

TITLE: QUARTER 3 2023/24 PERFORMANCE REPORT FOR THE WASTE AND STREET CLEANSING SERVICES

Committee: Operational Services Committee

Date: 31 January 2024

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Report No: Y131

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ECSS Depot, Littleport

1.0 ISSUE

- 1.1. To provide Members with the Quarter 3 performance report for the delivery of the waste and street cleansing services by East Cambs Street Scene Ltd (ECSS).

2.0 RECOMMENDATION(S)

- 2.1. Members are requested to note the contents of this report.

3.0 BACKGROUND/OPTIONS

- 3.1. Waste collection, recycling and street cleansing are all services provided by East Cambs Street Scene Ltd. The trading company was set up on April 1st 2018.
- 3.2. The Council continues to operate these services through ECSS and is committed to provide high levels of performance and service delivery, delivering best value for money under the Memorandum of Agreement and through the Service Delivery Plan.
- 3.3. Key Performance Indicators of the service provided by ECSS ensure performance levels are managed and monitored.
- 3.4. The Key Performance Indicators (KPIs) were changed in April 2023 following approval by Members of both the Operational Service Committee and ECSS Board through the 2023/24 ECSS Business Plan. This was to give stakeholders a more accurate and clearer record of the performance of the service.
- 3.5. Members of the Board will note an improving performance of the waste collection service. The performance of the street cleansing service is improving.

4.0 PERFORMANCE UPDATE(S)

- 4.1. The tables below highlight the performance for quarter 3 against the KPIs highlighted within the business plan:

Health and safety – staff welfare

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

Waste Collection

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

Street Cleansing

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

No. overflowing dog bins reported per 100 bins emptied	1	2	3.91	1.77
No. of monthly service complaints	3	Average 4	0	0
No. of monthly service compliments	No target	1	0	0.33 Average

Communication, Education and Promotion

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

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

5.0 **COMMENTARY ON PERFORMANCE**

5.1. **Health and safety – staff welfare**

Slide 1: There were four reported incidents and accidents. Two were a result of operative's misjudgement and some retraining has taken place. One was a needlestick injury from a black bag collection and the operative received medical attention.

A near miss was reported and the hazard / associated risk (locked wheels on a large metal bin) removed.

Slide 2: ECSS further improved its productive day indicator (96% v 94% in Q2). Both long and short term sickness has significantly reduced from last quarter due to the close management of absence and monitoring of triggers.

5.2. **Waste and recycling collections**

Slide 3: The number of missed collections continues to decrease, and ECSS has achieved the lowest number recorded for a quarter in at least three years. Just under 0.05% of the district's bins were missed this quarter. The new KPI of 30 missed bins per 100,000 on recycling and green waste and 15 per 100,000 on refuse has been underachieved but this is expected to improve through the full integration of the digital system.

5.3. **Street Cleansing KPIs**

Slide 4: The graph on the left shows the quality of the cleansing work. Cleansed roads found to be under the required standard are revisited. It is also flagged to the crew who initially carried out the work to identify why a grade A was not achieved.

The graph on the right shows the number of random streets inspected (irrespective of cleansing activity) that has a level of litter graded 'C' or below. Long term, ECSS aims to ensure that nowhere in the district falls below a grade C for litter, with the aim to use the data and data systems to proactively deploy resources to improve localised service delivery.

Slide 5 shows the number of reported instances of graffiti. Of the five reported instances, none were offensive.

Slide 6 shows that the number of reported fly tips increased, and that ECSS cleared 75% of them within the response time.

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

5.4. **Project Street Smart**

Appendix 2 contains the project's Highlight Report.

5.5. **Recycling rate and waste tonnage reduction**

As previously highlighted, the recycling performance figure is reported one quarter in arrears. Slide 9 shows the quarter 2 (2023-24) performance (58.9% recycling rate).

5.6. **Communications, Education and Promotion**

The Development Team attended two events this quarter: Ely Apple Day and Harvest Fair, and Swaffham Bulbeck's Earth Fair. In the next quarter we are planning to attend Ely Library's Eco-Fair.

The RECAP FightFoodWaste challenge and the reusable wipes trial continued. For the FightFoodWaste challenge, a total of 28 residents from East Cambridgeshire signed up to the food waste challenge out of 200 that were directly written to (it was also advertised on ECDC, ECSS' and the RECAP partnership's Facebook pages). The challenge was due to end in December, it has been extended for a further 6 months.

The Love Your Street Campaign is due to launch in February with a school competition to design livery for the new recycling vehicles. They will be asked for what they think a clean and tidy street looks like to them.

The number of Facebook followers for the East Cambs Recycles page increased by 9% and now has 170 followers. The page has been promoting the above

campaigns as well as seasonal recycling messages from partners and service messages re collection dates.

