



# EAST CAMBRIDGESHIRE DISTRICT COUNCIL

THE GRANGE, NUTHOLT LANE,  
ELY, CAMBRIDGESHIRE CB7 4EE  
Telephone: 01353 665555

MEETING: **OPERATIONAL SERVICES COMMITTEE**

TIME: 4.30pm

DATE: 30<sup>th</sup> November 2020

VENUE: **PLEASE NOTE:** Due to the introduction of restrictions on gatherings of people by the Government due to the Covid-19 outbreak, this meeting will be conducted remotely facilitated using the Zoom video conferencing system. There will be no access to the meeting at the Council Offices, but there will be Public Question Time at the commencement of the meeting in accordance with the Council's Public Question Time Scheme, as modified for remote meetings. Details of the public viewing arrangements for this meeting are detailed in the Notes box at the end of the Agenda.

ENQUIRIES REGARDING THIS AGENDA: Adrian Scaites-Stokes

DIRECT DIAL: (01353) 665555 EMAIL: [adrian.scaites-stokes@eastcambs.gov.uk](mailto:adrian.scaites-stokes@eastcambs.gov.uk)

## Membership:

### Conservative Members

Cllr David Ambrose Smith  
(Chairman)  
Cllr Julia Huffer  
(Vice Chairman)  
Cllr Christine Ambrose Smith  
Cllr Lis Every  
Cllr Jo Webber

### Liberal Democrat Members

Cllr Victoria Charlesworth  
Cllr Mark Inskip  
(Lead Member)  
Cllr Christine Whelan

### Independent Member

Cllr Paola Trimarco

### **Substitutes:**

Cllr Anna Bailey  
Cllr Dan Schumann  
Cllr Lisa Stubbs

### **Substitutes:**

Cllr Simon Harries  
Cllr John Trapp  
Cllr Alison Whelan

### **Substitute:**

Cllr Sue Austen

### **Lead Officers:**

Jo Brooks, Director Operations

**Quorum:** 5 Members

# A G E N D A

## 1. **Public Question Time**

The meeting will commence with up to 15 minutes public question time

## 2. **Apologies and Substitutions**

### 3. **Declarations of Interest**

To receive declarations of interest from Members for any items on the Agenda in accordance with the Members Code of Conduct.

### 4. **Chairman's Announcements**

### 5. **ECSS Business Plan 2020/21 (Revised)**

### 6. **EXCLUSION OF THE PUBLIC INCLUDING REPRESENTATIVES OF THE PRESS**

That the press and public be excluded during the consideration of the remaining item no. 7 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 Categories 1, 2 and 3 of Part I Schedule 12A to the Local Government Act 1972 (as amended)."

### 7. **Budget Monitoring Report**

#### **NOTES:**

1. Since the introduction of restrictions on gatherings of people by the Government in March 2020, it has not been possible to hold standard face to face public meetings at the Council Offices. This led to a temporary suspension of meetings. The Coronavirus Act 2020 now has been implemented, however, and in Regulations made under Section 78 it gives local authorities the power to hold meetings without it being necessary for any of the participants or audience to be present together in the same room.

The Council has a scheme to allow Public Question Time at the start of the meeting using the Zoom video conferencing system. If you wish to ask a question or make a statement, please email Adrian Scaites-Stokes, Democratic Services Officer, at [adrian.scaites-stokes@eastcambs.gov.uk](mailto:adrian.scaites-stokes@eastcambs.gov.uk) by 5pm on 25<sup>th</sup> November 2020. If you are not able to access the meeting remotely, or do not wish to speak via a remote link, your question/statement can be read out on your behalf at the Committee meeting.

2. A link to a live stream of the meeting will be available on YouTube via the Council's website, on the meeting's webpage, for public viewing.
3. Reports are attached for each agenda item unless marked "oral"
4. If required all items on the agenda can be provided in different formats (e.g. 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](mailto:translate@eastcambs.gov.uk)
5. 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)."

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**TITLE: ECSS BUSINESS PLAN 2020/21 (revised)**

Committee: Operational Services Committee

Date: 30 November 2020

Author: Director Operations

[V118]

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1.0 ISSUE

1.1 To consider the ECSS Business Plan 2020/21(Revised).

2.0 RECOMMENDATION

2.1 Members are requested to approve the ECSS Business Plan 2020/21 (revised) as set out in Appendix 1.

3.0 BACKGROUND/OPTIONS

3.1 In accordance with the Shareholder Agreement ECSS is required to produce an annual business plan for approval by the Operational Services Committee. The business plan was approved by Operational Services Committee in on 8 June 2020 (Agenda Item 11). On 3 November 2020 ECSS Board approved a revised Business Plan that addresses changes arising from COVID-19.

4.0 ARGUMENTS/CONCLUSIONS

4.1 Operational Services Committee is requested to approved the ECSS Business Plan 2020/21 (revised).

5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

5.1 There are no financial implication arising from this report.

5.2 EIA not required.

6.0 APPENDICES

6.1 Appendix A - ECSS Business Plan 2020/21 (Revised).

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**Background Documents**

ECSS Business Plan  
2020/21- Operational  
Services Committee- 8  
June 2020- Agenda Item 11

**Location**

Room 101B,  
The Grange,  
Ely

**Contact Officer**

Jo Brooks  
Director Operations  
(01353) 665555  
E-mail: [jo.brooks@eastcambs.gov.uk](mailto:jo.brooks@eastcambs.gov.uk)

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**TITLE:** East Cambs Street Scene Business Plan 2020/21 – Revised

**Date:** 3 November 2020

**Author:** James Khan, Head of Street Scene & Jo Brooks, Director

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1.0 **ISSUE**

1.1 To provide the Board with the revised Business Plan and Budget for the remainder of the financial year 2020/21

2.0 **RECOMMENDATION(S)**

2.1 Board members are requested to approve the revised Business Plan and Budget for the remainder of the financial year 2020/21

3.0 **BACKGROUND**

3.1 Due to the impact of the Coronavirus and the negative impact it has had on the aspirations ECSS had set out within its original Business Plan 2020/21, it has been necessary to review the Business Plan and Budget for the remainder of the year and present this to the board for their approval.

4.0 **AREAS OF IMPACT**

4.1 Outlined below are the areas in which COVID-19 has had a negative effect on the previously approved strategic vision and work programme. For reference, the original Business Plan is included at Appendix 2.

4.2 **Education and Communication**

4.2.1 COVID-19 saw the closure of schools and specific social distancing measures that have prevented ECSS completing its scheduled educational and promotional campaigns.

This has also resulted in the development team being unable to communicate vital waste and recycling information to members of the public, which was a driver behind increasing our current recycling rate.

4.3 **Fleet and Assets**

4.3.1 Due to the restrictions surrounding face to face meetings, ECSS has been unable to investigate further into carbon alternative vehicles to replace its existing fleet. However, the supply chain is still unable to provide a vehicle suitable for the district's requirements.

4.4 **Technology**

4.4.1 Further impact of social distancing has resulted in ECSS being unable to visit and spend time with other local authorities to investigate, scrutinise and learn about possible in-cab technologies available. This has resulted in this project being put on hold until these necessary steps can be completed.

#### 4.5 **Commercial Opportunities**

- 4.5.1 The impact COVID has had on businesses has resulted in ECSS's possible client base for its proposed trade waste collection diminishing. This means that dedicated trade waste collection is unlikely to be introduced until the next financial year. It is now necessary to complete a further review, and create a new business case before committing, to ensure the project is still commercially viable.
- 4.5.2 ECSS's previous small-scale commercial activities has witnessed a substantial reduction in demand due to social distancing and lockdown. Therefore, this income stream has been severely reduced. It is projected that these commercial activities are unlikely to be revived within the remaining year.

#### 4.6 **Development**

- 4.6.1 Unfortunately, the impact of COVID has resulted in a stall on all external and internal training. This has meant that ECSS has been unable to tap into the apprenticeship levy to train its staff to become HGV drivers.

#### 4.7 **Improving the Street Scene**

- 4.7.1 ECSS had planned to grow its relationship with ECTC to further improve all areas of the street scene. Regrettably, due to the increased pressures placed on both companies to deliver their respective services, committing resources to this task have been unsuccessful.

#### 4.8 **Performance**

- 4.8.1 Although COVID saw a substantial increase in pressure on staff and services, we have been able to maintain on target performance figures. However, the increase pressure has resulted in resource not being able to be deployed on reviewing the collection rounds for the past four months. This in turn has resulted in the project being behind schedule and is unlikely to be completed by the end of this year.

#### 5.0 **THE NEW STRATEGIC VISION AND WORK PROGRAMME**

- 5.1 With the coronavirus changing the way we operate, now and for the foreseeable future, we will have to re-adjust our focus and centre our attention on alternative key areas.

#### 5.2 **Communication**

- 5.2.1 Communication continues to play a pivotal role for the waste and recycling services, however, this will take on a different form.
- 5.2.2 With face to face contact and attending community events no longer viable, we aim to move our attention to online based platforms. We aim to create and develop ECSS's own Facebook page which will allow us to continue to share vital information with our residents as well as respond to queries. This will also provide a platform to further promote any of our commercial activities, away from the guise of ECDC.
- 5.2.3 Many residents use the Councils' website to check for updated information about the service as well as tips and help. To ensure this portal is as accessible as possible,

we will review the current website format as well as ensuring that all the information is current and relevant as well improving the ease of use.

