



Waste Service Delivery Plan 2026 to 2027

Overview of the service

The Waste and Street Cleansing Service delivers high-profile, universal services to residents across East Cambridgeshire, including:

- Household waste and recycling collections (c. 5.5 million collections annually)
- Street cleansing across the district
- Contract management of the Materials Recycling Facility (MRF)
- Delivery of service changes in preparation for national legislative reform
- Environmental communications and behaviour change campaigns

Operational delivery is undertaken by East Cambridgeshire Street Scene Ltd (ECSS) under a formal contract with defined KPIs and performance standards. The Council retains strategic client oversight.

Purpose of the Service Delivery Plan

This Service Delivery Plan sets out the strategic priorities, performance measures and key projects for the Waste and Street Cleansing Service for 2025–2026. It demonstrates how the service will deliver against the Council's Corporate Plan objectives while maintaining statutory compliance, financial discipline and high standards of service for residents.

The Plan focuses on measurable outcomes and areas of change, rather than business-as-usual activity, and provides a framework for monitoring performance and reporting progress throughout the year.

Operational priorities and challenges

The service operates in a high-profile, resident-facing environment, delivering approximately 5.5 million household collections per year alongside district-wide street cleansing responsibilities.

During 2025–26, the service faces several significant challenges:

- Mobilisation and implementation of new waste collection arrangements
- Adapting to national waste reform requirements
- Managing volatility in recycling markets

- Maintaining high service reliability during change
- Addressing environmental and climate expectations
- Operating within increasing financial pressures

These challenges require strong contract management, robust project governance and proactive risk management to ensure service continuity and resilience.

Our vision, priorities and outcomes

The vision for the Waste and Street Cleansing Service is to deliver a resilient, efficient and environmentally responsible service that supports a Cleaner, Greener East Cambridgeshire while providing value for money.

In 2025–26 the service will focus on:

- Successfully implementing new waste service arrangements
- Improving recycling performance and reducing contamination
- Maintaining high street cleanliness standards
- Strengthening financial sustainability
- Supporting climate and environmental objectives
- Engaging residents to drive positive behaviour change

Success will be demonstrated through clear performance measures, improved environmental outcomes and continued high levels of service reliability.

Conclusion

This Service Delivery Plan sets a focused and measurable direction for 2025–26. It balances transformation and improvement with strong operational oversight, ensuring that residents continue to receive reliable services while the Council responds to legislative, environmental and financial challenges. By improving performance to reduce waste and increase recycling, the service will contribute directly to East Cambridgeshire's environmental ambitions and cleaner, greener vision.

Cost of service

The budget for 2026/27 has been set at £5.8 million and covers all aspects of waste management, including staffing and fleet costs, as well as the collection and processing of waste and recycling. This total also accounts for income received from recycling credits and the Government's packaging Extended Producer Responsibility (pEPR) payments.

Please note that the budget is currently based on estimates and does not account for a whole year of costs or income. The budget for 2027/28 will reflect actual costs and income target.

Staffing information

The Waste team is made up of the following staff:

1 Waste and Environmental Services Manager (part time)

1 Senior Waste Management Officer

1 Environmental Services Officer

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Project Highlight Report	June 2026	Operational Services Committee
Project Highlight Report	September 2026	Operational Services Committee
Half year report 2026 to 2027	November 2026	Operational Services Committee
End of year report 2026 to 2027	March 2027	Operational Services Committee
Service Delivery Plan 2027 to 2028	March 2027	Operational Services Committee

Waste Service Delivery Plan 2026 to 2027

This Service Delivery Plan plays a central role in delivering the objectives of the Council’s Corporate Plan 2023–2027. Each performance measure and operational priority is directly aligned with the Council’s strategic priorities and actions, ensuring that the Waste and Street Cleansing Service effectively contributes to achieving its overarching goals.

Council’s Strategic Outcome:

- Cleaner, Greener East Cambridgeshire
- Sound Financial Management

Service Name’s Strategic Objective:

- Design a resilient waste and street cleansing service fit for the future

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Monitor performance of ECSS to ensure KPI’s are met within the contract and that wider performance is maintained at a high standard. Ensure service delivery issues are rectified	All KPIs met for the service (excluding period of implementation for new waste service) Quarterly monitoring reports reviewed by client team	Refer to contract for specific KPIs as set	Waste and Environmental Services Manager Senior Waste Management Officer
Develop and embed efficient and effective management of the plastic Extended Producer Responsibility (pEPR) scheme which be formally released by DEFRA at a date TBC.	TBC by DEFRA	New objective	Senior Waste Management Officer
Ensure that the council’s corporate risks related to the service, including finance, operational, health and safety and reputation, are managed effectively and mitigations are put in place to reduce impact.	Regular reviews, reporting negative changes to Operational Services Committee	Ongoing	Director Operational Services Waste and Environmental Services Manager
LGR Service Engagement and Readiness: To ensure the service contributes to the LGR programme, facilitating and engaging where required and is operationally ready to transition into the new authority model without service disruption.	2027	-	Waste and Environmental Services Manager

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Mobilisation of new Waste Collection Service	By December 2026 within approved budget and achieve 95% service reliability within first 3 months of implementation.	New objective	Waste and Environmental Services Manager Senior Waste Management Officer
Implement new Street Cleansing Service	Achieve and maintain contract KPIs with quarterly performance reports reviewed by client team	New objective	Waste and Environmental Services Manager Senior Waste Management Officer
Ensure the MRF and associated contracts continue to deliver value for money and maximise opportunities to recycle.	Monthly and annual reporting	Carried forward from 2025-26 workplan	Waste and Environmental Services Manager Senior Waste Management Officer
Deliver targeted resident engagement to reduce contamination and residual waste.	Reduce contamination compared to the 2025-26 baseline by 31 March 2027. Reduce waste collected in the black bin compared to the 2025-26 baseline by 31 March 2027	Carried forward from 2025-26 workplan	Senior Waste Management Officer
Deliver and embed the Bartec Portal to further improve management of the waste collection service from operational, customer and Client management perspectives and to embed additional efficiencies in dealing with issues as they arise.	Procure and install by end of 2026.	New objective	Waste and Environmental Services Manager Senior Waste Management Officer