5.7 **Other**

The annual delivery of black sacks was completed during quarter 3.

6.0 **FINANCIAL IMPLICATIONS / EQUALITY IMPACT STATEMENT / CARBON IMPACT ASSESSMENT**

6.1 There are no additional financial implications arising from this report.

6.2 Equality Impact Assessment (EIA) not required.

6.3 Carbon Impact Assessment (CIA) not required.

7.0 **APPENDICES**

Appendix 1 Slide deck - Performance Dashboard.

Appendix 2 Project Street Smart highlight report.

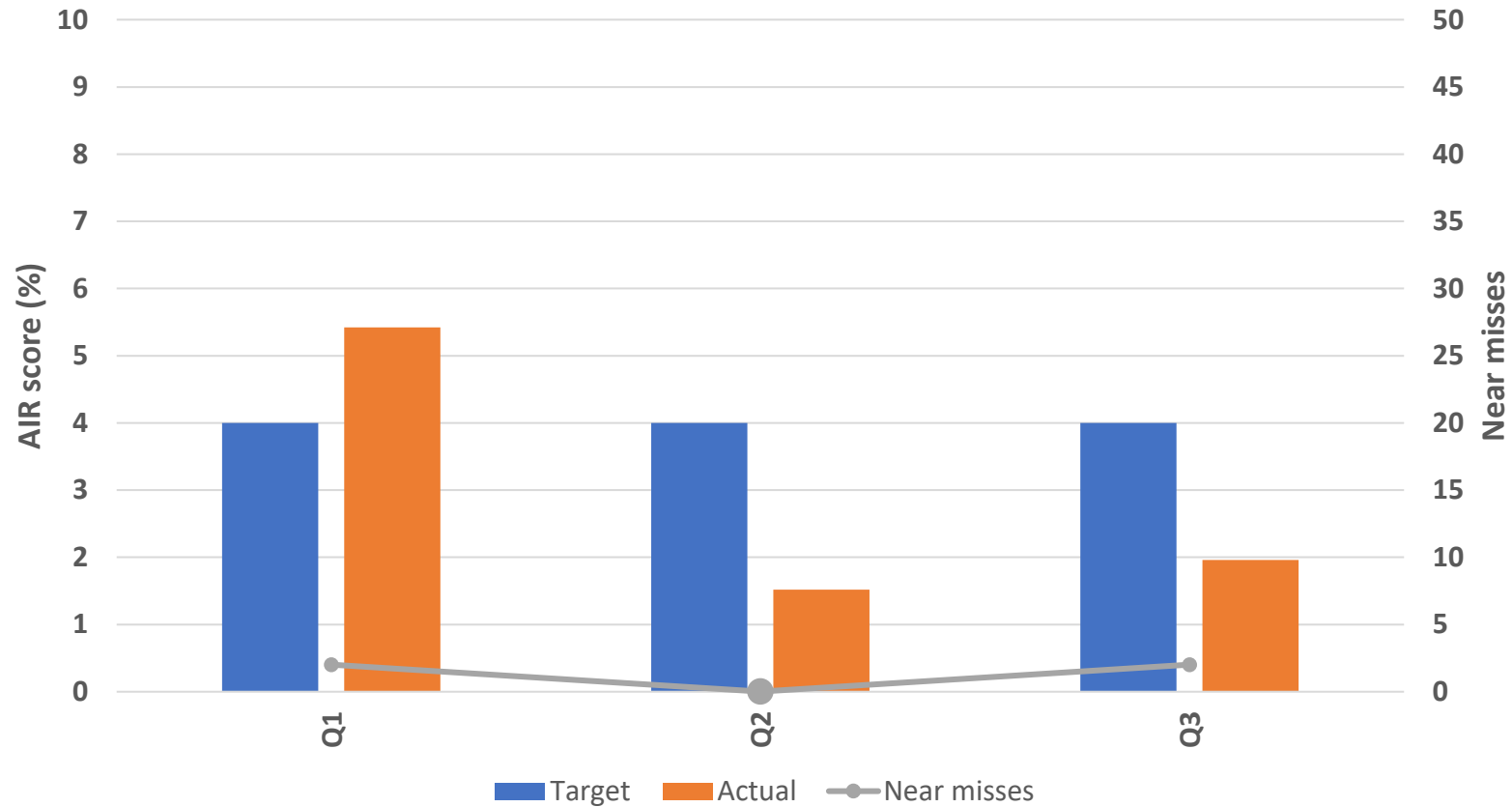
Background Documents:

None



Health and Safety – staff welfare

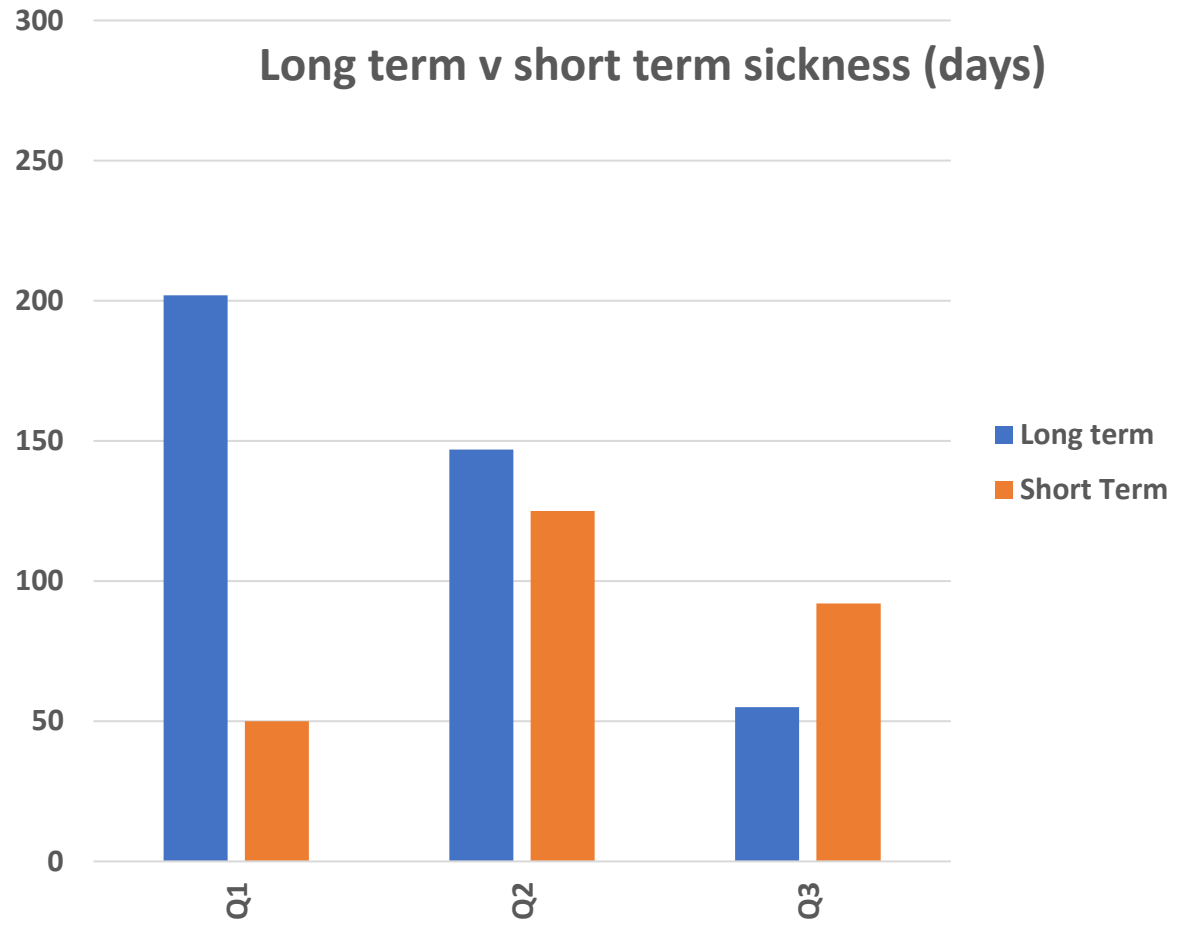
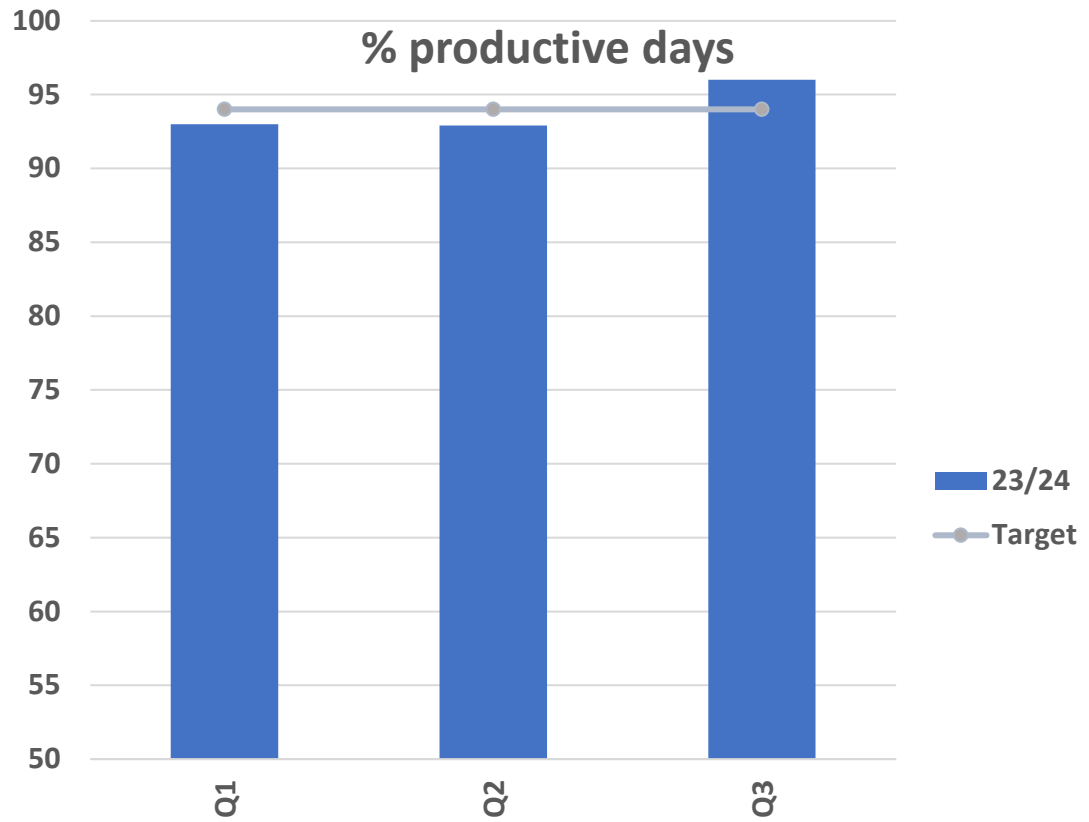
Accident Incident Score, near misses