- 5.2.4 With ECSS's development team unable to attend schools and community groups in person, we aim to create and provide these groups with information packs and materials for them to distribute and refer to as and when required.

### 5.3 **Performance**

- 5.3.1 ECSS's performance has shown monumental improvement since 2018 and outstanding performance levels is something we continue to strive for, for the remainder of the year.
- 5.3.2 With an increased focus required on normal service delivery, the gathering and reviewing of round data has been subject to a delay. However, due to the considerable benefits that a reconfiguration will bring to the company and residents, this work will continue for the remainder of the year, with the intention to provide the board a full report at the start of the financial year 2021/22.

### 5.4 **Fleet and Assets**

- 5.4.1 Although we have been unable to investigate alternative carbon neutral vehicles, we will continue to ensure that before any new asset is procured by the company, full consideration will be given to alternative fuel methods in line with the Council's Environment and Climate Change Strategy and Action Plan.
- 5.4.2 The next consultation for the Government's Waste and Resource Strategy remains set for winter this year. The information included within this may affect what, how and when we procure new vehicles. Continued analysis will be applied to ensure both the company and the Council reap any benefits it brings.

### 5.5 **Development**

- 5.5.1 Although we have been unable to provide any internal training and development to our staff, growing our own and ensuring our employees are cared for, continue to remain a priority. It is unlikely that the company will be able to utilise the apprenticeship levy and train up new drivers by the end of this year, however, if training were to become available through this channel, it would be activated to develop those we can.
- 5.5.2 With training unlikely to be a possibility, we are set to commit to the previously budgeted 2% pay rise for all staff, by the end of this financial year.

### 5.6 **Technology**

- 5.6.1 With in-cab unlikely to come to fruition this year, ECSS will continue to be open to any other technological enhancements that will improve the performance or ease of the service.

### 5.7 **Commercial Opportunities**

- 5.7.1 With the virus having a damning effect on the local economy, it has proven difficult for ECSS to maintain its previous income stream through these activities. However, there are a few contracts that ECSS holds to provide services to local businesses. These contracts run for the remainder of the year and guarantee an income stream.

5.7.2 With COVID closing local household recycling centres, we have witnessed an increase in demand for bulky waste collections over the past four months, which brings in additional income into the budget. For the remainder of the year, we aim to ensure we are meeting the demand and will increase our current provision to suit.

## 5.8 **The Future of Waste**

5.8.1 ECSS continues to welcome the possible positive outcomes of the Government's Waste and Resource Strategy and will continue to assist RECAP work towards a result that benefits the residents of the district.

## 6.0 **BUDGET 2020/21**

6.1 Detailed below is the revised budget 2020/21 for the delivery of the waste and street cleansing service.

6.2 Four months into this financial year, following the effects of the coronavirus, it has been necessary to review the original budget set for 2020/21 and re-assign projected underspends to account for areas of overspend.

6.3 Due to the substantial delay in receiving full detailed figures on Material Recycling Facility tonnage and recycling credits, a cautious estimate was used for the income received through the County Council. Now that we have received completed tonnage figures for the financial year 2019/20, the income received from recycling credits has been increased by £23,177 to suit.

6.4 Due to an increase in recycling tonnage collected through the lockdown period, the budget for recycling credits has been inflated to suit, as these are directly linked to the amount of tonnage collected. Additionally, the budget for the MRF has been inflated to account for the increase in reprocessing charges, associated with increased tonnage.

6.5 Due to the negative effects of the coronavirus, and the lack of community events that have taken place so far this year, as well as the likely possibility that no further events will take place for the remainder of the year, the additional income ECSS had initially expected to receive through commercial services it provides, will be at a loss. Therefore, the budget for other income has been reduced to account for this.

6.6 Over the first four months of this year we witnessed an increase in demand for bulky waste collections. With our current arrangements, this meant that we were having to turn potential customers away as our capacity was full. Due to this increase in demand, we will be scheduling a third day of collections each week with a forecast additional income of £10K by yearend.

6.7 Initially, substantial funds were allocated in preparation for the increase in premises costs due to the refurbishment of the depot. Unfortunately, this project has been delayed and is unlikely to conclude within the financial year 2020/21 and therefore, premises costs are projected to be underspent by £75K.

6.8 At the beginning of this financial year, the way ECSS procured fuel underwent a change, removing some of the responsibility previously placed on it as well as some of the costs. This has resulted in a projected yearend underspend of £45K on fuel costs.

- 6.9 With the intentional delay in replacing some of the existing vehicle fleet, vehicle debt repayment is projected to experience a £10,800 underspend. However, an aged fleet has meant that we have seen a big increase in fleet maintenance costs.
- 6.10 With the reduction in use of the promotional vehicle procured by ECSS in 2019/20 due to coronavirus, the depreciation length of the vehicle has been adjusted to allow for this. The projection for vehicle depreciation therefore evidenced a £500 underspend.
- 6.11 The reductions in budget lines outlined above have allowed for the reinvestment of funds into other budget lines to remove projected yearend overspends. This includes increasing all staffing lines as well as vehicle running and maintenance costs, MRF costs, other direct costs, support services costs and miscellaneous. The full details are evidenced within Appendix 1.

## 7.0 CONCLUSIONS

- 7.1 Although experiencing substantial impacts due to the coronavirus, ECSS continues to strive to achieve as many goals and achievements as possible as well as working to put its self in a positive position for the next financial year.
- 7.1 Owing to the restrictions imposed by the coronavirus and lockdown, ECSS has, and is likely, to experience a decrease in additional income from the lack of extra commercial activities it has previously provided to the communities of the district.
- 7.2 The revised budget 2020/21 highlights an increase in total income, supported by an increase in recycling credits, as well as additional funding awarded by the Council to cover Covid related spends.
- 7.3 Total staffing costs have witnessed an increase at each budget line, to assist in compensating for the additional demand for agency and overtime to provide services.
- 7.4 The revised budget and yearend forecast evidences the company will come in on budget on each budget line and break even at the end of the financial year.

## 8.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

- 8.1 The waste and street cleansing services will be delivered in line with the revised budget 2020/21.

## 9.0 APPENDICES

Appendix 1: Revised Budget for 2020/21  
 Appendix 2: Original Business Plan 2020/21

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### Background Documents

None

### Location

The Grange, Ely

### Contact Officer

James Khan

Head of Street Scene

E-mail: james.khan@eastcambs.gov.uk



**Appendix 1 – Revised Budget 2020/21**

				Year End		
	Actual to Date	Budget Pro rata	Variance	Budget	Forecast	Variance
Management Fee	926,735	926,735	0	2,780,205	2,780,205	0
Third Party Income	29,760	28,561	1,199	85,682	85,682	0
Recycling Credits	124,993	127,542	(2,549)	382,625	382,625	0
Other Income	5,532	5,532	0	16,596	16,596	0
Additional Funding	91,000	91,000	0	91,000	91,000	0
<b>TOTAL INCOME</b>	<b>1,178,020</b>	<b>1,179,369</b>	<b>(1,349)</b>	<b>3,356,108</b>	<b>3,356,108</b>	<b>0</b>
Management & Administration	71,236	71,984	748	215,952	215,952	0
Core Staffing	450,017	458,128	8,111	1,374,385	1,374,385	0
Overtime Costs	27,780	23,910	(3,870)	71,731	71,731	0
Agency Costs	78,947	37,516	(41,431)	112,547	112,547	0
<b>TOTAL STAFFING COSTS</b>	<b>627,980</b>	<b>591,538</b>	<b>(36,442)</b>	<b>1,774,615</b>	<b>1,774,615</b>	<b>0</b>
Vehicle debt repayment	71,433	71,433	0	214,299	214,299	0
Vehicle Costs	159,111	164,167	5,056	492,501	492,501	0
Fuel	84,635	82,278	(2,357)	246,834	246,834	0
Supplies & Services Costs	17,595	51,667	34,072	155,000	155,000	0
MRF Costs	65,818	60,075	(5,743)	180,224	180,224	0
Premises Costs	16,134	21,667	5,533	65,000	65,000	0
Other Direct Costs	45,927	45,839	(88)	137,518	137,518	0
Support Services Costs	23,582	23,287	(295)	69,860	69,860	0
Miscellaneous	33	5,000	4,967	15,000	15,000	0
Vehicle Depreciation	1,335	1,752	417	5,257	5,257	0
<b>TOTAL EXPENDITURE</b>	<b>1,113,583</b>	<b>1,118,703</b>	<b>5,120</b>	<b>3,356,108</b>	<b>3,356,108</b>	<b>0</b>
<b>Net Profit/(Loss)</b>	<b>64,437</b>	<b>60,667</b>	<b>3,770</b>	<b>0</b>	<b>0</b>	<b>0</b>



# **East Cambs Street Scene Limited**

## **Business Plan – 2020/21**

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## 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.

## 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 2017-2019. East Cambs Street Scene Limited will continue to support the Council in achieving these objectives.

## VALUES

### Strategic Objectives

- To deliver a 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,
- Local- Wherever possible (and relevant) utilise local suppliers, and
- Trusted- reliable services delivered by skilled staff.



## Introduction

ECSS is moving into its third year of trading and has evidenced monumental improvements since taking on the responsibility for waste collections and street cleansing throughout the District.

ECSS is committed to providing high levels of performance throughout all the services it provides to its customers, the residents of East Cambridgeshire.

