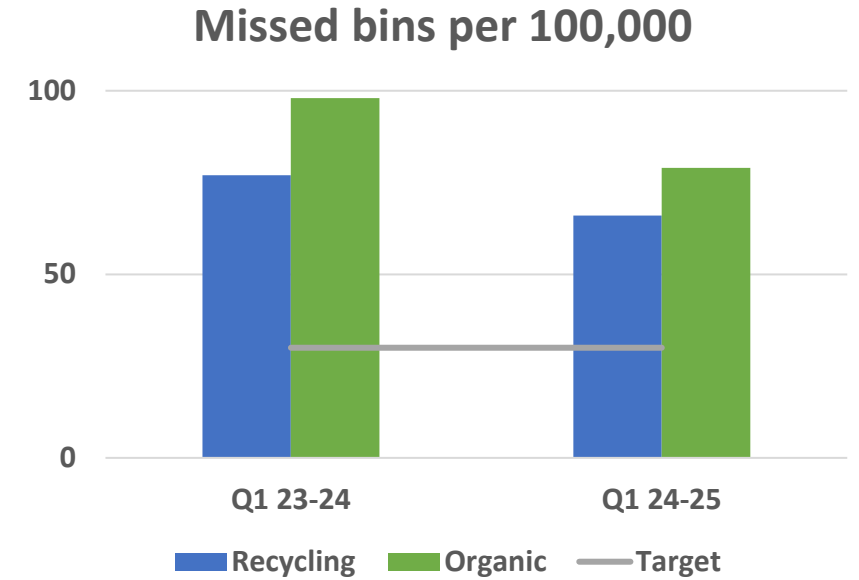
Health and safety – staff welfare

Staff sickness





Cleaner, Greener East Cambridgeshire
 Keep the environment of East Cambridgeshire, clean and presentable