Health and safety – staff welfare

Staff sickness



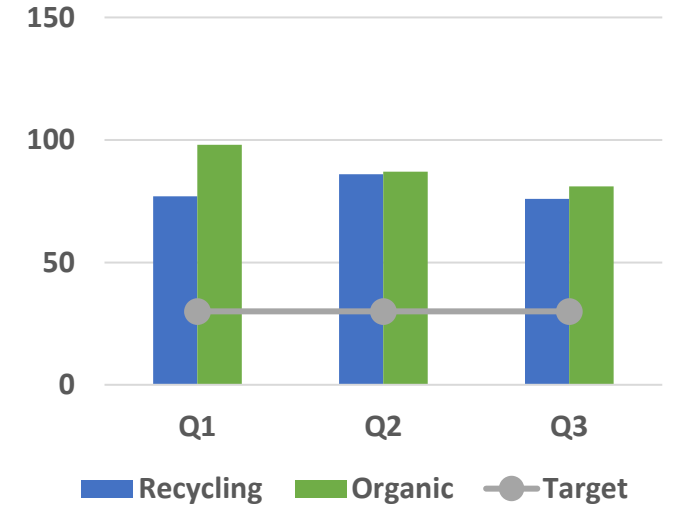


Cleaner, Greener East Cambridgeshire

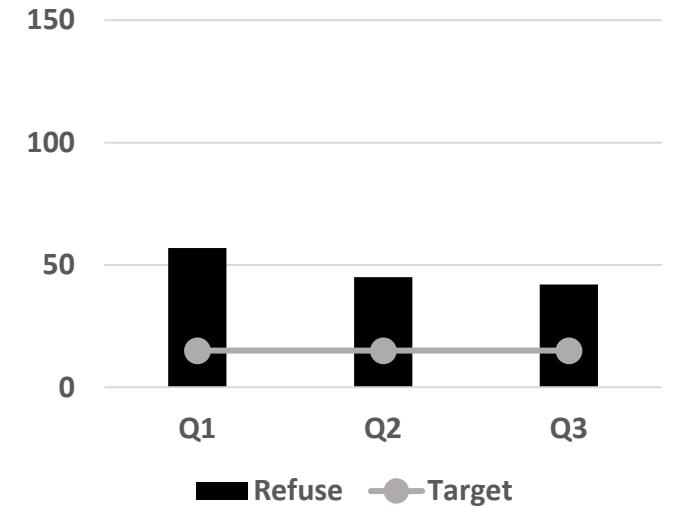
Keep the environment of East Cambridgeshire, clean and presentable