As the Company moves into the financial year 2020/21 its primary focus is to continue maintaining high levels of performance and delivering services the residents deserve and expect.

ECSS will continue its efforts in seeking additional commercial opportunities outside the agreement with ECDC, increasing additional revenue streams in a bid to gain further financial stability and growth.

Where opportunities arise that are outside the scope of this business plan, individual business plans will be produced and submitted to the ECSS Board of Directors for approval.

The business looks to become more involved with other service areas of the Council and its trading company, ECTC.

This business plan seeks to provide a brief overview of 2019/20 and the year ahead for ECSS.



## Looking Back

During 2019/20, ECSS increased its performance across all service streams and over achieved against a number of targets set by ECDC.

Table 1 below highlights the improvements made in service delivery in the financial year 2019/20.

**Table 1: ECSS Performance in Relation to the Management and Resolution of Service Requests within the Time Specified Resolution (as a %) for April to December 2019**

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

Service	Apr 2019			May			Jun		
	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend
Refuse	100			100	100	▲	96	99	▼
Recycling	97			99	98	▲	96	97	▼
Green	95			99	97	▲	98	98	▲
Bulk & Clinical	93			93	93	-	94	93	-
Street Cleansing	64			78	70	-	75	71	▲
Service	July 2019			Aug			Sep		
	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend
Refuse	100	99	-	100	99	-	95	98	▼
Recycling	96	97	-	100	98	▲	93	97	▼
Green	95	97	▼	99	97	-	94	97	-
Bulk & Clinical	96	94	▲	99	95	▲	97	95	-
Street Cleansing	90	76	▲	98	80	▲	83	81	▲
Service	Oct 2019			Nov			Dec		
	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend
Refuse	98	98	-	100	98	-	100	98	-
Recycling	99	97	-	100	97	-	100	98	-
Green	100	97	-	99	97	-	100	97	-
Bulk & Clinical	100	96	▲	100	97	▲	100	97	-
Street Cleansing	80	81	-	100	83	▲	100	64	▲

## Our Achievements 2019/20

- During the year, ECSS completed its management structure with the appointment of a Street Scene Manager as well as a Development Manager. With this, ECSS is poised to fulfil the targets set by ECDC as outlined within the MoA. This leaves the company in a strong strategic position for 2020/21 and supports the future growth of the business.
- With education playing a pivotal role in achieving our waste reduction and recycling targets, ECSS created and procured a dedicated education and promotional vehicle. The role of this vehicle has and will be to attend local schools and spread important messages surrounding waste and recycling. It will also attend many local events speaking to residents of the District and answering their concerns. This vehicle has been designed with both education and enforcement posters in order to combat the most prevalent issues we experience throughout the District.
- Ensuring our employees are paid a fair wage was one of the first priorities for the company. During 2019, ECSS successfully undertook a full pay review which including the implementation of incremental pay, linked to annual performance reviews. In October 2019, 83% of all operational employees were awarded an increment due to successfully achieving all their targets. This has been a great accomplishment and evidences the value we have on our employees to them.
- When ECSS took over the responsibility in April 2018, street cleansing was the service that was under performing the most with a performance percentage of 17%. Within the current financial year, ECSS has re-addressed its street cleansing practices all together. This has included creating three separate cleansing teams that each have a responsibility for a third of the District resulting in shorter reaction times to incidents and a more proactive approach to cleaning the street before they become a concern. All of this commitment has resulted in street cleansing consistently achieving the monthly target since July.
- Re configuring the collection rounds was also a large task for ECSS to achieve within this financial year. With the addition of a Street Scene Manager, the company was in a prime position to carry this out. Within the year, all collection rounds spanning all three separate waste streams were reviewed. The configuration of the existing rounds evidenced inconsistencies across each individual round. The objective was to streamline all rounds to ensure each crew was working efficiently and productively. With the review and reconfiguration of the household waste collections crews seeing a reduction of one crew on one day of the week. The reduction of one collection crew allowed for the possible delivery of a dedicated trade waste service.
- Sickness absence levels have hindered the delivery of our services since the company's creation in April 2018. This year ECSS successfully reviewed, consulted and implemented a new policy. This new policy and procedure sets out to aid employees and ensure they are fit and at work. However, the policy highlights strict trigger points and sanctions which employees will be managed in accordance with. The implementation of the new policy aims to reduce sickness absence and ensure we have the resources needed to continue to deliver high levels of performance.

- During 2019/20, ECSS worked with RECAP partners to improve the collection of clinical waste from the residents of the District. This resulted in the outsourcing of collections to a 3<sup>rd</sup> party which provided a significant cost saving for ECSS. In

addition to this, collection arrangements were reviewed and dedicated collection points made available at a number of pharmacies and GP surgeries across the District. This has provided a more complete service to the residents of the District who are now able to responsibly dispose of the clinical waste while renewing their prescriptions.

## **Section 1:**

### **Strategic Vision and Work Programme**

The financial year 2020/21 – Key development areas.

#### **Communication**

Communication continues to be a major priority for the waste and recycling services in 2020/21.

The implementation of a new communications plan, focusing on key development areas, will bring an increased awareness of the issues that have been plaguing the District and its residents and will support the completion of specific targets outlined within the MoA.

Attendance of local events and schools will be high on the agenda to ensure we reach a variety of audiences and make the greatest impacts.

There is a need to improve the customer experience of waste and street cleansing focusing around the web based platform.

ECSS sets out to review and improve the experience the resident receives when accessing the Council's website. Improving the variety and relevance of the information as well as investigation into formats that best suit the resident.

#### **Performance**

ECSS has maintained high levels of performance throughout 2019/20 and aims to continue this into the next financial year.

To ensure we continue to achieve the performance targets set, additional work is required to stabilise the company.

Although round reconfiguration was completed in 2019/20 this was at a low level and further, more detailed work is required to stabilise and optimise the service for the future.

In 2020/21, ECSS sets out to complete a full and thorough review of all the collection rounds. This review will look at the possibility of amending collection days throughout the District in order to provide the most effective waste collection service for the residents. This will also ensure that the company is running efficiently and productively and creates a concrete base for the future growth of both the District and the Company.

ECSS are committed to achieving the KPIs highlighted within the MoA for 2020/21 with an increased focus on promotion and education to realise the recycling and landfill targets set.



## **Fleet and Assets**

In order to continue to provide the levels of performance we have already achieved and deliver the levels of performance and growth we want to achieve in the future, a revision of the fleet is necessary.

During 2019/20 it has become apparent that existing fleet of vehicles and equipment is not adequate to continue to provide the high levels of service we desire.

To ensure we constantly provide the highest levels of performance and attention to detail in everything we do, there is a need to change some existing fleet early and procure new assets. In addition, due to the Governments emerging Waste and Resource Strategy, it will be necessary to review the current vehicle replacement plan. This will ensure the Council and ECSS do not unnecessarily commit to the procurement of vehicles which cannot successfully undertake the outcome of the Strategy.

With the Council declaring a climate emergency, ECSS will take this time to evaluate its requirements and the ability for the industry to deliver vehicles and equipment that have the lowest carbon output.

ECSS hopes to increase its asset base by utilising any additional profits to procure vehicles and equipment. This will further underpin the future development, growth and stability of the business.

## **Development**

Due to the infancy of the business, growing staff, relationships with existing partners and creating new relationships with providers is paramount.

In order to continue to “grow our own” we will continue to provide extensive training to all our staff.

With the company contributing into the apprenticeship levy, it will utilise this to fund a minimum of one full HGV driver training programme for an existing loader or driver. In addition, a number of requests for training were made during the first annual appraisals, carried out in October 2019. ECSS values the commitment already made by its employees and wants to match that commitment by developing an in depth training plan to aid their individual development.

The implementation of performance related pay for all operational employees, which sets targets for the employees to work towards, ultimately resulting in a chance for an increase in basic pay has aided in the long term commitment and dedication of each employee and assisted in the successful achievement of the performance targets.

To ensure that all employees of the company continue to evidence their commitment and dedication and drive the continued success of the business a recommendation to the Board is that performance related pay is to be introduced to all the remaining employees.

This would see assistant managers, admin assistants and senior managers be set individual performance targets and a financial reward for their successful completion.

## **Improving the Street Scene**

The creation of ECSS enabled both of the Council’s trading companies to work closer together on projects that will improve the overall street scene for the residents. The addition of ECTC’s

newly appointed Parks and Open Spaces Team Leader has allowed both trading companies to bridge the gap between street cleansing and ground maintenance services.

This has been a natural progression for both services as they share common interests. Within the new financial year, ECSS aims to further reduce the gap between the two trading companies, developing and growing the relationship.

Increasing the working relationship will see the District benefiting from clean and tidy streets, free from litter, twinned with organised and professional grounds maintenance.

Increasing the overall appearance of the District will aim to reduce the issue of road side littering and fly tipping as well as increase the number of visitors and businesses visiting the District. ECSS has worked closely with the Council's Environmental Health enforcement team to identify and prosecute those found guilty of fly tipping.

The close relationship will allow both trading companies to share industry knowledge and experience, utilise resources and optimise training requirements.

### **Technology**

For ECSS to continue to stay at the forefront of waste collections there is a need for it to embrace the ever evolving technological developments that provide options for efficiencies and increased productivity.

