

Annual Governance Statement 2024/25

East Cambs Street Scene

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

ECSS Mission Statement

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

ECSS Vision

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

Strategic Objectives

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

Our Services will be

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

East Cambs Street Scene (ECSS) has been providing high quality services since 2018. A core team of dedicated, hardworking employees have been pivotal in the success and survival of the company.

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

The company will continue to support the Council's ambitions to achieve 60% recycling and reduce the impact on the environment. As a company we hope to continue this

path of growth for many years to come, cementing our future as a successful waste and street cleansing service.

Governance Framework

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

Articles of Association (14 November 2019)

Key requirements	Compliance	2025/26 developments/issues
There shall be a minimum of 3 Directors	Full Compliance. Board Directors: Paul Remington (Chairman) John Hill Sally Bonnett	There will be a change of directors in 2025/26 arising from the retirement of John Hill, Chief Executive ECDC and Managing Director of ECSS
Quorum shall be 2 Directors	Full Compliance	None to report

Shareholder Agreement (22 January 2019)

Key requirements	Compliance	2025/26 developments/issues
Produce Annual Business Plan for approval by Shareholder Committee	2024/25 Business Plan approved by Shareholder Committee (Operational Services) on 25 March 2024. 2025/26 Business Plan approved by Shareholder Committee (Operational Services) on 24 March 2025.	2026/27 Business Plan will be presented to Shareholder Committee (Operational Services) on 23 March 2026.
Maintain effective and appropriate control systems in relation to the financial, accounting and record keeping.	Financial statements prepared in accordance with UK adopted international financial standards and audited by Price Bailey LLP, registered auditors. 2023/24 statements approved on 3 September 2024. 2024/25 statements expected to be approved in September 2025.	No issues identified

Board of Directors shall consist of not less than 3 Directors.	Full Compliance. Board Directors: Paul Remington (Chairman) John Hill Sally Bonnett	There will be a change of directors in 2025/26 arising from the retirement of John Hill, Chief Executive ECDC and Managing Director of ECSS
Board meetings shall be no less than 4 times per annum.	Board meetings held: 3 September 2024 31 October 2024 1 January 2025 13 March 2025	Meeting held since 1 April 2025: 3 June 2025 16 September 2025 Scheduled meetings: 4 November 2025 13 January 2026
Deputy Leader of Council and Chair or Vice Chair of Operational Services Committee are appointed as Board Observers.	Full Compliance Note- Vice Chair was appointed by Council on 23 July 2023 (Agenda Item 11)	None to report
Shareholder Committee to: Recommend, where relevant, the appointment of the Chairman of the Board and approve best practice policies in relation to such an appointment. Receive, review, comment on and approve the business plan. Approve the company entering into any joint venture. Approve the borrowing of any external monies (other than from CPCA). Review the financial performance of the company.	n/a for 2024/25 2024/25 Business Plan approved by Shareholder Committee (Operational Services) on 25 March 2024. 2025/26 Business Plan approved by Shareholder Committee (Operational Services) on 24 March 2025. n/a for 2024/25 n/a for 2024/25 Quarterly Management Accounts presented to Shareholder Committee (Operational Services).	None to report 2026/26 Business Plan will be presented to Shareholder Committee (Operational Services) on 23 March 2026. None to report None to report Shareholder Committee (Operational Services) to continue to receive.

	2023/24 Statutory Accounts presented to Shareholder Committee (Operational Services) on 23 September 2024.	202425 Statutory Accounts to be presented to Shareholder Committee (Operational Services) on 29 September 2025.
Make recommendations to Council on how it would exercise the functions flowing from its ownership of shares.	n/a for 2024/25	None to report
Shareholder Committee meeting shall be held no less than 2 times per annum.	Full Compliance- meetings held on: 24 June 2024 18 November 2024 23 September 2024 18 January 2025 24 March 2025	None to report
The Company will host an annual All Council Member Shareholder Seminar.	Seminar held on 13 May 2025	None to report.
The Company shall supply all Members of the Shareholder Committee with Agenda and support papers.	Full Compliance.	None to report.
Matters reserved for Council:		
issuing or allotting any shares;	n/a for 2024/25	None to report.
granting any option or other interest (in the form of convertible securities or in any other form) over or in its share capital, redeeming or purchasing any of its own shares or effecting any other reorganisation of its share capital;	n/a for 2024/25	None to report.
altering in any respect its articles of association or the rights attaching to any of its shares;	n/a for 2024/25	None to report.