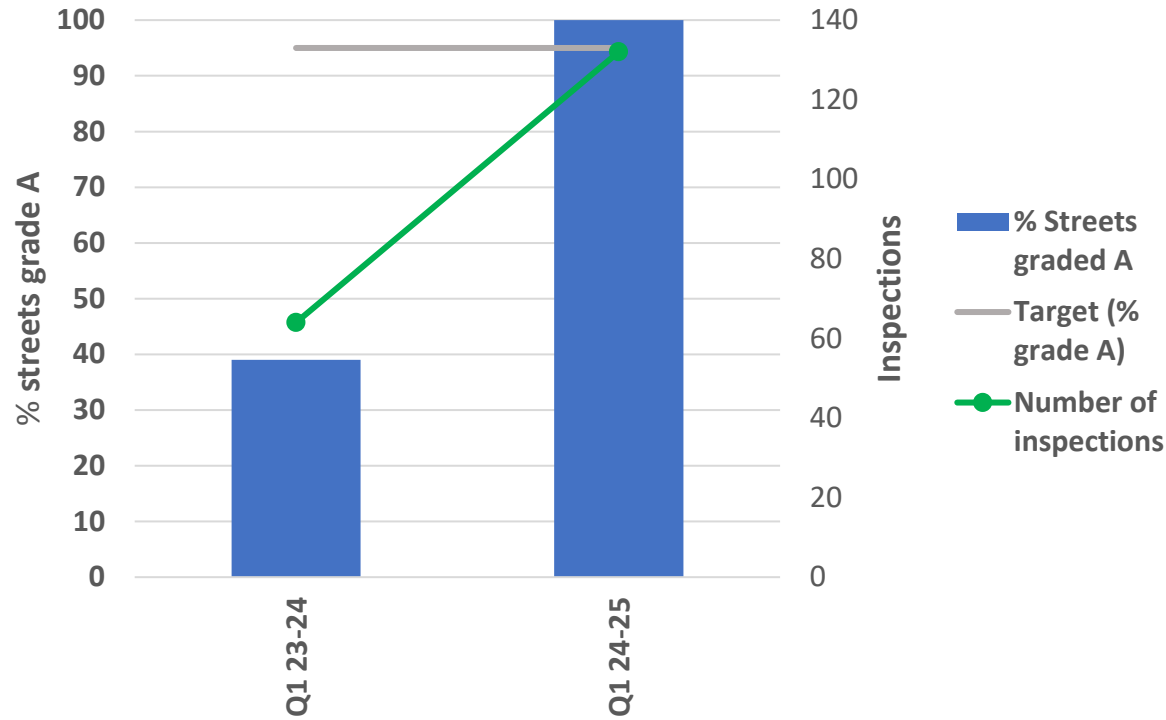




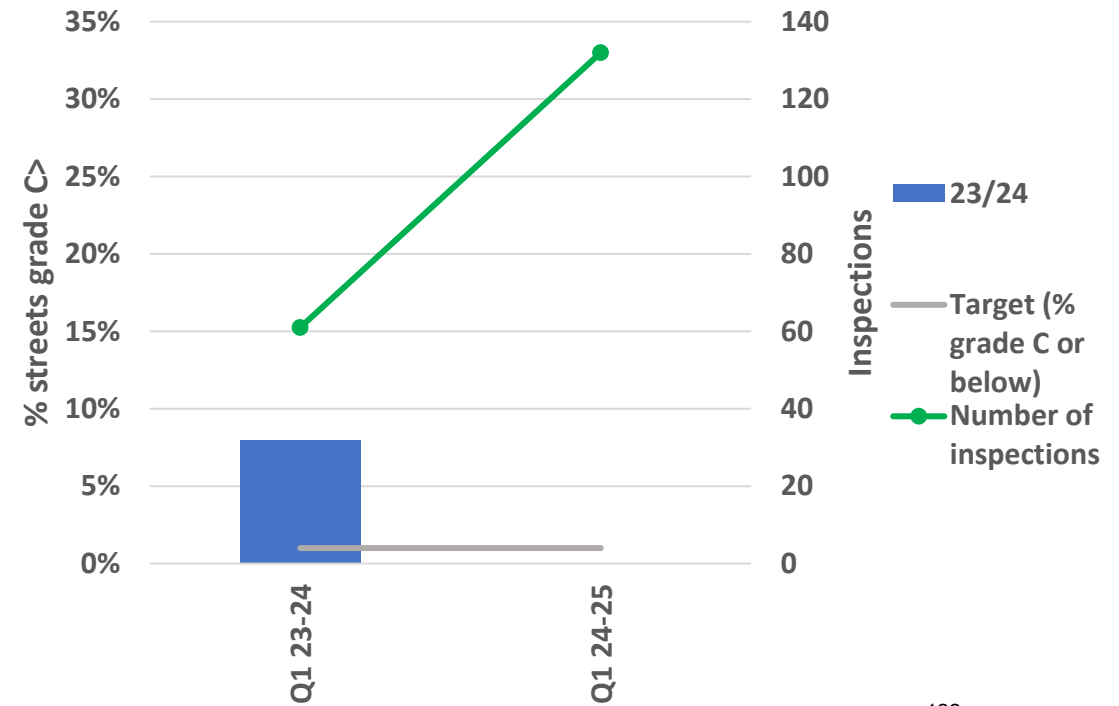
Cleaner, Greener East Cambridgeshire

Keep the environment of East Cambridgeshire, clean and presentable

Average monthly clean streets graded A on random inspection



No. of streets graded C or below for litter on random inspection

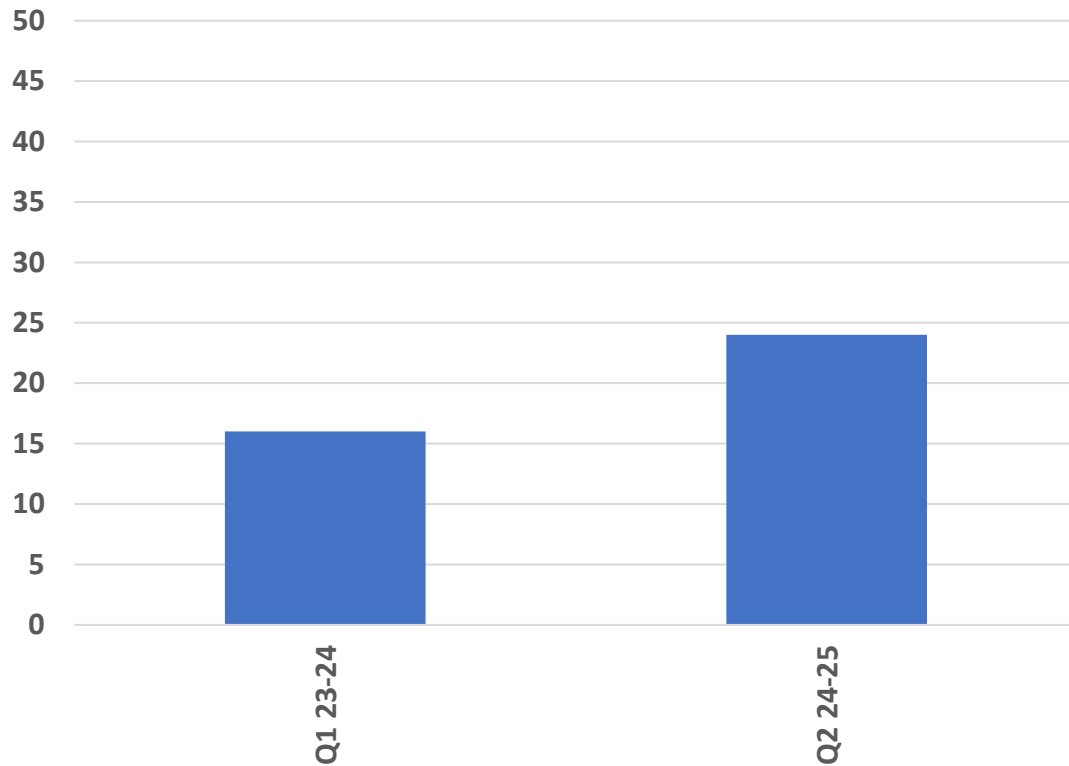




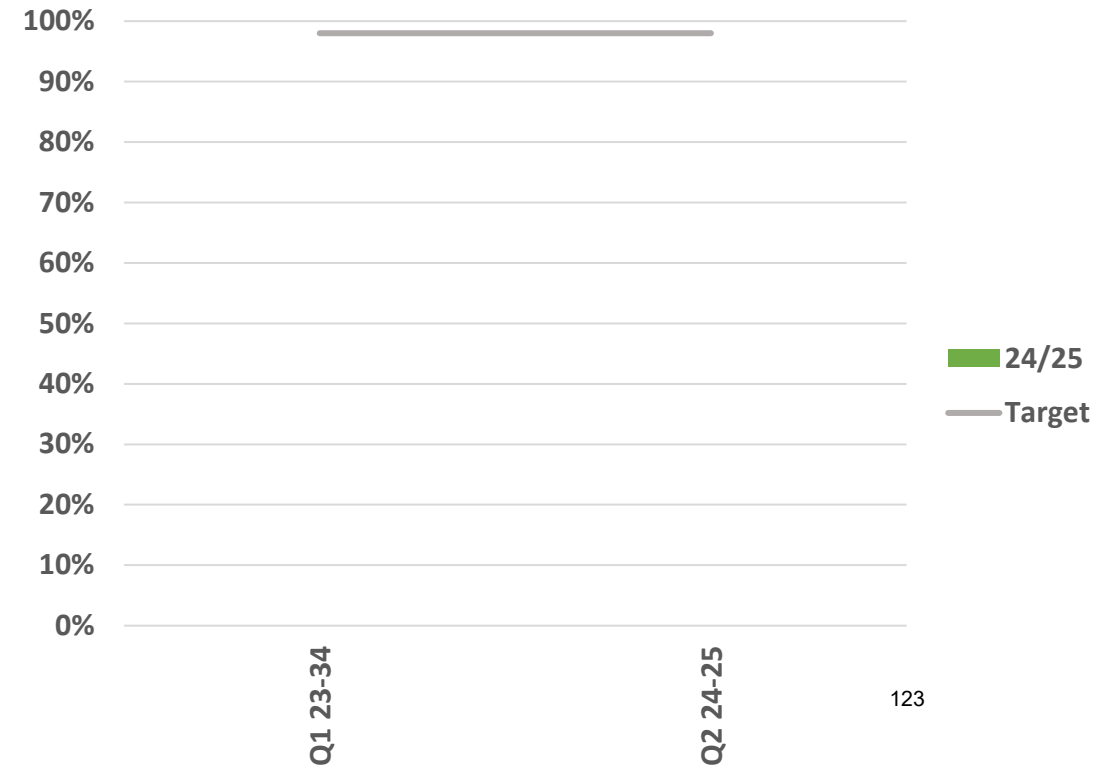
Cleaner, Greener East Cambridgeshire

Maintain a clean and presentable environment by removing graffiti and fly tipped waste from the district