Missed bins per 100,000



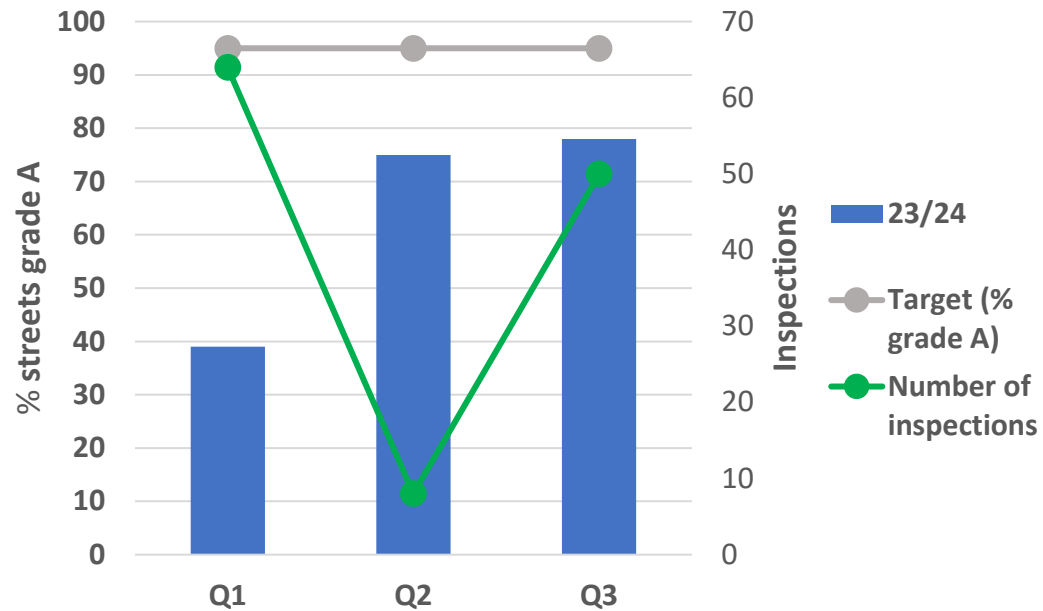
Missed bags per 100,000



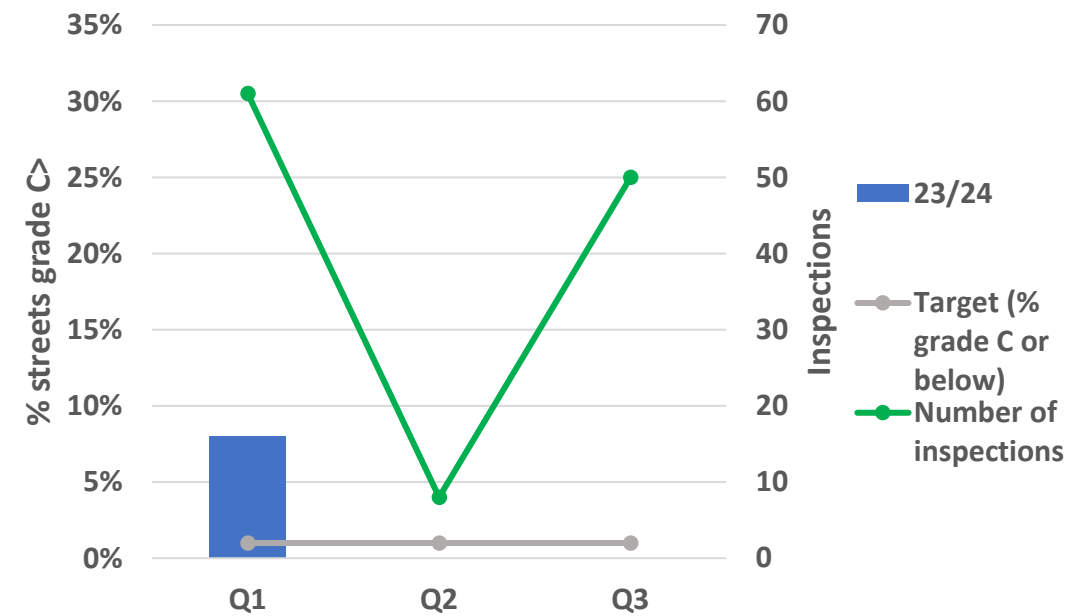
Cleaner, Greener East Cambridgeshire

Keep the environment of East