With this in mind and using other collection authorities within the County, ECSS will fully investigate and produce a business plan, for the board's approval, for the introduction of an In-Cab system which will be rolled out across all waste collection services as a minimum.

### **Commercial Opportunities**

Although making money has never been the priority of ECSS, it has always stated that it will investigate every commercial opportunity available to it.

New commercial opportunities will bring in additional revenue ensuring that ECSS will have the availability to further develop the services it provides to the residents of the District ensuring they always receive high performing, valued services.

The introduction of a trade waste collection is the first big step in this direction.

To ensure the future development of all services, within the next financial year, we aim to achieve a 10% growth in the commercial waste collection operation.

### **The Future of Waste**

The future of waste is changing. The Government's Strategy outlines changes to waste collection as we know it. The changes being proposed are focusing on removing some of the confusion residents tend to experience on what can and can't be recycled. In addition, the Government are aiming to increase the responsibility of the producer to ensure waste is disposed of responsibly.

Within this financial year, ECSS has been working with RECAP partners and external providers and have been investigating what impact these changes would have on the authority and its residents.

ECSS are committed to work with ECDC and RECAP partners to work towards a result that benefits the residents of the District.

## Section 2:

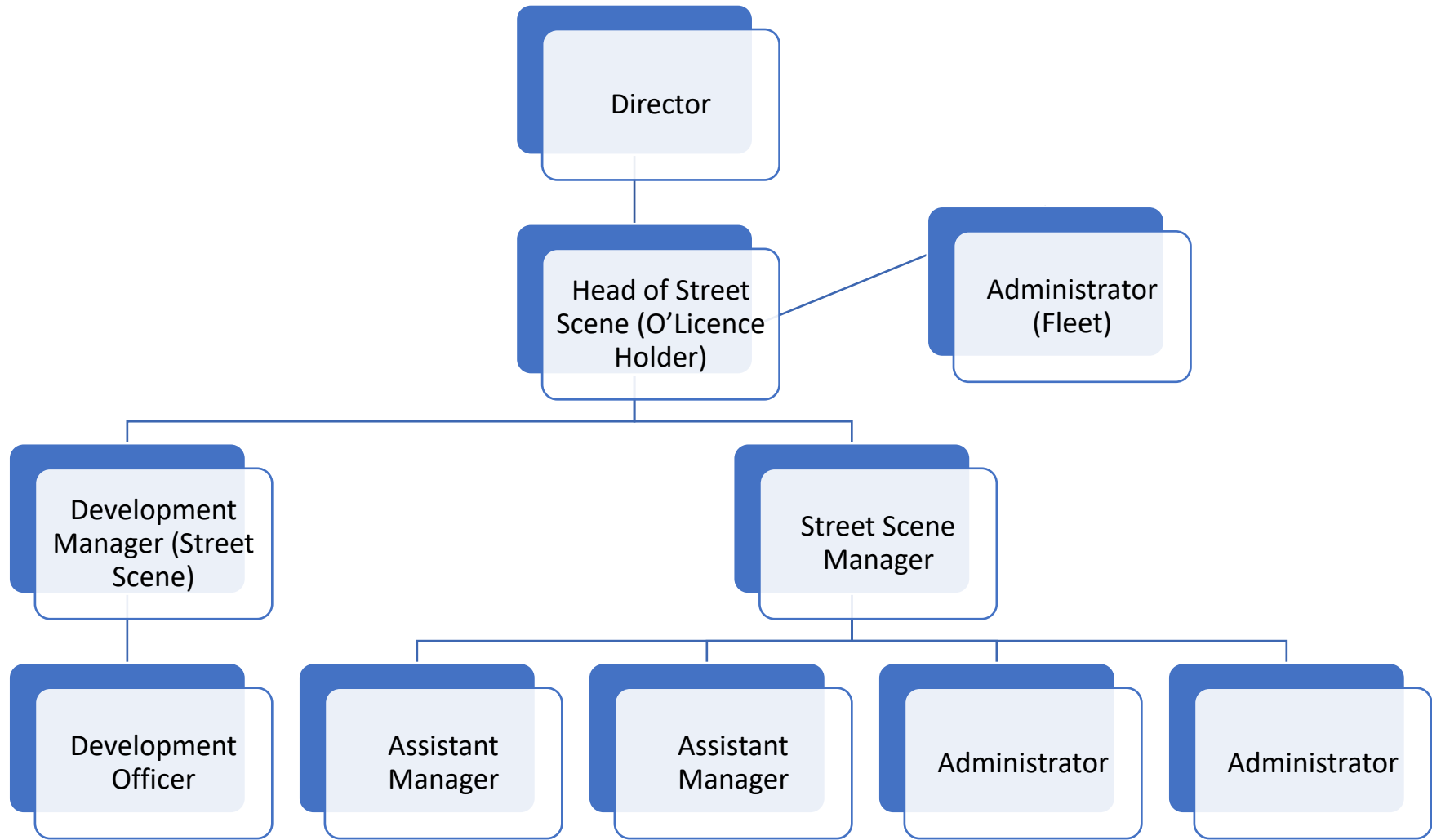
### Staffing Structure and Responsibilities

2.1 In 2020/21 ECSS will deploy the following staffing structure to deliver this business plan:

Number	Job Title	Employment Status
1	Director of Operations	(ECDC employee)
1	Head of Street Scene	(ECDC employee)
1	Street Scene Manager	(ECSS employee)
1	Development Manager	(ECSS employee)
1	Development Officer	(ECDC employee)
2	Assistant Managers	(ECSS employee)
2	Administration Assistants	(ECSS employee)
1	Fleet Admin Assistant	(ECDC employee)
16	HGV Drivers/Team Leaders - All waste streams	(ECSS employee)
2	7.5 tonne Driver/Team Leaders – All waste streams	(ECSS employee)
26	Operatives – All waste streams	(ECSS employee)
3	Street Cleansing - HGV Drivers	(ECSS employee)
9	Street Cleansing – Driver/Operatives	(ECSS employee)
4	Street Cleansing - Operatives	(ECSS employee)
<b>Total</b>		
<b>70</b>		

2.2 At an operational level, the workforce will be multi-skilled ensuring staff are flexible in their work, enabling the management team to deploy staff to meet any service need. This increased flexibility shall assist in sustaining performance levels and reduce the impact of staff absenteeism.

2.3 The diagram on the following page details the management staffing structure and the flow of reporting.



### Section 3:

#### Arrangements to Underpin Service Delivery

- 3.1 **Deployment of Staff:** ECSS shall deliver all services using the workforce detailed in the section above. ECSS shall continue to monitor sickness absence levels using the policy and procedure introduced in 2019 ensuring all services are provided to the required performance standards.
- 3.2 **Staff Training and Development:** ECSS shall continue to develop their employees. Using the information gathered during the annual appraisals in October 2019, ECSS will implement a new training plan. This plan will focus on ensuring that the company remains compliant with all health and safety legislation as well as growing our employees to aid their personal development.
- 3.3 **In-cab Technology:** After discussions with other authorities who run similar systems, ECSS shall develop a business case for the Board's consideration, highlighting the benefits of implementing a system of this nature. The system will have to fully integrate with existing Council systems and suit their current and future requirements.
- 3.4 **Core Employment Requirements:** ECSS shall continue to comply with its core employment requirements, as determined by its HR policies and procedures.
- 3.5 **Trade Union Engagement:** ECSS shall continue to operate an open-door policy with trade unions and continue to grow its relationship based off the implemented Facilities Agreement.
- 3.6 **Quality Assurance:** ECSS will continue to operate a performance management culture that will drive delivery improvements from within the service.
- 3.7 **Independent Auditing:** The Development Officer and Manager will act as an independent auditor conducting internal audits across all service areas. These audits will aid in achieving and sustaining the required performance levels. ECSS will continue with external health and safety audits carried out by the Council's Health and Safety Manager. The audits will ensure the Company remains compliant with all policies, procedures and legislation.
- 3.8 **Day to Day Communications:** Day-to-day users of the services will be able to contact ECSS via the Customer Services function of the Council. All vehicles, equipment and literature relevant to the services provided by ECSS will carry the contact details of the Council's Customer Services. Operational staff, who are likely to meet members of the public as they complete their rounds or cleansing duties, will be encouraged to channel all enquiries and complaints through Customer Services.
- 3.9 **Out of Hours Communications:** An out of hours communication process will be in operation to ensure that customer requests are responded to, in line with the service request targets set out in the MOA.
- 3.10 **Arrangements for Health and Safety:** ECSS shall maintain an up to date health and safety policy, codes of practices, risk assessments and safe systems of work to ensure that the Company delivers a consistent approach to safety, maintaining standards and minimising risk to all stakeholders. ECSS will continue to manage risks in accordance with its Risk Register that is contained in Appendix 1 of this business plan.

## Section 4:

### Marketing of the Services

Appropriate marketing of the services is imperative to ensuring residents are fully aware of their responsibilities surrounding waste and recycling.