No. reported incidents of all graffiti per month



Successful removal of offensive graffiti within 1 working day

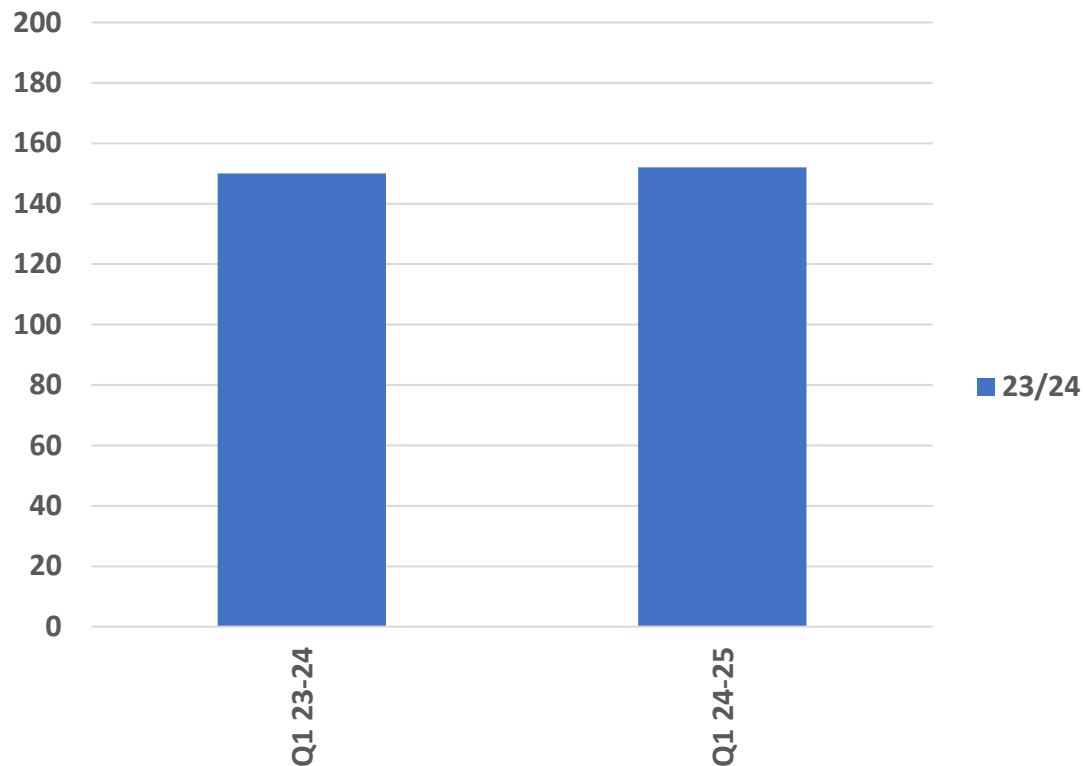




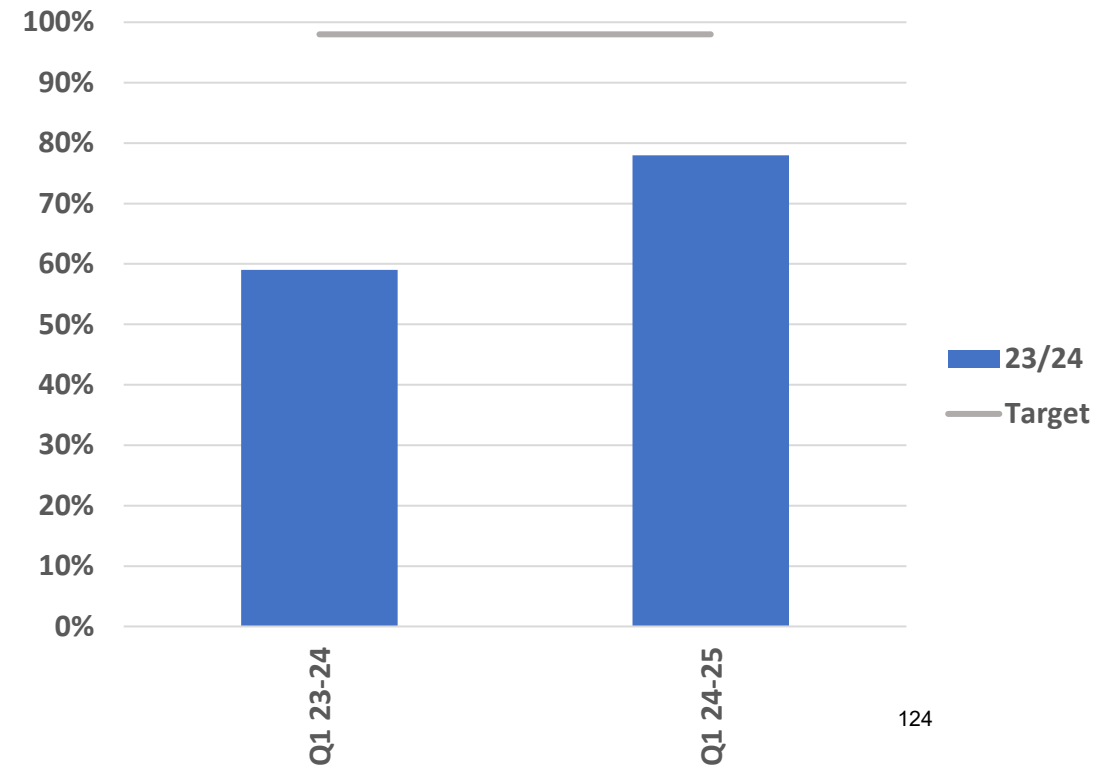
Cleaner, Greener East Cambridgeshire

Maintain a clean and presentable environment by removing graffiti and fly tipped waste from the district

No. reported incidents of fly tips per month



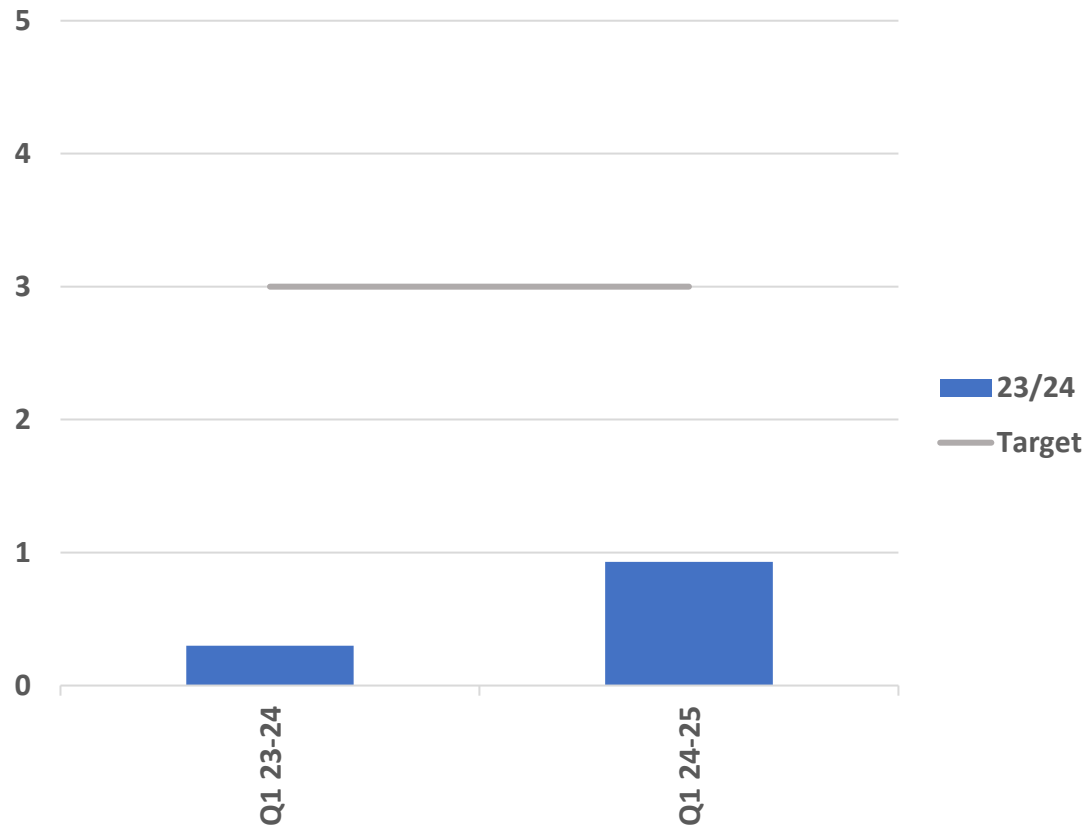
Successful removal of fly tips within 2 working days