Cambridgeshire, clean and presentable

Average monthly clean streets graded A on random inspection



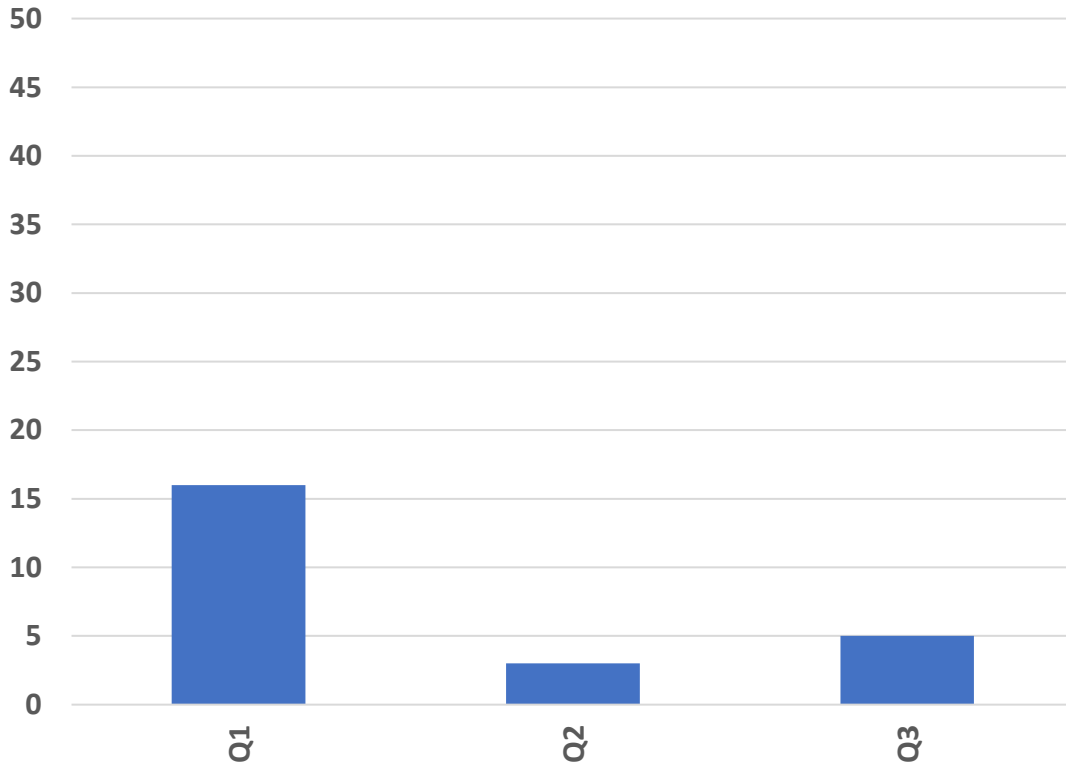
No. of streets graded C or below for litter on random inspection