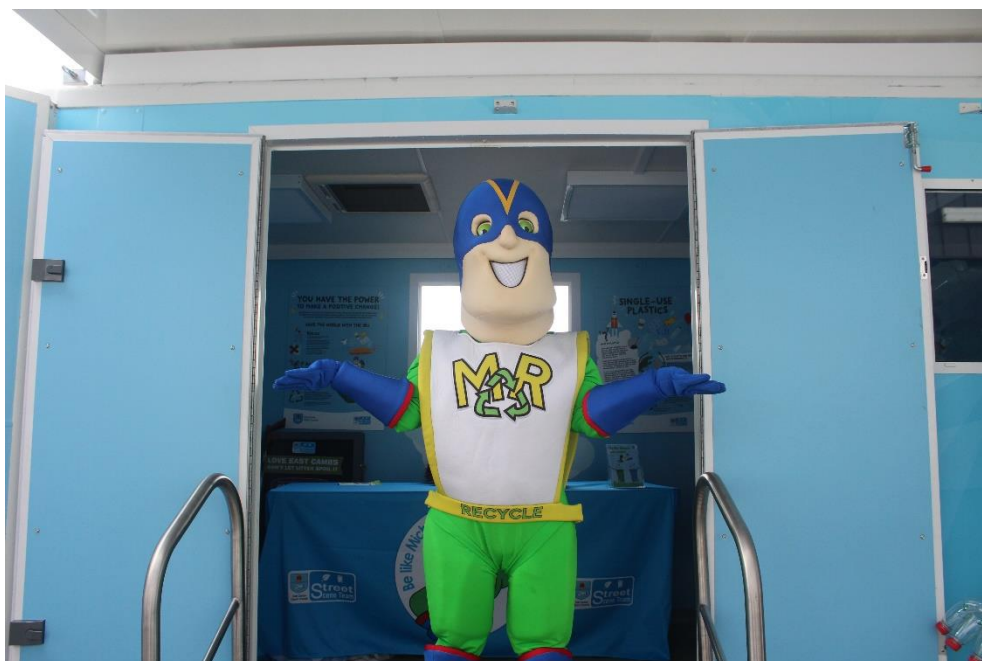
ECSS will create and implement an annual communications strategy for 2020/21. The strategy will consist of three separate plans covering comms from County Council, RECAP and a local plan focusing on East Cambs. This will ensure that we are communicating all necessary information and utilising every source at our disposal.

The local communication plan will focus on local issues and problems witnessed within the District. It will include a schools visit plan that will outline our continued commitment to provide valuable education to the younger generation. It will also outline the work which we are set to do with the local community. This includes working with all Parish Councils and local community hubs in order to reach out to all audiences.

In addition, the plan will look at communication and education that is focused on improving the particular issues that plague our District including road side littering and fly tipping.

With the addition of a dedicated trade waste collection stream an additional marketing plan will be produced focusing on increasing the scope of the collection operation and the services that ECSS can provide to commercial business in the District.

ECDC and ECSS shall also work with WRAP, Keep Britain Tidy, RECAP and other nationally and regionally recognised bodies to better understand public attitudes to key issues such as waste minimisation and recycling.



**Section 5:  
Customer Care**

ECSS shall continue to fully comply with the following policy statement for customer service to ensure high quality services are provided to customers.

<b>Policy Statement for the Waste and Street Cleansing Services: Measures to Ensure Excellent Customer Service</b>
<p>1. <b>Purpose of the Policy Statement:</b> To ensure a high level of customer service is consistently delivered to the standards of a high performing local authority by proactively and consistently responding to service requests and complaints from customers to ensure the performance stretch targets for the services and are at least met if not exceeded.</p>
<p>2. <b>Treating Customer Service Requests as Genuine:</b> The starting point for delivering a high level of customer service is that a resident as our customer is contacting the Waste and Street Cleansing Service because they have a genuine issue and that they are not being difficult or seeking to mislead the service. Even if there is doubt about their service request it shall be treated as genuine and dealt with accordingly. A service request shall not be progressed only when the service has gathered evidence of inappropriate behaviour by the resident to then be able to detail to the resident why their service request shall not be resolved.</p>
<p>3. <b>First Time Fixes:</b> Top performing services operate on first time fixes by directly empowering management teams within the services. This approach shall be fully adopted by ECSS to improve and then sustain a high quality and consistency of the service activities being delivered. Unless they are policy related, all service requests and complaints shall go directly to the management team within ECSS for resolution within the set timeframes. This being consistent with the need for empowerment of the management team and to ensure their full accountability for service delivery.</p>
<p>4. <b>The Design of Workflows:</b> Design shall be from the customer's perspective to ensure they are robust and fit for purpose. This is to ensure that service requests and complaints from customers are effectively and consistently addressed at the point they are made to Customer Services, through to the action required by ECSS and to the point of closure within the CRM system within the timeframes set for each activity.</p>
<p>5. <b>Annual Targets for Completion of Service Requests:</b> The service management team shall have a set annual targets for completion of all categories of service requests to set timeframes. To support the achievement of the annual targets the service management team shall receive a prompt if they have failed to close off a service request or if there is a call back from the resident about the service request being outstanding; and the management team must then prioritise the service request being closed off. If the service request is still outstanding it shall be referred to a designated senior manager for direction to be given to the management team about the action to be taken. The monthly monitoring of performance against the stretch targets for service response times shall be by a monthly performance report that confirms actual performance of the service activities against the set timeframes and the levels of service request not resolved within the set timeframes, (as a percentage of the total number of service requests received for the month).</p>



6. **Compliance with Adopted Policies and Procedures:** All staff in both Customer Services and ECSS shall fully comply with all adopted policies and procedures of the Council that cover the provision of waste and street cleansing activities. This is to ensure consistency and transparency in the delivery of the waste and street cleansing services. Any variances from adopted policies and procedures must be agreed by a senior manager.

**Section 6:**

**Scope of Services to be provided in 2020/21 to Meet Council Core Requirements**

CORE SERVICES	COUNCIL REQUIREMENTS	ECSS'S PROPOSAL
<b>Education and Communications</b>	<ul style="list-style-type: none"> <li>To provide an education function for Schools and more widely to communicate to the public key environmental policies.</li> <li>To influence waste minimisation, participation rates and on meeting recycling targets.</li> </ul>	<ul style="list-style-type: none"> <li>To be managed through the implementation of the annual communications strategy. This will cover education including school, private and public events and a variety of information covering waste and recycling.</li> </ul>
<b>Domestic Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>Weekly collection service.</li> <li>Service utilising sack collections.</li> <li>Workforce directly employed by ECSS.</li> <li>Service managed by ECSS.</li> <li>Disposal by Cambridgeshire County Council.</li> </ul>	<ul style="list-style-type: none"> <li>No change.</li> <li>No change: Weekly household waste sack collections from up to 40,000 properties within the District, with additional necessary assisted collections.</li> <li>The delivery of 52 black sacks to each property in the District.</li> <li>Workforce directly employed by ECSS.</li> <li>Management structure identified</li> <li>ECSS to manage the interface with Cambridgeshire County Council.</li> </ul>
<b>Garden Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>Fortnightly collection service.</li> <li>Service utilising wheeled bins.</li> <li>Workforce directly employed by ECSS.</li> <li>Service managed by ECSS.</li> <li>Disposal by Cambridgeshire County Council.</li> </ul>	<ul style="list-style-type: none"> <li>No change.</li> <li>No change: Fortnightly garden waste wheeled bin collections from up to 40,000 properties within the District, with additional necessary assisted collections.</li> <li>The provision of new and replacement wheeled bins</li> <li>Workforce directly employed by ECSS.</li> <li>Management structure team identified</li> </ul>

CORE SERVICES	COUNCIL REQUIREMENTS	ECSS'S PROPOSAL
		<ul style="list-style-type: none"> <li>• ECSS to manage the interface with Cambridgeshire County Council.</li> </ul>
<b>Dry Recyclable Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Fortnightly collection service.</li> <li>• Service utilising wheeled bins.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Service managed by ECSS.</li> <li>• Disposal by the current RECAP MRF contract.</li> </ul>	<ul style="list-style-type: none"> <li>• No change.</li> <li>• No change: Fortnightly recycling waste wheeled bin collections from up to 40,000 properties within the District, with additional necessary assisted collections.</li> <li>• The provision of new and replacement wheeled bins</li> <li>• Workforce directly employed by ECSS.</li> <li>• Management structure identified</li> <li>• ECSS to manage the interface with RECAP and the MRF contractor.</li> </ul>
<b>Trade Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Service to be managed by ECSS.</li> <li>• Provision of a service to other Council services</li> <li>• Disposal by Cambridgeshire County Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Operate a low level trade waste collection initially focusing on commercial areas close to the operational depot.</li> <li>• Grow the trade waste collections by 10% within the financial year 2020/21 and increase the service area to reach further commercial areas of the District.</li> <li>• ECSS to manage disposal through the RECAP contract and with the County Council.</li> </ul>
<b>Clinical Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Weekly or ad hoc collection service determined by the clinical needs of the customer.</li> <li>• Collections from the properties of the customers.</li> <li>• Service managed by ECSS.</li> <li>• Current contractual arrangements for disposal.</li> </ul>	<ul style="list-style-type: none"> <li>• To provide and manage a clinical waste collection service through the RECAP clinical waste collection contract.</li> <li>• Current contractual arrangements for disposal to be used.</li> </ul>
<b>Bulky Household Waste Collection Service and White Goods Collection Service:</b>	<ul style="list-style-type: none"> <li>• Bookable service.</li> <li>• Service managed by ECSS.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Current contractual arrangements for disposal.</li> </ul>	<ul style="list-style-type: none"> <li>• Operate a bulky waste collection service of a minimum of two days per week.</li> <li>• Expand the service to match demand.</li> <li>• Workforce directly employed by ECSS.</li> </ul>