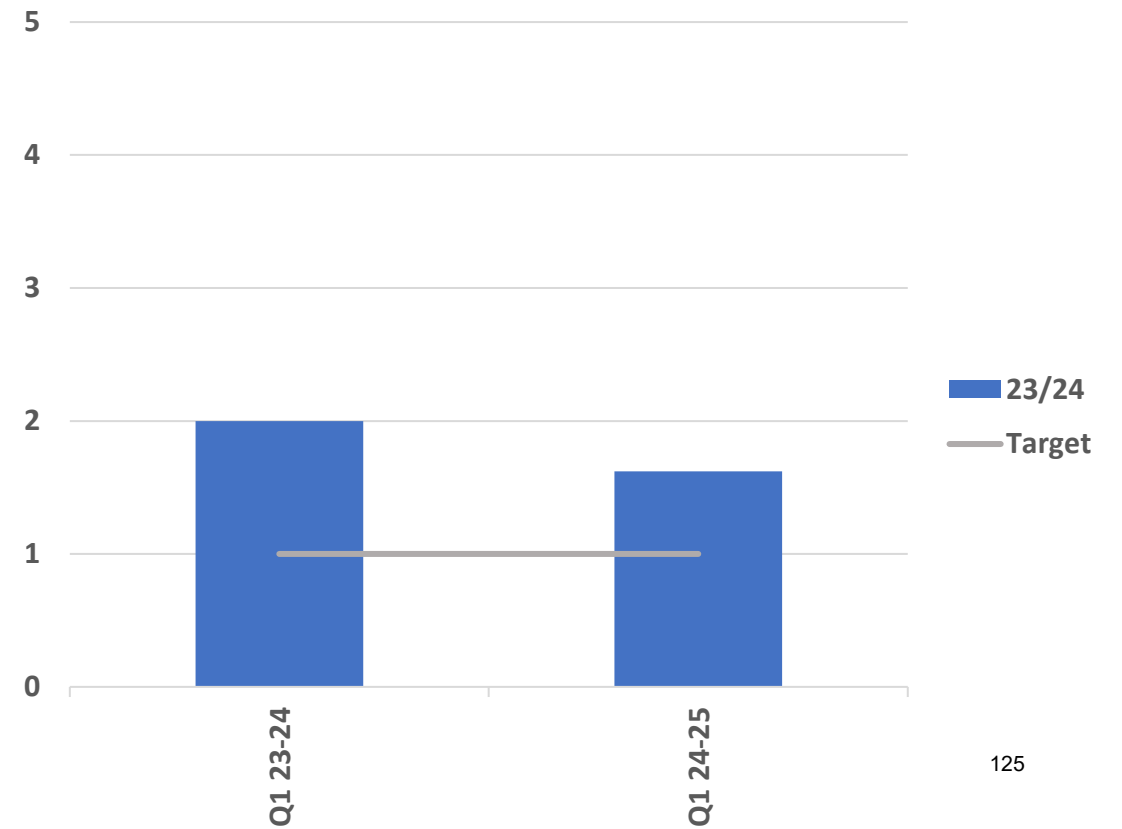
Cleaner, Greener East Cambridgeshire

Overflowing street bins (per 100 bins)

Litter bins

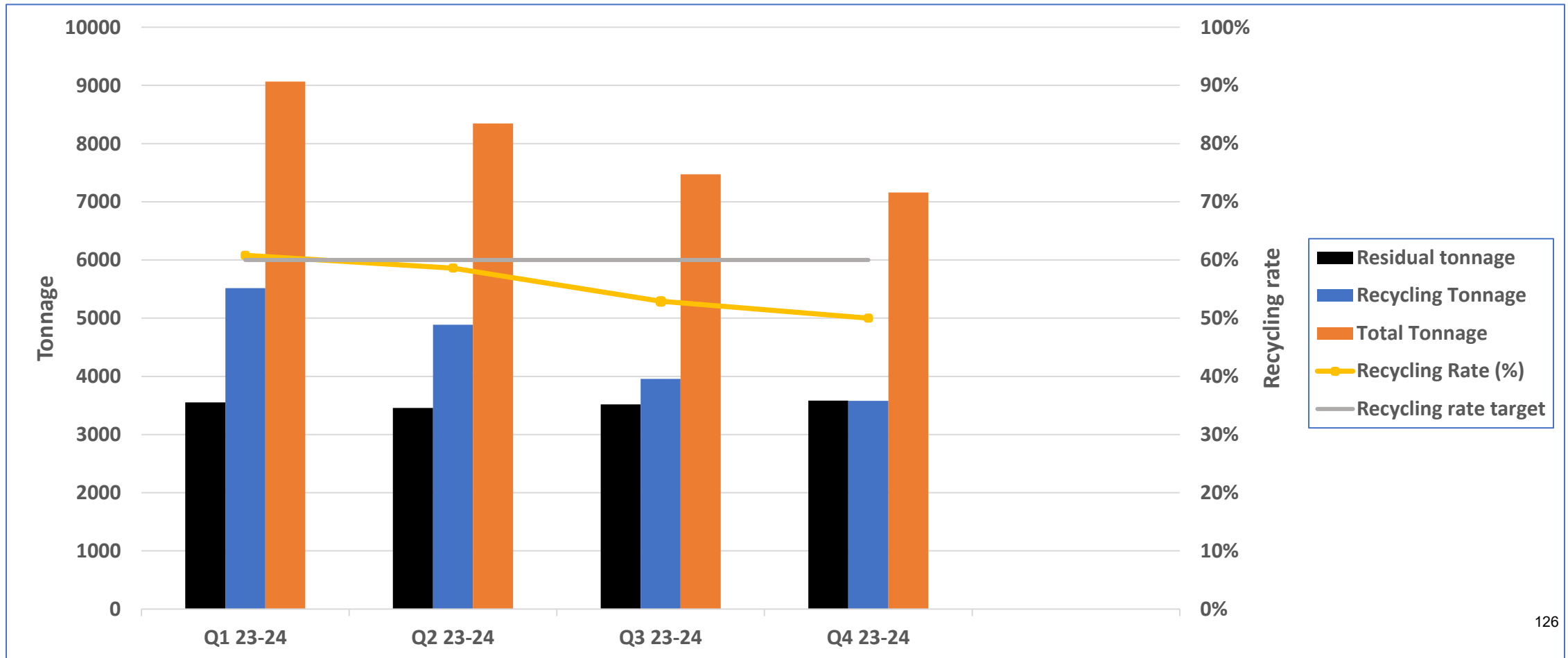


Dog bins




Cleaner, Greener East Cambridgeshire

Reduce waste sent to landfill wherever possible, maximising the district's recycling rate:



Highlight Report

July 2024

Project Name	Street Smart	Programme	East Cambs Street Scene	
Project Manager	Catherine Sutherland	Project Executive	Emma Grima	

Purpose: To provide a progress update on the project

Period Covered: Q1 April - June 24

Overall Project Status

G

Street Smart continues to progress without any major issues. However there is a delay to the full integration of the new back-office system. .