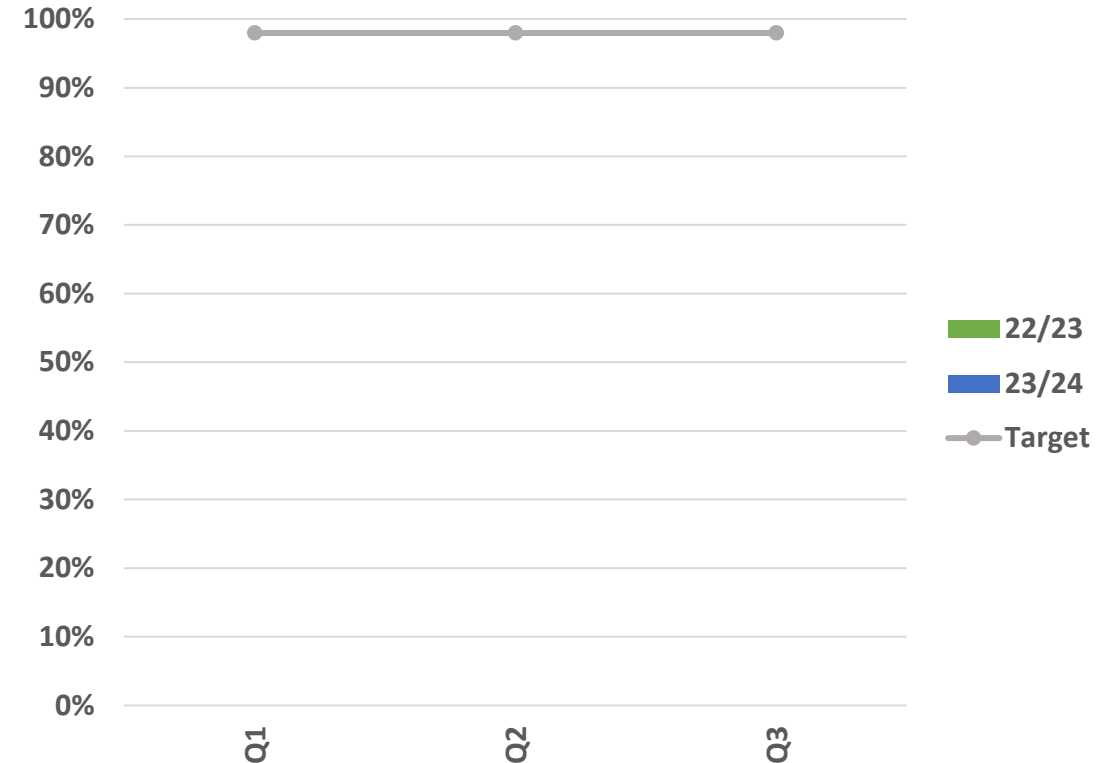
Cleaner, Greener East Cambridgeshire

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

No. reported incidents of all graffiti per month



Successful removal of offensive graffiti within 1 working day

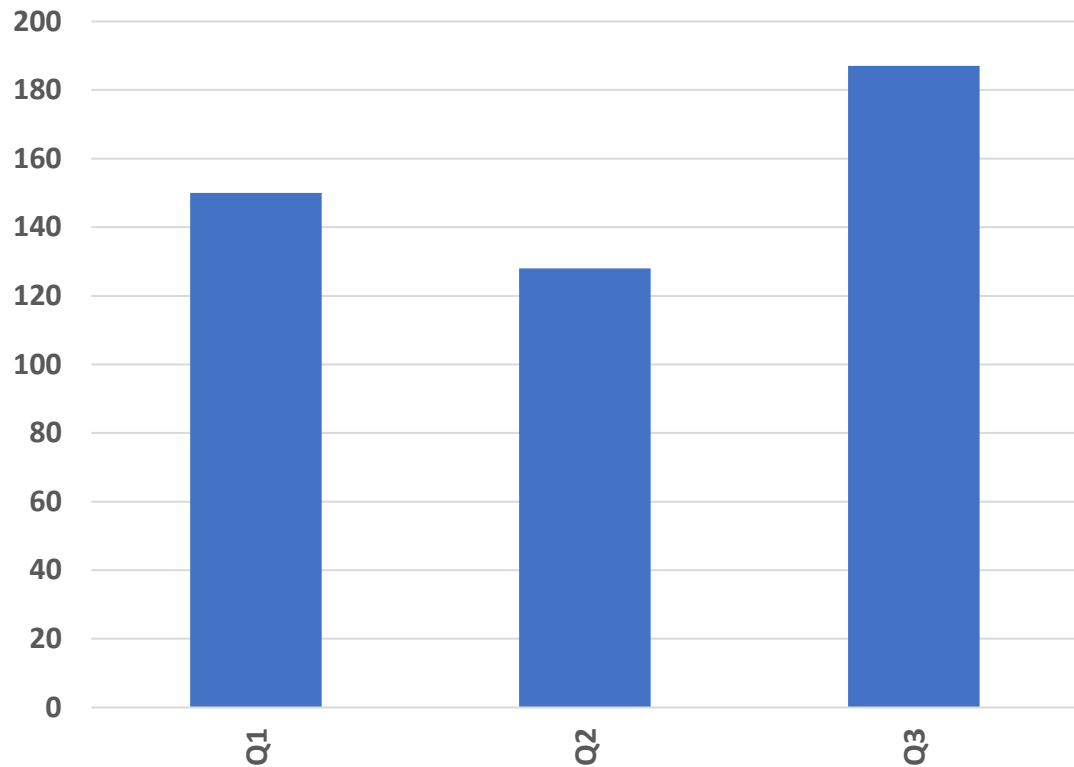




