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**TITLE: Quarter 1 2021/22 Performance Report for the Waste and Street Cleansing Services**

Committee: Operational Services Committee

Date: 13 September 2021

Author: James Khan, Head of Street Scene

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1.0 ISSUE

- 1.1 To provide the Committee with the Quarter 1, April - June 2021, performance report for the delivery of the waste and street cleansing services by East Cambs Street Scene Ltd (ECSS).

2.0 RECOMMENDATION(S)

- 2.1 Members are requested to note the performance of service delivery, for the first quarter of 2021/22.

3.0 BACKGROUND

- 3.1 Although remaining heavily affected by the negative impacts of COVID, ECSS has continued to strive for excellence and provide all its services to the highest standards possible through this first quarter.

Our employees remain resilient and dedicated to our cause, banding together to overcome periods of staffing shortages.

They continue to be the backbone of this organisation and evidence unwavering resolve against the tough times we have already faced and continue to face in the following quarters.

- 3.2 Despite ongoing additional pressures, all waste collection and street cleansing services have continued to be provided, with the overall performance of both service areas remaining stable.

- 3.3 The very beginning of this quarter saw East Cambridgeshire hold host to the 166<sup>th</sup> boat race, which was last held in East Cambs back in 1944.

Although a closed event, the race would still be televised, promoting our district.

As an organisation, we wanted to ensure the area was immaculate. Crews took to the area in the days leading up to the race to remove waste, litter and remove offensive graffiti from the bridge at the finish line.

Additionally, areas close to the river, which were likely to witness an increase in footfall, were treated to an increase in street scene presence ensuring waste was removed and litter cleared, preventing the open spaces becoming spoiled and guaranteeing residents and visitors a clean and presentable space to enjoy their weekend.

- 3.4 This quarter held host to the Great British Spring Clean. An annual event ECSS has taken part in since 2018.

This year we wanted to work alongside some of the amazing volunteer groups that have pledged their own valuable time to clearing our district of litter.

This year we support their efforts by organising and providing litter picking equipment, including hi-vis vests, gloves, bags and hoops and litter picking sticks to ensure everyone could get involved.

Additionally, we ensured that all picked litter and waste was responsibly disposed of, ensuring it doesn't return to spoiling our environment.

The event was a great success and further evidences the commitment we all have to protecting the places we love.

- 3.5 This year, as part of our communication and education plans, we looked to create new relationships and grow existing ones with local groups within the district.

During this quarter we have managed to form a strong and positive partnership with the Ely Litter Pickers Group.

Working with this group, we have been able to provide a responsible route for the collection and disposal of waste collected as well as provide supportive information and education on safe and efficient working practices.

Having additional eyes across the district ensures information is passed to the necessary service area with little delay, certifying quick and robust action.

We continue to work with many community groups across the district, aiding where possible, to support those who dedicate their time and effort.

- 3.6 As part of our pledge to reduce carbon emissions, during this quarter we took delivery of a trial waste collection vehicle.

The vehicle boasted a cylindrical body which is designed to continuously rotate, causing waste to compact.

This method reduced the high sporadic demand on the engine, reducing the fuel usage and therefore carbon output.

The vehicle was also fitted with tracking technology that would record the demands of the vehicle and provide an insight into the level of hydrogen equipment required to do the same job.

This information will provide valuable data on the configuration of a hydrogen vehicle required to perform to the local standards required in East Cambs. This will then provide ball park capital cost for the procurement of a hydrogen vehicle.

- 3.7 The start of this financial year saw ECSS move the responsibility of its financial management outside of the Council.

This movement ensures that ECSS's accounts are managed with a commercial eye and ensures the organisations does not miss out on the opportunities it is awarded due to its nature.

- 3.8 To ensure the recyclable waste we collect is the quality required by our re-processor and to prevent against financial liability our development team completed an initial participation and contamination survey.

This survey saw the team work in advance of the collection teams, recording the quality of recyclable waste presented in wheeled bins by residents. During this process, officers recorded cases of waste that was not accepted with in the recycling bins and would cause issues contamination penalties.

This information is then used to tailor education and promotion campaigns and ensures material released targets the specific issues we are witnessing with the service, rectifying them swiftly and efficiently.