Budget Status

N/A

There is no specific budget for the project, but at Board / Committee ECSS will provide a budget health check for the service.

Schedule Status

O

Some activities have been delayed:

- The internal communications plan is still in development
- Bartec adoption

Work Completed

G

- Scoped the Council’s requirements for the new waste and recycling service (subject to Board and Council approval process)
- Love Your Street campaign launched
- Street bin software purchased
- Employee survey drafted

Risks and Issues

O

The integration of the new digital incab system has been more complex than expected: the outstanding resolution has been built into the system; it now needs final testing. This has been delayed with annual leave being taken but is scheduled for completion.

Forward Plan

G

Next Period Milestones:

- Final integration of Bartec (dates TBA)
- Provide indicative costs for the new recycling and waste service
- Waste minimisation communications plan drafted
- Embed Love Your Street cleansing campaign
- Purchase of new street bin software
- Agree employee survey and comms plan for launch in Q3

Notes of a meeting of the Waste Service Review Working Party held on Monday 10 June 2024 at 10:00am, via Teams

PRESENT

Cllr Julia Huffer (Chair)
Cllr Mark Inskip
Cllr Kelli Pettitt

OFFICERS

Isabel Edgar – Director Operations
Ian Smith – Director Finance
Catherine Sutherland - Waste Development & Support Manager
Jane Webb – Senior Democratic Services Officer

42. APOLOGIES

There were no apologies received.

43. DECLARATIONS OF INTEREST

No declarations of interest were made.

44. NOTES OF PREVIOUS MEETING

The meeting notes held on 13 May 2024 were agreed as an accurate record.

45. STREET CLEANSING MODELS - Presentation

The Waste Development & Support Manager presented the Street Cleansing Models and set out the Options for consideration.

Difference between a sweep and a litter pick – all crews (driver & cleanser) to cleanse the roads included litter picking and sweeping. Crews remain flexible and determine if a road needs to be litter picked and/or swept which was a blended approach to control costs.

A summary of resources/crews in each option was given. The difference between baseline and Option 3 was a more prescriptive service, the more defined the service, the more inefficiencies were within the service. A more reactive service (daily rapid response crew - fly-tipping and street cleansing), was required and had been built into each option.

The following comments and questions were raised:

- The different options were discussed, Option 1 was achievable and addressed the minimum requirements but would have an impact on future council tax rates.

- Minimum resource levels were needed and currently neither service has this level
- There needed to be separate budgets for street cleansing and domestic waste; this would show the cost-effectiveness of each service.
- A do-nothing option was discussed whereby – the service remains status-quo, as the service was already improving, and this had occurred with no focus on street cleansing as the waste collections had been focussed on.
- Changes could be made to ensure better working methods were introduced alongside implementing the new back-office systems.
- The district was not in a situation where the streets were filled with litter, there were acute areas of detritus in the autumn or after an event.
- Flexible garden waste collections could be reduced during the winter and the resources diverted to street cleansing.
- The Council continue as was, with a review in a year when data will have been collected regarding the impact of food waste collections and an informed adjustment could then be made.
- The possibility of no garden waste collection service the week before and three weeks after Christmas and ceasing the issue of calendars could be considered plus the impact of DEFRA revenue was not yet known.

Members agreed to continue the service as is and to build in an annual review that would consider the newly collected data.

46. POLICIES AND CHARGING

Caddy Liners Charging for additional bins

The Waste Development & Support Manager presented the Policies and Charging item.

The following comments and questions were raised:

- Caddy Liners – provision of a free weekly plastic bag would cost £40k per year; this would not be covered by DEFRA, but research showed this improved participation figures. Compostable bags were not necessary.

Members agreed to provide caddy liners free for the first-year rollout.

- Charging for additional bins – recycling bins cost £25k and would be provided free of charge to encourage recycling.
- The public was less likely to add garden waste to a black sack but would add recycling to a black sack/bin.
- Analysis showed that garden waste was not usually added to black sacks.
- If no changes were made to garden waste collections; the public would still receive a service plus an improved food waste collection. If a free garden waste service was given, the monies could be recouped over the winter due to a reduced collection.

- ACTION - If the cost of a free service could be recouped over the winter, then Members would consider the option, but they wished to see the scenario.
- All Members were happy with the Fixed Penalty Notice scheme.

47. SERVICE DELIVERY MODEL

The Waste Development & Support Manager explained the Service Delivery Model.

The following comments and questions were raised:

- The Lib Dems were happy to continue with ECSS but required a more robust governance process.

Next Steps

- Cat would write up the recommendations report and carry out some cost modelling for more specific costs.
- A further working party meeting to take place in July with a final report going to the Operational Services meeting in September.

48. ANY OTHER BUSINESS

More information was requested on the types of caddy liners (compostable v plastic). It was explained that plastic was the preferred option as these were separated at the anabolic digester and incinerated. Links to case studies would be sent to Members.

49. DATE OF NEXT MEETING

The next meeting was scheduled for 8 July at 10:00am via Microsoft Teams.

The meeting closed at 11:00am

Notes of a meeting of the Waste Service Review Working Party held on Monday 8 July 2024 at 10:00am, via Teams

PRESENT

Cllr Julia Huffer (Chair)
Cllr Mark Inskip
Cllr Kelli Pettitt

OFFICERS

Isabel Edgar – Director Operations
Catherine Sutherland - Waste Development & Support Manager
Jane Webb – Senior Democratic Services Officer

50. APOLOGIES

Apologies were received from Ian Smith – Director Finance.

51. DECLARATIONS OF INTEREST

No declarations of interest were made.

52. NOTES OF PREVIOUS MEETING

The meeting notes held on 10 June 2024 were agreed as an accurate record.

53. REPORT FORMAT AND RECOMMENDATIONS RUN THROUGH

The Waste Development & Support Manager explained the report form and that the agreed recommendations would be submitted to Full Council.

- i. That, to respond to the Environment Act 2021, the Council implements the measures as detailed in section xx of this report and collect food waste in a separate container, on a weekly basis.
- ii. That the Council implements the collection of residual waste in a 180lt wheeled bin on a fortnightly basis as detailed in section xx of this report.
- iii. That the Council agrees to the supporting mobilisation and communication plans as detailed in section xx.
- iv. That the Council agree to the Waste and Recycling Policy as detailed in section xx.
- v. Instruct the Director of Operations to progress with the procurement of vehicles, caddies and bins required to implement a food waste collection and wheeled bin residual waste collection service by 31st March 2026.
- vi. To retain the current street cleansing service specification but instruct ECSS to introduce a minimum resource level of staff. Review the specification in one year's time with regards to how it has enabled performance delivery against the Key Performance Indicators with ECSS to determine any new specification for implementation in April 2026.