CORE SERVICES	COUNCIL REQUIREMENTS	ECSS'S PROPOSAL
<b>Bring Sites:</b>	<ul style="list-style-type: none"> <li>• 10 textile recycling sites.</li> <li>• Service managed by ECSS.</li> </ul>	<ul style="list-style-type: none"> <li>• Bring banks are outsourced to external providers.</li> <li>• Service managed and monitored by ECSS</li> </ul>
<b>Disposal Arrangements</b>	<ul style="list-style-type: none"> <li>• Existing contractual arrangements to be managed by ECSS</li> </ul>	<ul style="list-style-type: none"> <li>• ECSS to manage.</li> </ul>

**Section 7:**

**ECSS's Service Delivery Plans for 2020/21**

Council Core Requirement	ECSS's Service Delivery Plan
<p><b>Domestic Waste Collection Service:</b></p>	<p>ECSS's Domestic Waste Collection Service shall be based on 5 rounds with one driver and two loaders operating weekly, excluding Bank Holidays and a close-down at Christmas agreed with the Council. The service shall cover a total of up to 40,000 dwellings. ECSS shall collect the following receptacles:</p> <ul style="list-style-type: none"> <li>• 60 litre sacks</li> </ul> <p>ECSS shall incorporate the Assisted sack collections – this service is reviewed annually.</p> <p>ECSS shall replace sacks on domestic collections as follows:</p> <ul style="list-style-type: none"> <li>• 52, 60 litre sacks to each residential property located within the district.</li> </ul>
<p><b>Garden Waste Collection Service:</b></p>	<p>ECSS shall deliver a fortnightly Garden Waste Collection Service based on a maximum of 5 rounds, excluding Bank Holidays and a close-down at Christmas agreed with the Council. The service shall cover a total of up to 40,000 dwellings with following flexible staff deployment:</p> <ul style="list-style-type: none"> <li>• Driver and two loaders in the summer months, to suit demand.</li> <li>• A reduction in loaders or collection rounds in the winter months as required</li> </ul> <p>ECSS shall collect the following receptacles:</p> <ul style="list-style-type: none"> <li>• Wheeled Bins from the majority of residential properties within the District with a number of properties requiring an alternative sack collection as necessary.</li> </ul> <p>ECSS shall incorporate the Assisted sack collections – this service is reviewed annually. ECSS shall replace sacks and wheeled bins on garden collections as required.</p>

Council Core Requirement	ECSS's Service Delivery Plan
<b>Dry Recyclates Collection Service:</b>	<p>ECSS shall deliver a fortnightly Dry Recyclates Collection Service based on a maximum of 5 rounds with one driver and two loaders operating excluding Bank Holidays and a close-down at Christmas agreed with the Council. The service shall cover a total of up to 40,000 dwelling. ECSS shall collect the following receptacles:</p> <ul style="list-style-type: none"> <li>• Wheeled Bins from the majority of residential properties within the District with a number of properties requiring an alternative sack collection as necessary.</li> </ul> <p>ECSS shall incorporate the Assisted sack collections – this service is reviewed annually. ECSS shall replace sacks and wheeled bins on recycling collections as required.</p>
<b>Trade Waste Collection Service:</b>	<p>ECSS shall continue to provide a small scale trade waste collection service to commercial business in the Littleport and Ely areas.</p> <p>ECSS will provide this service with the existing resources and in line with existing services without having any negative effect. ECSS will aim to grow the trade waste collection service by 10% within the financial year 2020/21.</p> <p>ECSS will look to use any additional resource to further increase the scope of the collection and reach other commercial areas of the District.</p> <p>ECSS shall actively promote the service to increase its market share within East Cambridgeshire. The Council will have no claim on the additional revenue received through this service.</p>
<b>Clinical Waste Collection Service:</b>	<p>To provide a clinical waste collection through a 3<sup>rd</sup> party contractor in accordance with the contract procured through RECAP.</p>
<b>Neighbourhood Recycling Sites:</b>	<p>ECSS shall subcontract the collection of textile banks across the district.</p>

## **Section 8:**

### **ECSS Base Case 2020/21**

#### **Introduction**

Detailed below is the base case projections for the delivery of the waste and street cleansing service for 2020/21.

The Council will be required to review the management fee in accordance with the MoA by December 31st each year.

#### **Allocation of Financial Risks**

ECDC shall have the risk of funding the management fee each year based on the financial projections contained in its business case. Once the management fee has been fixed for a financial year ECSS shall then have the financial risk of delivering the specified services within the fixed management fee, including realising any efficiencies necessary. If funding of the management fee is not possible within ECDC's Medium Term Financial Strategy, then ECDC and ECSS shall have meaningful discussions in December before the next financial year to re-specify services to achieve an affordable waste and street cleansing service.

**Base Case Summary – 2020/21**

	Budget
Management Fee	2,780,205
Additional Bins and Bulky	75,682
Recycling Credits	351,802
Commercial Income	38,144
<b>TOTAL INCOME</b>	<b>3,245,833</b>
Management & Administration	189,600
Core Staffing	1,321,886
Overtime Costs	146,323
Agency Costs	
<b>TOTAL STAFFING COSTS</b>	<b>1,657,809</b>
Vehicle Depot Repayment	225,099
Vehicle Running costs Inc. Maintenance	468,903
Fuel	300,000
Supplies & Services Costs	171,883
MRF Costs	135,000
Premises Costs	140,000
Other Direct Costs	137,386
Support Services Costs	69,360
Miscellaneous	750
Vehicle Depreciation	5,883
<b>TOTAL EXPENDITURE</b>	<b>3,312,073</b>
PROFIT @ 2%	66,240
<b>GROSS PROFIT/(LOSS)</b>	<b>(66,240)</b>
<b>Net Profit/(Loss)</b>	<b>0</b>

Split of Annual Budget per service stream			
Refuse	Recycling	Garden Waste	Street Cleansing
1,115,317	561,399	724,962	378,527
		75,682	
	351,802		
20,000			18,144
<b>1,135,317</b>	<b>913,201</b>	<b>800,644</b>	<b>396,671</b>
75,840	45,920	45,920	21,920
396,566	396,566	396,566	132,189
45,360	40,191	40,191	20,581
<b>517,766</b>	<b>482,677</b>	<b>482,677</b>	<b>174,690</b>
101,295	49,522	49,522	24,761
211,006	103,159	103,159	51,579
120,000	75,000	75,000	30,000
85,942	18,907	18,907	48,127
	135,000		
35,000	35,000	35,000	35,000
54,954	27,477	27,477	27,477
17,340	17,340	17,340	17,340
188	188	188	188
1,961	1,961	1,961	
<b>1,145,451</b>	<b>946,230</b>	<b>811,230</b>	<b>409,162</b>
16,560	16,560	16,560	16,560
<b>(10,134)</b>	<b>(33,029)</b>	<b>(10,586)</b>	<b>(12,491)</b>
<b>6,426</b>	<b>(16,469)</b>	<b>5,974</b>	<b>4,069</b>



## Notes for the Business Case

	2020/21
<b>Note 1</b>	Full year additional costs for the Pay Review based on all staff being on pay point 3 of the new grades in October 2020.
<b>Note 2</b>	An addition of vehicle depreciation has been included as ECSS has acquired its own assets in 2019/20
<b>Note 3</b>	A substantial increase in the budget for Premises costs has been included. This is to allow for the projected increase in rent following the approval of the depot renovations report to the Board and Committee.
<b>Note 4</b>	Debt repayment costs for the procurement and replacement of required fleet.
<b>Note 5</b>	Profit has been included at 2% of total expenditure. However, this will be used to ensure the company does not make a loss this financial year.
<b>Note 6</b>	As an independent service stream, recycling is set to make a loss. This is due to the service having responsibility for the MRF disposal costs. However, with the control over recycling rates and contamination rates, these values can differ. With the increased focus on these areas from the waste team it is proposed that this loss will reduce by year end.

### Impact of Government Waste Strategy

Currently, ECSS and ECDC are working with RECAP in a bid to obtain information that would affect the financial standing of the Council and ECSS once the Government's Strategy is introduced. The work involves evaluating data in order to gain a fuller understanding of how this will affect both the Council and the trading company.

However, it is stated the Government will cover the full net cost of any additional burden placed on local authorities.

## Section 9:

### East Cambs Street Scene Ltd - Strategic Risk Assessment

<b>Risk Reference:</b>
<b>A: Legislative Changes</b>
A1. Changes in health and safety legislation that places additional service delivery requirements and costs on ECSS, (passing through to the Council).
A2. Changes in employment legislation that places additional service delivery requirements and costs on ECSS, (passing through to the Council).
A3. Changes in legislation could impact on ECSS's powers to trade in a commercial manner, e.g. to deliver a trade waste service and cleansing services to third parties.
<b>B: Governance</b>
B1. Inadequate governance arrangements and lack of clarity on roles of the Council and ECSS for the delivery of the waste and street cleansing services could lead to poor decision making which could undermine the delivery and future development of the services.
B2. Lack of key skills amongst operational management team of ECSS to operate the services in full compliance with the Council's requirements and for ECSS to maximise on commercial opportunities.
<b>C: Finance</b>
C1. A failure of ECSS to align costs for service delivery to market rates by not achieving productivity levels required to deliver the market rates.
C2. A failure of ECSS to deliver the waste and street cleansing services within the budget envelope set by the Business Case.
C3. Economic downturn negatively impacting on recycles income resulting in increased gate fees at the MRF.
C4. Economic downturn impacting on the capacity of ECSS to grow a trade waste service because of a failure of SME's to continue to trade.
<b>D: Operational</b>
D1. ECSS failing to manage sickness absence in accordance with adopted policies and procedures to ensure attendance targets are being achieved
D2. ECSS failing to consistently deliver the availability and performance standards set out in the new service specifications leading to reputational damage for the Council.
D3. ECSS failing to fully comply with the requirements of ECDC's Fleet Operator's Licence leading to the licence being revoked resulting in ECSS unable to operate heavy goods vehicles on public roads and therefore unable to fulfil the requirements of the MOA with the Council.
D4. ECSS failing to have in place sustainable sub-contractor arrangements (e.g. vehicle maintenance, agency staffing etc.) to sustain the delivery of the waste and street cleansing services.
D5. The Council and ECSS failing to progress within budget and to the set time frame the depot refurbishment project in order to upgrade depot facilities to ensure compliance with environmental and health and safety legislation and to provide capacity to deliver extended services from the depot.