Additionally, the survey gathers information on participation rates. This information provides an insight into the level of service being used, including the number of residents that use the basic service and utilise the additional bins.

**4. PERFORMANCE UPDATE**

- 4.1 In accordance with the approved business plan for this year, the performance figures outlined below are in line with the newly adopted Key Performance Indicators and their new target values.

KPI	Target	Quarterly performance
<b>Waste Collection</b>		
Collections completed successfully	95%	99.91%
Successful completion of bin deliveries within 10 working days	92%	79%
Percentage of waste recycled	59%	59.8%
Overall performance of the service	90%	93%
<b>Street Cleansing</b>		
Work completed as scheduled	95%	92%
Successful removal of offensive graffiti within 1 working day	98%	100%
Successful removal of fly tipped waste within 2 working days	98%	83%
Overall performance of the service	90%	86%
<b>Communication, Education and Promotion</b>		
Increase in social media presence	Annual increase of 5%	11% page growth in the quarter
School or Community groups engaged with	10	32 (27 primary and 5 secondary) schools provided waste activities for all Key stages
Number of local events attended	10	0 (COVID)

**4.2 Waste Collection KPIs**

4.3 The successful collection figure takes into consideration all three waste service streams and covers the circa. 1 million collections scheduled during the quarter.

4.4 The performance figure for bin deliveries has unfortunately not been achieved for this quarter. This is solely due to the increased pressure placed on the operation stemming from insufficient staffing and vehicles following increased levels of sickness absence in June. The quarter started well with the month of May overachieving against the target.

4.5 Overall performance of the service remains positive, excelling against the new increased target set for this year.

4.6 This quarter saw a 61% recycling rate.

As with previous years, a rate around 60% has become common for the first quarter. However, the rate is heavily affected by many variables throughout the year and is likely to continue to fluctuate as the months progress.

**4.7 Street Cleansing KPIs**

4.8 Scheduled work for the service remained steady, however, the service has experienced levels of impact due to the lack of staffing and vehicles seen during the quarter.

This additional pressure has resulted in responsive work, including fly tip removal, suffering.

4.9 Regrettably, offensive graffiti has continued to plague the district. With many cases of anti-Semitic graffiti showing up around Ely.

Due to the nature of this graffiti and the impact it has on our residents, we have continued to ensure each case reported is removed within the 1-day SLA timeframe.

4.10 Although exceeding the previous KPI target of 80%, the overall performance of the street cleansing service has failed to achieve the increased target for this year, during this quarter.

The overall performance of the service takes into consideration all service areas but unfortunately is negatively affected when just one service area fails.

As an organisation, we aim to provide all our services to the highest possible standards, continuing to push for excellence. Any specific service area failing will be monitored and adjustments made to mitigate against underperformance in the future.

**4.11 Communication, Education and Promotion**

4.12 Engagement with residents has continued to prove difficult due to the ongoing COVID restrictions.

However, to ensure that we are communicating with residents as best as possible, we have continued to use social media channels and utilise ECSS's dedicated Facebook page.

- 4.13 Our Facebook page witnessed an 11% increase in presence during the quarter with our development team continuing to share valuable information on waste and recycling.

We continue to grow the page’s connections and reach out and create relationships with other local organisations.

- 4.14 Although face to face contact continued to be restricted during the quarter, we wanted to ensure we provided waste related education material to as many schools as possible.

This quarter saw 32 schools, across the district, covering all Key Stages, receive educational material on waste and recycling, for teachers to share with their pupils.

This process ensures that waste awareness and its importance remain present in classrooms.

- 4.15 Unfortunately, due to restrictions, our development team were unable to attend any local events in the district.

We do however aim to continue to engage with residents on a face to face level as soon as possible and have continued to create and design artwork and graphics to meet the everchanging demands of waste.

**5.0 SICKNESS ABSENCE**

- 5.1 Outlined in the table below are the targets for sickness absence set for the waste and street cleansing services. They reflect that the majority of staff work outside in all weathers carrying out physically arduous tasks.

These targets reflect similar targets set in other high performing waste and street cleansing service delivery organisations.