- vii. Approve the recommended service delivery model outlined in section xx and develop the (waste) specification in preparation for new contracting arrangements to commence in April 2026.

Members of the Working Party agreed to the suggested recommendations subject to the following amendment for recommendation vii.

- vii. *Approve the recommended service delivery model outlined in section xx and develop the ~~(waste)~~ service specification in preparation for new contracting arrangements to commence in April 2026.*

The following points were discussed:

- The estimated cost of mobilising the entire project is expected to be between £100k-£150k.
- More accurate figures will be available once the mobilisation plan is drafted
- To cover implementation a reserve fund should be identified otherwise a separate budget would need to be agreed for the implementation.
- Capital funding from the Government will cover the expenses for the caddies and vehicles, but the provision of ongoing expenses from the Government is still uncertain.
- The current estimated costs will be presented to Members, with an update on costs provided once the actual procurement costs are known.
- The Appendices in the documents will include the options and assessments to ensure that Members have a thorough understanding of the analysis.
- Members agreed to remove the charge for an additional garden waste bin, with mitigating the lost revenue through smarter working, e.g. This could include training crews during the weekdays in the winter rather than at weekends, or by stopping the garden waste service for 6 weeks over the Christmas period, to support the catch up period.
- Residents will be encouraged to compost at home, with guidance provided to those with excess waste.
- Communication will be distributed to residents through Facebook and leaflets regarding scheduled street cleanings to encourage residents to move their vehicles.
- Members expressed a preference for a Contract with ECSS rather than a Memorandum of Agreement (MoA).
- A MoA was seen as a less formal arrangement, and the Council aims to improve performance. The new contract would come to the Council in 2025 to be signed and agreed upon.

The meeting closed at 10:35am

BRECKLAND COUNCIL
EAST CAMBRIDGESHIRE DISTRICT COUNCIL
EAST SUFFOLK DISTRICT COUNCIL
FENLAND DISTRICT COUNCIL
WEST SUFFOLK DISTRICT COUNCIL

At a Meeting of the

ANGLIA REVENUES & BENEFITS JOINT COMMITTEE

Held on Tuesday, 9 July 2024 at 9.30 am in the
Keystone Innovation Centre, Croxton Road, Thetford. IP24 1JD

PRESENT

Cllr Diane Hind (Vice-Chairman)	Cllr Paul Ashton
Cllr Philip Cowen (Vice-Chairman)	Cllr James Lay
	Cllr David Connor (Substitute Member)

In Attendance

Lorraine King	- Head of ARP
Alison Chubbock	- Section 151 Officer & Assistant Director Finance
Theresa Mann	- Principal Benefits and Council Tax Billing Manager
Katey Mills	- Principal Fraud and Enforcement Manager
Ian Smith	- Director, Finance (East Cambs)
Matthew Waite-Wright	- Head of NNDR Recovery & Enforcement (ARP)
Sian Warren	- Deputy Chief Accountant
Julie Britton	- Democratic Services Officer

10/24 CHAIR AND VICE-CHAIR

The outgoing Chairman, Councillor Paul Ashton (East Suffolk), in the Chair.

After being duly proposed and seconded and with no other nominations being made it was:

RESOLVED that Councillor Diane Hind (West Suffolk) be appointed as Chairman for the ensuing year.

Councillor Diane Hind in the Chair.

After being duly proposed and seconded, and with no other nominations being made, it was:

RESOLVED that Councillor Philip Cowen (Breckland) be appointed as Vice-Chairman for the ensuing year.

11/24 TREASURER

After being duly proposed and seconded and with no other nominations being made it was:

RESOLVED that Breckland Council be appointed as Treasurer for the ensuing year.

Action By

Action By

12/24 MINUTES

The Minutes of the meeting held on 5 March 2024 were agreed as a correct record.

13/24 APOLOGIES

An apology for absence was received from Councillor Jan French, Councillor David Connor was in attendance as her substitute.

Apologies were also received from Sam Anthony, Lorraine Rogers and Rachael Mann, Sian Warren was in attendance on behalf of Sam Anthony.

14/24 URGENT BUSINESS

None.

15/24 DECLARATIONS

None declared.

16/24 PERFORMANCE REPORT (STANDING ITEM)

Matthew Waite-Wright, the Head of NNDR Recovery & Enforcement (ARP) presented the Performance report as at the end of Quarter 4.

Business Rates for all five authorities were on target. Breckland Council and Fenland District Council were both slightly behind target for Council Tax collection but were well within the 1% tolerance.

In terms of fraud, just over £3.8m of fraud identified had been achieved, well above the year-end target.

An update from Katey Mills, Principal Fraud & Enforcement Manager (ARP) and Theresa Mann, Principal Benefits & Council Tax Billing Manager (ARP) was then provided.

The Principal Fraud & Enforcement Manager (ARP) provided her update first that included:

Enforcement

- More enforcement cases in 2023/2024 than 2022/2023
- More fees collected in 2023/2024 than previous year
- Debt collected in 2023/2024 - £4.5 million and fees collected - £1.3 million
- May 2024 saw ARPE collect the highest amount of fees recorded. This was assisted by ARPE's involvement in the ARP wide focus day
- Ongoing discussions with partners continued in respect of flow of cases
- Norwich City had given notice for enforcement services to end on 30/09/2024. This was due to a wider procurement exercise taking a more corporate approach to debt. ARP continued to communicate with Norwich to understand their requirements and how it could assist.

Action By

Fraud and Compliance

- Fraud identification targets were exceeded in all areas for 2023/2024
- 2024/2025 targets had increased
- Work continued with Local Authority and County partners – part of the Norfolk and Cambridgeshire fraud hubs
- Funding from County had been agreed across all areas
- Work with South Norfolk and Broadland was progressing well
- ARP continued to improve processes and make use of current and emerging technology
- Future focus – development of a fraud prevention strategy

The Principal Benefits & Council Tax Billing Manager (ARP) then provided her update:

Council Tax

- At the end of the year overall collection for council tax was slightly above target.
- Council Tax collection would continue to be monitored closely throughout 2024 in the current economic climate, a similar picture was being reported by other authorities in the area.
- In January an ARP wide focus day was held which made a significant impact on the level of outstanding work ahead of annual billing.
- Work levels remained high, and therefore several focus days had been held in April and May to help deal with this.
- The development of generically trained Council Tax Billing Officers continued, to provide resilience in the team, allowing us to focus our resources where most needed.
- Great progress had been made with automation for refunds and web direct debits, work continued on the change of address automation project.
- The Council Tax Support Fund had been successfully administered, with funds being allocated in full for four of the five authorities and just 5% left remaining for East Cambridgeshire.

Benefits

- Quarter 4 targets had not been met for Housing Benefit or Council Tax Support.
- However, as the result of a series of focussed work in Quarters 2 and 3, the numbers of days to process Housing Benefit reduced by the end of Quarter 4 to just above the target.
- Focus days had been carried out in January and March to bring the number of days to process Council Tax Support down and the impact of this was expected to be seen as we move through Quarter 1.