<b>A: Legislative Changes</b>		
<b>Risk Reference</b>	<b>Management of Risk</b>	<b>Action</b>
A1. Changes in health and safety legislation that places additional service delivery requirements and costs on the ECSS, (passing through to the Council).	<p>This is outside the control of the Council and ECSS. Going forward this will need to be monitored.</p> <p>Continuous monitoring of changes to legislation through liaison with H&amp;SE, ebulletins, consultations, LGA KnowledgeHub and other publications.</p> <p>Any significant changes in legislation which realise this risk will be addressed immediately by the Director to Full Council. With an amended Business Plan for the delivery of the waste and street cleansing services being prepared for approval by ECSS's Board and then Full Council.</p>	Director, ECSS to monitor, supported by the ECDC Health & Safety Adviser
A2. Changes in employment legislation that places additional service delivery requirements and costs on ECSS, (passing through to the Council).	<p>This is outside the control of the Council and ECSS. Going forward this will need to be monitored.</p> <p>Continuous monitoring of changes to legislation through liaison with the Chartered Institute of Personnel Management (CIPM), ebulletins, consultations, LGA KnowledgeHub and other publications.</p> <p>Any significant changes in legislation which realise this risk will be addressed immediately by the Managing Director to Full Council. With an amended Business Plan for the waste and street cleansing services being prepared for approval by ECSS's Board and then Full Council.</p>	Director, ECSS to monitor, supported by the ECDC Human Resources Manager
A3. Changes in legislation could impact on the Council's powers to trade in a commercial manner, e.g. to deliver a trade waste service and cleansing services to third parties.	<p>This is outside the control of the Council and ECSS. Going forward this will need to be monitored.</p> <p>Continuous monitoring of changes to legislation through liaison with MP's, ebulletins, consultations, LGA KnowledgeHub and other publications.</p> <p>Any significant changes in legislation which realise this risk should be addressed immediately by the Director to ECSS's Board and to Full Council. An amended Business Plan or Exit Strategy will need to be approved by ECSS's Board and Full Council.</p>	Director, ECSS to monitor, supported by the ECDC Head of Finance

<b>B: Governance</b>		
<b>Risk Reference</b>	<b>Management of Risk</b>	<b>Action</b>
B1. Inadequate governance arrangements and lack of clarity on roles of the Council and ECSS for the delivery of the waste and street cleansing services could lead to poor decision making which could undermine the delivery and future development of the services.	<p>Compliance with the Memorandum of Agreement that sets out the roles and responsibilities of the Council and ECSS (matters reserved only for Council) for the delivery of the waste and street cleansing services.</p> <p>Compliance with the service specifications for waste and street cleansing that set out clear availability criteria and performance standards to be met by ECSS in the delivery of the services.</p> <p>Any changes to the Memorandum of Agreement will need to be approved by Full Council. The Managing Director will provide a report to ECSS's Board and then Full Council detailing the proposed changes and why these changes would be necessary.</p>	Managing Director of ECSS and Director of ECSS to monitor
B2. Lack of key skills amongst operational management team of ECSS to operate the services in full compliance with the Council's requirements and for ECSS to maximise on commercial opportunities.	ECSS to ensure that ongoing training is provided to its management team to guarantee all management employees possess the necessary skills to effectively manage the company.	Director of ECSS and Head of Street Scene to monitor

<b>C. Financial</b>		
<b>Risk Reference</b>	<b>Management of Risk</b>	<b>Action</b>
C1. A failure of ECSS to align costs for service delivery to market rates by not achieving productivity levels required to deliver the market rates.	<p>ECSS will benchmark all costs against market rates to identify potential further efficiencies for re-investment in the services.</p> <p>New productivity and attendance targets have been set by ECSS for the waste and street cleansing service with monthly performance reports being produced to confirm performance against these targets.</p>	Director of ECSS supported by the Head of Street Scene
C2. A failure of ECSS to deliver the waste and street cleansing services within the budget envelope set by the Business Case.	<p>Monthly Profit and Loss Statements have been developed and used for the waste and street cleansing services and reported upon monthly within ECSS; with a quarterly high level financial report to ECSS's Board on performance.</p> <p>A three year schedule of proposed efficiencies has been developed for approval by ECSS's Board to help deliver financially sustainable services going forward.</p>	Director of ECSS supported by ECDC's Head of Finance and Head of Street Scene
C3. Economic downturn negatively impacting on recyclates income resulting in increased gate fees at the MRF.	The Council and ECSS are closely monitoring recyclates income and gate fee charges under the current County Council contractual arrangements, with formal quarterly reviews to confirm if any additional costs for waste processing need to pass through from ECSS to the Council.	Director of ECSS supported by Head of Street Scene
C4. Economic downturn impacting on the capacity of ECSS to grow its trade waste service because of a failure of SME's to continue to trade.	<p>For ECSS to grow the trade waste service incrementally out of the domestic and recyclates collection services till it has reached a scale that supports additional collections/areas. The service to include bulky collections as an additional income stream. The full commercial risk for the trade waste service to be with ECSS.</p> <p>The trade waste service to be operated by ECSS as a separate Profit and Loss account to ensure profitability of the service. With annual benchmarking of fees and charges against the market place.</p>	Director of ECSS supported by Head of Street Scene

<b>D: Operational</b>		
<b>Risk Reference</b>	<b>Management of Risk</b>	<b>Action</b>
D1. ECSS failing to manage sickness absence in accordance with adopted policies and procedures to ensure attendance targets are being achieved	<p>A new Sickness Absence policy and procedure has been introduced that focuses on efficiently managing absence.</p> <p>A monthly performance report is produced by ECSS including a full report of sickness absence against the set attendance targets.</p>	<p>ECSS's Operations Manager supported by ECDC's Human Resources Manager to effectively manage sickness absence to ensure set attendance targets are being achieved.</p> <p>Head of Street Scene to monitor.</p>
D2. ECSS failing to consistently deliver the availability and performance standards set out in the new service specifications leading to reputational damage for the Council.	<p>ECSS have fundamentally reviewed and amended all work processes and procedures, and resource deployment against the new availability criteria and service standards.</p> <p>ECSS have introduced a new performance framework for the management of the services to work within, with monthly performance reports being produced.</p> <p>The monthly performance report produced by ECSS includes full reporting on performance against the set performance targets.</p>	<p>Head of Street Scene supported by ECSS's Operations Manager to effectively manage performance to ensure set performance targets are being achieved.</p> <p>Director, ECSS to monitor.</p>
D3. ECSS failing to fully comply with the requirements of ECDC's Fleet Operator's Licence.	<p>ECDC has put in place the necessary procedures and processes to effectively manage the fleet, including the requirements for ECSS to ensure compliance with their O'Licence.</p>	<p>Head of Street Scene to ensure compliance with the O'Licence requirements as the designated Transport Manager.</p> <p>Director, ECSS to monitor</p>

<b>Operational</b>		
<b>Risk Reference</b>	<b>Risk Reference</b>	<b>Risk Reference</b>
D4. ECSS failing to have in place sustainable sub-contractor arrangements (e.g. vehicle maintenance, agency staffing etc.) to sustain the delivery of the waste and street cleansing services.	ECSS has put in place sub-contractor arrangements as required for vehicle maintenance, agency staffing, etc.	Head of Street Scene supported by ECSS's Operations Manager to effectively manage all the sub-contractor arrangements in place and to tender for any additional requirements as they arise.  Director, ECSS to monitor
D5. The Council and ECSS failing to progress within budget and to the set time frame the depot refurbishment project in order to upgrade depot facilities to ensure compliance with environmental and health and safety legislation and to provide capacity to deliver extended services from the depot.	A set of project documents and governance arrangements are in place for the delivery of the project.  Atkins Ltd have been retained for the detailed design, tendering and implementation of the programme of improvement works.	Director, ECSS, supported by the Head of Street Scene and Facilities Management Team to manage the project to the required conclusion.

## Section 10:

### Communication and Education

ECSS has is set to continue its efforts surrounding education and communication as it sees this as a pivotal role in reducing waste and increasing the District's recycling rate.

The last financial year saw ECSS procure a dedicated vehicle for this purpose and its set to continue its efforts in visiting schools of the District in order to provide vital educational material to pupils. As well as providing an engaging and thought provoking tool for all residents.