**Sickness Absence Targets Set for the Waste and Street Cleansing Services**

<b>Staffing Category</b>	<b>Number of Staff</b>	<b>Annual Sickness Target (Hours)</b>	<b>Annual Sickness Target (Working Days)</b>	<b>Monthly Sickness Absence Target (Hours)</b>	<b>Monthly Sickness Absence Target (Working Days)</b>
HGV Drivers (Waste)	16	672	96	56	8
Driver/Operative (Waste)	3	126	18	10.5	1.5
Operatives (Waste)	29	1,218	174	101.5	14.5
HGV Drivers (Street Cleansing)	3	126	18	10.5	1.5
Driver/Operatives (Street Cleansing)	3	126	18	10.5	1.5
Operatives (Street Cleansing)	7	294	42	24.5	3.5
Ops Management & Admin	5	210	30	17.5	2.5
Waste Management Team	3	126	18	10.5	1.5

- 5.2 The table below includes a RAG rating with the following explanation:  
**Green rating = Actual is less or equal to the Cumulative Target**  
**Amber rating = Actual is up to 12 hours greater than the Cumulative Target**  
**Red rating = Actual is in excess of 12 hours of the Cumulative Target**
- 5.3 Many cases seen through this quarter are continuous long-term sickness cases where employees are suffering from pre-existing injuries or health conditions. This is common in an aging workforce predominantly focused on manual labour.
- 5.4 Occupational Health services are being utilised to better understand how we can support our long term absent employee's safe return to work. This process includes forming phased return to work plans, to create the most stable environment and have the least impact on their injuries and illnesses in the future.
- 5.5 Short term sickness cases continue to have the most affect on service delivery, with employees being absent for between 1 – 3 days.  
These cases are dealt with under the absent management protocol with employees attending formal meeting to discuss their absence and the impact it has on the organisation.



6.0 RECYCLING RATES

6.1 The target recycling rate for this year is set at 59%.

6.2 The table below highlights the individual rate for each month of the quarter, as well as the quarter average against the annual target.

Month	% Waste Recycled	Target %
April	56.6	
May	58.6	
June	64.3	
Quarter 1	59.8	59

6.3 As the table highlights, the difference in rate achieved in consecutive months, can be substantial and will have an impact on the end of year figure.

6.4 The rates achieved over the past few years and continuing in this current year have been positive and evidences the success our residents have with recycling.

The proposed changes in waste collection are aimed at improving this further. However, there are concerns that the additions discussed could add additional levels of complexity to recycling and may have the opposite overall effect.

Our development team continue to communicate and educate residents in order to provide support and guidance, to allow East Cambridge to continue to evidence high recycling rates.

6.4 Data gathering, like that done as part of the participation survey, provide the development team with a detailed insight into the specific issues halting the progression of the recycling rate and allow them to focus on the smaller barriers preventing its growth, rather than general recycling messages.

As the figures suggest, these types of messages are unnecessary as the current and past figures show a high level of understanding from our residents.

6.5 Work will continue on reducing the tonnage of non-recyclable waste collected, which will also have a positive impact on the overall rate.

Waste analysis programmes, like the one completed previously in the district, further assist us in providing guidance to residents on where to responsibly place their waste, ultimately reducing recyclable waste not being collected and processed as such.



7.0 CONCLUSIONS

7.1 Although remaining under additional COVID related pressures, ECSS has started the new financial year of well.

Performance levels remain stable, with all services being provided, despite pressures.

Even though increased performance levels are yet to be achieved across all aspects of service, small isolated areas are causing issues, which will be given focus and rectified swiftly.

7.2 Employee resolve has continued to ensure the ongoing success of the operations. They have evidenced a clear commitment to the delivery of services, even through the recent and ongoing times of increased pressure.

7.3 Communication and education continue to remain a priority for achieving a majority of targets, including the district’s recycling rate.

The development team have continued to maximise on alternative methods to remain engaged with residents and have a positive impact on services.

This first quarter has witnessed an increase in engagement with alternative demographics, widening our impact on local groups and activities.

This expansion into wider groups has proven valuable and evidences further opportunities for engagement growth in the future.

7.4 Although COVID related impacts remained, a large majority of the workforce received either one or both vaccinations, which has reduced the risk against our employees and added a layer of protection against service failure.

8.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

8.1 The waste and street cleansing services are being delivered within the contract value.

9.0 APPENDICES

None

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<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
None	The Grange,	James Khan
	Ely	Head of Street Scene
		E-mail: james.khan@eastcambs.gov.uk