Members were informed that the Further Recovery Team had collected £1.8m, an 800k improvement compared to what had been collected in the previous year, mainly due to the improvements in NNDR collection. A new NDR Valuation list came into effect on the 1 April 2023 where every property had been assigned a property value, this was a major piece of work for the Team but apart from a handful of appeals, the 2010 list was now closed. The Systems & Digital maintained a strong working relationship with Capita and some system enhancements had been made including automated change of address forms, and a new Contact Us form which had now gone live to

Action By

reduce the amount of email traffic.

An innovative improvement had been made to the Telsolutions which had been a great success and was now a much quicker and much cheaper process. This was about contacting residents and sending reminders without producing paper. Automated emails were now sent to those people who were getting behind with payments and the Team was looking to expand this service into the Fraud & Compliance Team. Over the past 6 months the number of printed reminders had reduced by over 50% This had reduced postage and printing whilst improving collection. This same technology was being researched to introduce within NDR.

In response to a question, Members were informed that the Council Tax collection was for the quarter.

Councillor Lay asked why East Cambridgeshire District Council's performance indicators for both Business Rates and Council Tax collection was so high.

The Head of NNDR Recovery & Enforcement (ARP) explained that this had been due to a number of people paying their Council Tax Bill upfront and he expected the position to alter in due course.

The Vice-Chairman, Councillor Cowen, mentioned the software glitch that had caused some of these figures to drop and asked how the Team was dealing with this and whether this had been resolved.

The Principal Benefits & Council Tax Billing Manager (ARP) stated that it had been fixed but that it would take a while to get back on track.

The Vice-Chairman also mentioned the fact that ARP had little control in terms of Universal Credit and asked if the DWP had responded to this issue.

Members were informed that this was also related to the software glitch that had affected performance in both Housing Benefit and Council Tax claims. It was noted that quarterly meetings were held with DWP where ARP had been informed that it was above national average.

In terms of the Contact Us form, the Chairman, Councillor Hind, wanted to know what the average response times were, and in terms of NNDR she was curious as to how the debt had built up over a 3-year period and asked why nothing happened sooner.

The Head of NNDR Recovery & Enforcement explained how the collection of business rates worked, which was similar to Council Tax where each March the bills were sent out and if not paid or an arrangement for outstanding payments had not been made, it would eventually be taken to court. There were many reasons for the lack of NNDR collections such as landlord and tenant disputes, some companies fail and cease trading and therefore if liquidated the monies were held back and took a while for such monies to be retrieved. For Limited companies, rates avoidance was a factor as they were their own legal identity. For Council Tax, some customers disappeared and could not be found. A number of fraudulent areas were then highlighted.

In response to a concern, Members were informed that the NNDR legislation was quite strong but if ARP was unable to make contact with the landlord or

Action By

tenant it would go to court which was a lengthy process.

As far as the Contact Us form was concerned, Lorraine King, the Head of ARP, explained that the general response time was around 4 weeks but anything in relation to a direct debit query or complaint was looked at much quicker with a turnaround of a couple of days.

Councillor Connor found the point about liquidation interesting and was aware that these were generally Ltd companies. He asked what percentage ARP received in terms of the VAT and Tax as he felt 3 years was far too long and asked if this process could be tightened up to stand a better chance of getting the monies owed.

Members were informed that the procedures would be looked at as there was always more that could be done.

Councillor Lay asked if a report could be brought to the next meeting showing the companies that were more than 90 days behind on their payments.

The Head of NNDR Recovery & Enforcement explained that if companies were more than 6 weeks behind, they would receive a Business Rates reminder so for companies 90 days behind Councillor Lay's request could be accommodated.

Councillor Ashton asked if this was all remaining constant or was it improving slightly and asked if Members could see sight of milestones not just the 90 day in arrears suggestion.

The Head of ARP said that she would be happy to take these suggestions away and perhaps provide some feedback on Council Tax arrears too.

Councillor Ashton pointed out that what he was trying to establish was some insight into where the issues were so that Members understood the problems moving forward.

The Vice-Chairman drew attention to Agenda item 10, the Risk Register, that contained some synergy in terms of Business Rates collection.

The Chairman felt that it was prudent to look at these issues more thoroughly and know the numbers at 90 days so that Members could ask the right questions.

There was no need for the names of the companies concerned.

The report was otherwise noted.

17/24 ARP FINANCIAL PERFORMANCE (STANDING ITEM)

Alison Chubbock, the Assistant Director of Finance & S151 Officer (BDC) presented the report.

The actual overspend for the whole Partnership was slightly higher than recorded at Quarter 3. The main reasons for this movement were: job evaluation costs at one partner council to bring their pay onto a more comparable position with others and a tighter triage on the cases sent though to the Enforcement Service during 2023-24.

Action By

Careful management of vacancies through the year helped to mitigate the national pay award increases, with use of agency staff reduced from circa 5% of staff budgets in the last financial year to 0.6% of staff budgets in 2023-24. Further details could be found in the appendix attached to the report. The appendix also provided further details of the variances. It was noted that the efficiency target had been met and there was money available for future investment.

The Vice-Chairman was concerned about the drop in income when enforcement was an area that was growing and asked for a little more understanding.

The Assistant Director of Finance & S151 Officer explained that the debt collected was high, but there were two sides to this and might be better to join this reporting together.

The Head of ARP explained that this had been a really good year and more debt, and fees had been collected, but the impact was the adjustment for the net debtor in terms of the bad debt and this had been incorporated in the fees into the accounts. There were more cases coming forward, but these were moving through the system much quicker and was really about the number of cases that were still owed that affected the income, but this would be looked at more closely in terms of how to move the cases through quicker and in the best way.

Councillor Lay mentioned the loss of Norwich City enforcement services and asked what impact this would have on the Partnership.

The Principal Fraud & Enforcement Officer advised that discussions were being had with other partners.

In response to a question as to whether other companies more than compensate for the loss in losing a client. Members were informed that there would be a balance.

The report and appendix were otherwise noted.

18/24 WELFARE REFORM UPDATE (STANDING ITEM)

The Principal Benefits & Council Tax Billing Manager presented the report and highlighted the matters of interest at section 2 of the report.

The Department for Work and Pensions (DWP) established Universal Support to help people to claim Universal Credit and budgeting support to help customers to manage their payments.

Since April 2019 the Citizens Advice (CAB) had delivered Help to Claim support to help people make a new UC claim and manage their claim, up to receiving their first payment.

The Minister of State for Employment announced on 11 March 2024 that the Help to Claim scheme delivered by the CAB would be extended for another two years from April 2024. The support would continue to be provided through telephony and digital channels. Individuals who were unable to access support through these channels would be supported by their local

Action By

jobcentre.

On the 15 March 2024 a session was held by the Local Authority Partnership, Engagement & Delivery, and Universal Credit Programme teams with over 500 representatives from local authorities. Following this, updated guidance was shared with local authorities.