Social media outlets remain a vital platform to share information on waste and recycling. ECSS will continue its work with Prominent in order to reach residents through as many platforms as possible. This includes the continuation of Michael Recycle's blog and twitter feed.

ECSS's annual communication plan will look at new and exciting ways we can communicate and educate the residents ensuring the most pressing issue are discussed and solutions provided.





**Section 11:**

**SWOT**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Strong industry knowledge and experience</li> <li>• Established team with skills and expertise</li> <li>• Diverse offer of skills</li> <li>• Drive and Determination</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of experience in tendering for contracts</li> <li>• Limited experience in a commercial environment</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Economies of scale increase potential new business</li> <li>• Expand the teams skill base, i.e. investment in training</li> <li>• Increase reputation</li> <li>• Develop new and existing business areas; e.g. Trade waste collections</li> <li>• New commercial contracts for goods and services; e.g. waste and street services for private businesses</li> <li>• Responsible for collection activities on behalf of neighbouring authorities generating additional revenue.</li> </ul>	<ul style="list-style-type: none"> <li>• Competition from other service deliverers</li> <li>• Contracts ending and not being renewed</li> <li>• Weather</li> <li>• Employment of skilled workers</li> </ul>

**AGENDA ITEM NO. x**

Minutes of a meeting of the Operational Services Committee facilitated via the Zoom Video Conferencing System at The Grange, Nutholt Lane, Ely on Monday 30<sup>th</sup> November 2020.

**P R E S E N T**

Cllr David Ambrose Smith (Chairman)  
Cllr Christine Ambrose Smith  
Cllr Sue Austen (as a Substitute)  
Cllr Lis Every  
Cllr Julia Huffer  
Cllr Mark Inskip  
Cllr John Trapp (as a Substitute)  
Cllr Jo Webber  
Cllr Alison Whelan (as a Substitute)

**OFFICERS**

Jo Brooks – Director Operations  
John Hill – Managing Director, East Cambs Street Scene  
James Khan – Head of Street Scene  
Adrian Scaites-Stokes – Democratic Services Officer  
Anne Wareham – Senior Accountant

**50. PUBLIC QUESTION TIME**

There were no public questions.

**51. APOLOGIES AND SUBSTITUTIONS**

Apologies were received from Councillors Victoria Charlesworth, Paola Trimarco and Christine Whelan.  
Councillors John Trapp, Sue Austen and Alison Whelan substituted for those Members respectively.

**52. DECLARATIONS OF INTEREST**

No declarations of interest were made.

**54. CHAIRMAN'S ANNOUNCEMENTS**

There were no Chairman's announcements.

**55. EAST CAMBS STREET SCENE BUSINESS PLAN 2020/21 (REVISED)**

The Committee considered a report, V118 previously circulated, which detailed the East Cambs Street Scene revised Business Plan 2020/21.

The Managing Director offered apologies for Mr Paul Remington, Chairman of Street Scene, who had been unable to attend the meeting. The revised Business Plan had been necessary due to the effects of the COVID-19 pandemic. The

overall message had been to continue services to the public through the pandemic. A tribute was paid to the Head of Street Scene and the staff for enabling this to happen, and was due to brilliant leadership.

The Head of Street Scene advised the Committee that the Company had been negatively impacted by COVID-19, meaning it had not been possible to meet many targets set. The areas affected were set out in the report. This included the intended implementation of a new trade waste service, which had been due to commence last April but the country had then gone into lockdown. It was now intended to review the possibility of this service operating next year but was heavily dependant on the climate and demand at the time. Many commercial income streams had decreased as a result, though some losses had been offset by the increased income from bulky waste collections.

The communication and education programmes had also been hit so the service had been unable to engage with schools. The effects of COVID had pushed the Company into trying other forms of communication, such as using creating its own Facebook page to share valuable information and improve the relevant Council website pages.

As a consequence of the COVID impact, the budget had been reviewed and funds re-aligned from areas with underspends to service with overspends. The money allocated for depot improvements had been re-allocated elsewhere, as the intended work had been delayed. Information surrounding recycling credits had also been delayed, so the budget had been adjusted after receiving updated information. Overall it was expected that the Company would break even at the end of the year.

After a Member pointed out a couple of typographical errors, it was confirmed that the figure on page 5 of Appendix 2, Street Cleansing for Dec should have read 84 not 64, and on page 6 the penultimate sentence should end with 'in accordance with **the policy.**'

The Committee were interested in how successful public engagement was through social media channels, such as the Council's website and Facebook pages. The visitor figures were not to hand but would be obtained and circulated to Members. The Facebook page had 122 followers and 104 'likes'. This was an area of growth, had been an aspiration for next year but had been brought forward. No targets had yet been set, as it was new initiative, but would be next year.

Questions were asked about additional expenditure, specifically the increase of £44K and why the Company had obtained £91K additional funding from the Council. Income had increased, so that additional funding was not needed. The Committee was being asked to agree the revised Business Plan, even though it still included the £91K figure.

It was explained that income from the Materials Recycling Facility had increased due to the lockdown period and the increase in tonnage collected. This increase had not been continued to the end of the year as the company is unsure whether this effect would continue. Although income from bulky waste collections had

increased there had been income lost from other commercial streams. Additional spend had also occurred due to the COVID pandemic, as agency staff had been used to cover staff shortages, which had been detrimental to the budget. The additional funding obtained from the Council had been an estimated amount to cover potential shortfalls, as at the time there was no knowing how long the impact of the COVID situation would last, and was made in good faith. The situation remained changeable, but a more accurate assessment would be undertaken later and adjustments made as necessary at the end of the year. The final costs of the COVID impact were not yet known. The area was just coming out of the second lockdown into a Tier 2 situation and the impact of using agency staff was still not fully known. This was not a reason to reject the revised Business Plan.

Other Members thought that the £91K might be an underestimate of the funding that could be needed, as it was not yet the end of the pandemic, so it should not be judged at this stage. The Council had made a good decision to keep the services going, but it had come with a cost.

In response to Members' questions, it was revealed that using online platforms and Zoom meetings to deliver the schools programme had been considered. Currently it was difficult to engage with the schools due to the COVID situation, as schools were under a lot of pressure. It was hoped to be able to take this forward next year. Lots of channels were being used to communicate with the public, including using calendars and notices. Maintaining an open dialogue was proving to be a good avenue and very positive feedback had been received.

A neighbouring local authority had recently obtained an electric vehicle and the Company had hoped to work with them to go through the process of testing it. Unfortunately, it had not been possible to fully investigate its progress due to the impacts of COVID. That authority used it successfully in an urban area but it would have problems performing in a larger rural area. Currently the supply chain for these types of vehicles could not supply them to the necessary specification for such areas.

There had also been problems with staff training, as the providers from last year had not been able to provide it. All drivers had to have some training but they had struggled to complete it. It had been difficult to be sure about the requirements of the COVID lockdown over travelling and people's 'bubbles', so testing and learning had been affected. This matter was being monitored with the aim to get the training delivered as soon as practicably possible.

The previous budget had predicted a 2% profit but it had to be adjusted to account for the difficulties being faced. The Company did not have to make a profit so, as the budget was tight, it had been removed. The previous profit would have been achieved through efficiency savings on expenditure.

The revised Business Plan was recommended for approval and when it went to the vote it was declared carried.

It was resolved:

That the ECSS Business Plan 2020/21 (revised) as set out in Appendix 1 be approved.

**55. EXCLUSION OF THE PUBLIC INCLUDING REPRESENTATIVES OF THE PRESS**

A Member sought clarification why the following agenda item was an Exempt item. So, the question was put to the vote and:

It was resolved:

That the press and public be excluded during the consideration of the remaining item no. 7 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 Categories 1, 2 and 3 of Part I Schedule 12A to the Local Government Act 1972 (as amended).

**56. BUDGET MONITORING REPORT**

The Committee considered an Exempt report, V119 previously circulated, which updated the Committee on the 2020-21 financial year and actual expenditure incurred as at 30<sup>th</sup> September 2020 for East Cambs Street Scene.

No questions were received, so the report was noted.

It was resolved:

That the contents of the report be noted.

The meeting concluded at 5:36pm.

Date of Publication of Decision List: 1<sup>st</sup> December 2020



EAST  
CAMBRIDGESHIRE  
DISTRICT COUNCIL

**OPERATIONAL SERVICES COMMITTEE – 30<sup>th</sup> November 2020**  
**DECISION LIST**

ITEM NO.	Ref.	Item	ISSUE	DECISION	ACTION BY
5.	V118	ECSS Business Plan	To consider the revised East Cambs Street Scene Business Plan	It was resolved: That the ECSS Business Plan 2020/21 (revised) as set out in Appendix 1 be approved.	Jo Brooks Director Operations
6.		<b>EXCLUSION OF THE PRESS &amp; PUBLIC</b>		It was resolved:  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 item there would be disclosure to them of exempt information of Categories 1 & 3 of Part I Schedule 12A to the Local Government Act 1972 (as amended).	
7.	V119	East Cambs Street Scene (ECSS) Management Accounts	To receive a summary view of the management accounts for the period to October 2020.	It was resolved:  That the contents of the report be noted.	ECSS Finance Manager

Please Note: These decisions will come into effect on **10th December 2020** unless any 3 Members object and call-in the decision. The call-in must be in writing to the Chief Executive and be received by **7<sup>th</sup> December 2020**.