permitting the registration of any person as a Shareholder of the Company;	n/a for 2024/25	None to report.
re-registering the Company as a public limited company, or as any entity other than a company limited by shares;	n/a for 2024/25	None to report.
applying for the listing or trading of any shares or debt securities on any stock exchange or market;	n/a for 2024/25	None to report.
forming any Subsidiary Undertaking or acquiring shares in any other company or participating in a joint venture (incorporated or not);	n/a for 2024/25	None to report.
amalgamating or merging with any other company or business undertaking; or	n/a for 2024/25	None to report.
passing any resolution for its winding up or presenting any petition for its administration, unless it has become insolvent;	n/a for 2024/25	None to report.
changing the nature of the Business or commencing any new business which is not ancillary or incidental to the Business;	n/a for 2024/25	None to report.
appointing or removing any Director;	n/a for 2024/25.	There will be a change of directors in 2025/26 arising from the retirement of John Hill, Chief Executive ECDC and Managing Director of ECSS.
the grant of any power of attorney or the appointment of any agent, or the entry into any other agreement which devolves or transfers management control of the	n/a for 2024/25	None to report.

Company from the Board of Directors;		
agreeing to remunerate (by payment of fees, the provision of benefits-in-kind or otherwise) any Director;	n/a for 2024/25	None to report.
the entry into any service contract, terms of appointment or other agreement with a Director;	n/a for 2024/25	None to report.
agreeing to remunerate (by payment of fees, the provision of benefits-in-kind or otherwise) any key employee of, or consultant to, the Company at a rate in excess of £100,000 per annum;	n/a for 2024/25	None to report.
establishing or amending any profit-sharing, share option, bonus or other incentive scheme of any nature for directors;	n/a for 2024/25	None to report.
making any bonus payment to any director;	n/a for 2024/25	None to report.
borrowing any monies which require a guarantee or security from the Council (other than normal trade credit);	n/a for 2024/25	None to report.
changing its name or its registered office; or	n/a for 2024/25	None to report.
replacing or modifying the Business Plan;	n/a for 2024/25	None to report.
entering into an agreement to do any of the foregoing.	n/a for 2024/25	None to report
The Company shall provide an Annual Governance Statement to the Shareholder and this shall be supplied at the	Presented to Board for approval on 16 September 2025.	None to report.

same time as the information required in clause 7.2. The Annual Governance Statement shall include the key risks for the Company in the forthcoming year and set out the process for escalating the risks to the Council where these affect the Council as the Shareholder.		
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Strategic Risk

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

	Risk	Comments
1.	Changes in core services required by the Council relating to requirements of the Environment Act 2021.	Nothing to report
2.	Changes in the Councils delivery mechanism for Waste and Street Cleansing services (e.g. outsource /inhouse).	Nothing to report
3.	Non - Compliance with Regulatory frame works and Guidance: Health and Safety Legislation Waste and Environmental Management Transport Management.	Nothing to report
4.	Inadequate governance arrangements and lack of clarity on roles of ECSS and ECDC could lead to poor decision making that undermines the operation of ECSS.	Nothing to report
5.	ECSS is wholly owned by ECDC and so is subject to the controls and decision- making process for matters that are outside of the Business Plan.	Nothing to report
6.	ECSS is not a Profit-making Company and therefore the management fee does not allow for unexpected costs.	Nothing to report

7.	Recruiting and retaining staff in a competitive market leads to salary increase, reliance on agency, lack of skills within the service.	Nothing to report
8.	Inadequate management of operation, contracts can lead to poor performance and overspends.	Nothing to report
9.	Adequacy of organisational resources to deliver the required business outcomes.	Nothing to report

In 2024/25 the Head of Street Scene introduced a risk matrix which was included in the 2025/26 Business Plan.