The DWP intend to contact households by benefit combination order, rather than geography. Migration Notices would be issued to working age benefit households from April to June for those in receipt of Income Support; June to August for those in receipt of Housing Benefit only; July to September for those receiving income related Employment and Support Allowance with Child Tax Credits; Pensioners on tax credits being asked to move to Pension Credit would be contacted from July, with those being asked to claim Universal Credit being notified from August.

On 19 April 2024 local authorities were sent a letter from the DWP confirming the announcement by the Prime Minister to bring forward the migration of ESA customers to Universal Credit from 2028 to 2025. This will have an impact on all local authorities as this included a large number of working age Housing Benefit recipients. As a result of this the Team was reviewing the potential impact on its resources and workload requirements.

The DWP were carrying out some UC discovery activity in June, inviting a small number of ESA claimants to move to UC ahead of the national scaling in September 2024. It was potentially looking to carry out one of these pilots in East Suffolk, and ARP was currently in discussions with the DWP to offer its support, which would involve testing the enhanced support journey for these claimants. It was pointed out that DWP had chosen ARP to carry out this testing and 155 claimants had already been issued with Migration Notices.

The report was otherwise noted.

19/24 ARP SERVICE PLAN AND RISK REGISTER

The Head of ARP presented the report on progress in respect of the December 2022 Service Delivery Plan (Appendix A) for the 6 months ending March 2024.

It was noted that the Action Plan on page 56 of the agenda pack had been updated with June 2024 comments.

Attention was drawn to section 2 of the report and a number of highlights were mentioned and further details were provided.

Councillor Lay asked how many people were employed within ARP and how many were apprentices.

Members were informed approximately 280 staff were employed plus there were 11 people undertaking apprenticeships. It was noted that ARP was looking to employ an apprentice for the Council Tax post. Another 6 apprentices were due to start and with some vacancies coming up, it could lead to permanent employment.

Councillor Lay pointed out that West Suffolk had 35 apprentices.

Action By

Councillor Ashton asked for the profile of the apprentices in terms of age, gender, and the health of the workforce as he thought it would be useful and asked if this information could be brought to a future informal meeting.

This was agreed.

It was noted that Norwich City had given notice for enforcement services to end on 30/09/2024. This was due to a wider procurement exercise taking a more corporate approach to debt. ARP continued to communicate with Norwich to understand their requirements and how it could further assist.

In response to a question as to whether Norwich City would be going out to Tender and would ARP be part of that Tender process. Members were informed that as a local authority, it could not form part of the Tender process.

The Vice-Chairman mentioned the increase in direct debit payments and asked how ARP compared to other authorities.

The Head of ARP stated that the percentage quoted in the report related to the volumes of on-line direct debit requests that were automated. Currently, 55% of these were automated and direct debit take up overall sat nearer to 80% and compared favourably with neighbouring Councils.

Councillor Ashton asked if it could be understood why the remaining 45% were not automated.

The Principal Benefits & Council Tax Billing Manager explained that it would depend on who had completed a DD form and was being looked at and further details would be provided at a future meeting.

The Vice-Chairman drew attention to the benefits chart on page 52 of the agenda pack and noted that the number of processes started were far lower than the previous year.

Members were informed that this had been due to the software issue.

The Vice-Chairman also drew attention to the amber score in terms of business rates on page 58 of the agenda pack. Looking ahead, he suggested trying to find where the pressure points were and react in advance and asked if there was any information available on the number of likely business failures going forward.

The Head of NNDR Recovery & Enforcement explained that there were two aspects to business rates, one was collection, and the other was the actual rateable value, and should there be a downturn in the economy the amount of money would actually fall partly due to the valuations that were coming in.

The Chairman reassured the Team that Members did not lose sight of the fact of how efficient ARP was and the whole Team was appreciated it was just about suggesting any improvements and asking the relevant questions.

Councillor Ashton asked a question about the rollout forms, and asked if the emails could be switched off as it was the forms that was capturing the data. He further asked how many of these forms were questions rather than data processing.

Action By

Members were informed that preparations were in place but different external organisations as well as the customers needed to be catered for, but the emails would be switched off within the next month or two. In terms of the latter question, the number of general enquiries averaged between 4% and 5% and the majority of queries were specifically catered for with only a small volume being classed as general enquiries with the option of free text.

The Chairman said that she looked forward to hearing more about it.

The report was otherwise noted.

20/24 FORTHCOMING ISSUES (STANDING ITEM)

None.

21/24 ANY OTHER BUSINESS

None.

22/24 NEXT MEETING

The arrangements for the next meeting on Tuesday, 3 September 2024 at 10am were noted.

This would be a virtual meeting held via Teams.

23/24 EXCLUSION OF PRESS AND PUBLIC

RESOLVED that under Section 100(A)(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 2 and 3 of Schedule 12A to the Act.

24/24 HUNTINGDONSHIRE MANAGEMENT OF FRAUD SERVICES SECTION 113 AGREEMENT

Members were informed that although Huntingdon District Council had decided not to enter into a Section 113 agreement, the relationship between ARP and Huntingdon DC had strengthened and the work on different projects would continue.

The reasons were highlighted, and Members felt that although this was not going ahead, the process had been worthwhile.

It was noted that other authorities had expressed an interest in ARP managing their fraud services.

The meeting closed at 10.45 am

CHAIRMAN

OPERATIONAL SERVICES COMMITTEE
ANNUAL AGENDA PLAN

AGENDA ITEM NO 15

LEAD OFFICER: Isabel Edgar, Director Operations
Democratic Services Officer: Jane Webb

Mon 18 November 2024	4:30pm
VCAEC and CAWS SLA Performance Update	Lewis Bage (Communities & Partnership)
Service Delivery Plans – 6-Month Performance Monitoring	Service Leads
Budget Monitoring Report	Anne Wareham (Senior Accountant)
Air Quality Strategy	Environmental Health
Environmental Crime Action Plan – 6-Month Update	Environmental Health
Health and Wellbeing Strategy Plan Update	Environmental Health
Cambridgeshire and Peterborough Waste Strategy Review	Environmental Health
Youth Activity Update	Stephanie Jones, Communities and Partnerships Support Officer
Quarter 2 – Waste Performance Monitoring & Street Smart Highlights Report	Catherine Sutherland (Development Manager)
Review of Caravan Site Licensing	Environmental Health
HMO Licensing Fees	Environmental Health
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	
Wed 27 January 2024	4:30pm
Community Safety Partnership Update	CSP Representative
Housing and Homelessness Strategy	Angela Parmenter
Waste Performance Monitoring Report Q3 & Street Smart Highlights Report	Catherine Sutherland (Development Manager)
ECSS Statutory Accounts	Emma Grima, Director Commercial
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	
Mon 24 March 2025	4:30pm
VCAEC and CAWS SLA Performance Update	Lewis Bage (Communities & Partnership)
End of Year Reports 2024/25 Service Delivery Plans 2025/26	Service Leads
ECSS Business Plan	Emma Grima, Director Commercial
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	

Notes:

- 1. Agenda items which are likely to be “urgent” and therefore not subject to call-in are marked ***
- 2. Agenda items in italics are provisional items / possible items for future meetings.**