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

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

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

Financial Matters

2024/25

	Actual to March 2025	Business Plan March 2025	Variance
INCOME	5,575,488	5,398,385	177,103
Management & Administration	562,381	575,828	(13,447)
Core Staffing	2,000,993	2,069,332	(68,339)
Overtime Costs	185,287	215,914	(30,627)
Agency Costs	185,568	178,413	7,154
Staffing Costs	2,934,229	3,039,487	(105,258)
Vehicle Debt Repayment	548,343	533,035	15,308
Vehicle costs inc Maintenance	384,805	363,081	21,724
Insurance	134,706	129,254	5,452
Fuel	369,733	457,137	(87,404)
Supplies & Services Costs	37,986	23,211	14,776
Wheeled Bins and Bags	116,891	91,000	25,891
PPE	22,859	15,000	7,859
Waste Disposal	740,440	493,805	246,635
Premises Costs	75,582	69,525	6,056
Other Direct Costs	807	689	118
Communication and Education	9,346	19,918	(10,572)
Training	18,968	21,500	(2,532)
Support Services Costs	91,865	82,856	9,009
Miscellaneous	79,449	49,674	29,775
Vehicle Depreciation	4,495	9,212	(4,717)
Non-Staffing Costs	2,636,275	2,358,898	277,377
EXPENSES	5,570,504	5,398,385	172,119
Profit (Loss)	4,984	0	4,983

	Compliance	Matters for 2024/25
Management Accounts	The Board received Quarterly Management Accounts throughout 2024/25	None to report
Statutory Accounts	The Board will consider the Statutory Accounts for 2024/25 on 16 September 2025.	None to report

Business Plan 2024/25

The improvement and investment plan agreed in 2023/24, centered around 4 themes; Powered by People, Robust and Resilient, Safe and Green and Commercially Minded is now embedded as 'business as usual' practice.

Through the instigation and implementation of the Street Smart project ECSS continued to build on improved performance of the service.

ECSS Management Team; Director Commercial, Finance Manager, Waste Operations Manager and Transport Manager meet monthly to review performance, operational matters, fleet matters, commercial matters and financial matters.

Annual Performance

The following tables provide an overview of the performance for 2024/25.

Health and safety – staff welfare

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
ECSS Accident Incident (AIR) score	4%	NO DATA	2.28	1.69%	1.13%	1%
No. reported monthly near misses	10 or more	NO DATA	3	1	0	0
Percentage of productive days	94% (sickness absence 6%)	90%	94.9%	94.9	96.9%	96.6%

Waste Collection

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
Refuse – Average no. of missed bins per 100,000 bins collected	15	45	43	45	41	39
Recycling – Average no. of missed bins per 100,000 bins collected	30	90	66	56	71	54
Green – Average no. of missed bins per 100,000 bins collected	30	90	78	71	86	46
No. of monthly service complaints	3	3	5.3μ	1.6μ	4.3μ	5.3 μ
No. of monthly service compliments	No target	NO DATA	3.66μ	2.3μ	0.3μ	0

Street Cleansing

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
Average monthly clean streets graded A on random inspection	95%	85%	100%	100%	100%	98%
No. streets graded C or below for litter on random inspection	1%	1%	0%	0%	0%	0%
No. reported fly tips	No target	NO DATA	152	154	129	220

No. reported incidents of graffiti	No target	NO DATA	24	8	8	8
Removal of offensive graffiti within 1 working day	98%	98%	N/A	40%	N/A	N/A
Removal of fly tipped waste within 2 working days	98%	98%	78%	74%	75%	79%
No. overflowing litter bins reported per 100 bins emptied	3	3	0.93	0.41	0.26	0.52
No. overflowing dog bins reported per 100 bins emptied	1	NO DATA	1.62	0.32	0.76	2.05
No. of monthly service complaints	3	3	0.3μ	0	0.3μ	0.7μ
No. of monthly service compliments	No target	NO DATA	2.33μ	1.7μ	0.7μ	0

Communication, Education and Promotion

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
Increase in social media presence	Increase by 5%	5%	0.5%	3%	0%	NO DATA
School or Community groups engaged with	10 PA	NO DATA	2	0	0	0
Number of local events attended	10 PA	NO DATA	2	3	0	0

Recycling rate	60% (annual)	NO DATA	61.8%	58.2%	50.5%	NO DATA
Overall waste tonnage reduction	1% (annual)	NO DATA	2%	2%	0.8%	NO DATA