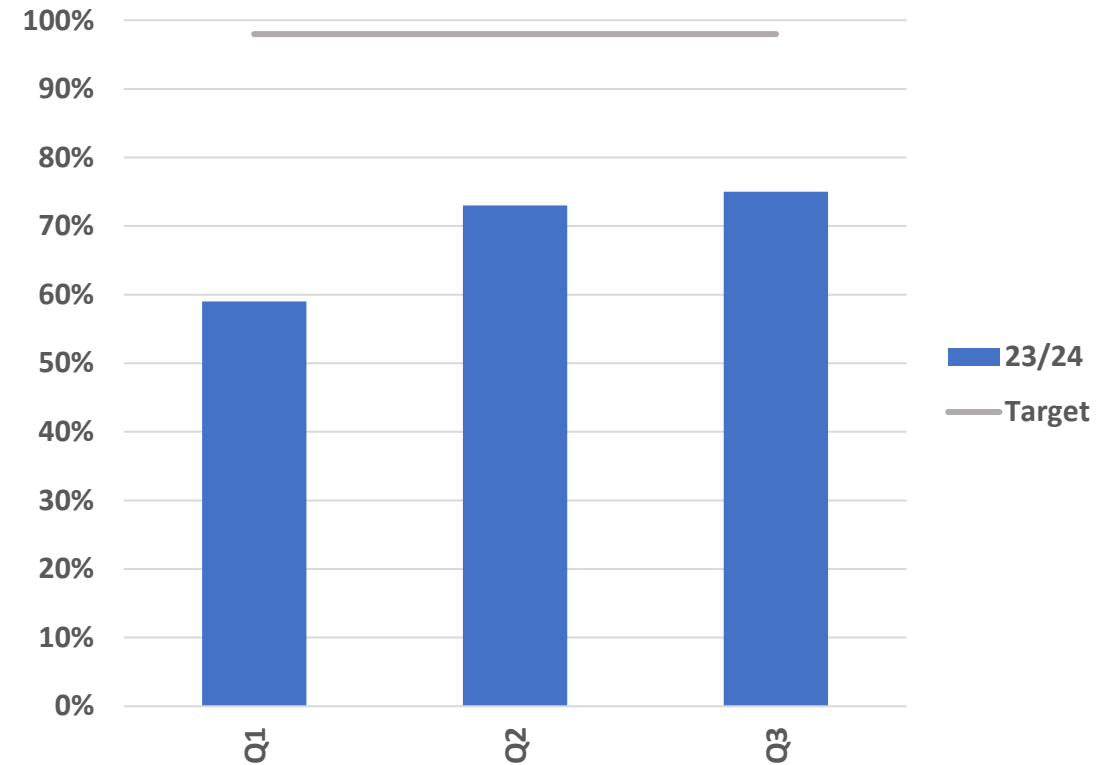
Cleaner, Greener East Cambridgeshire

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

No. reported incidents of fly tips per month



Successful removal of fly tips within 2 working days

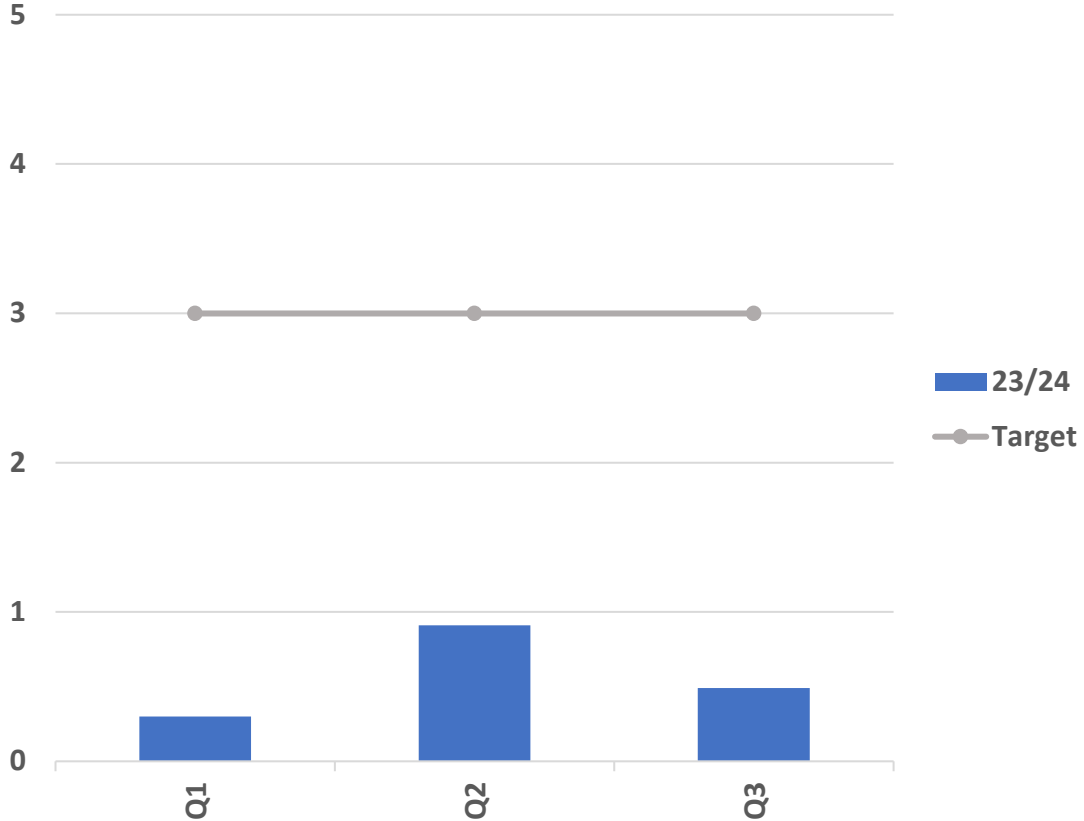




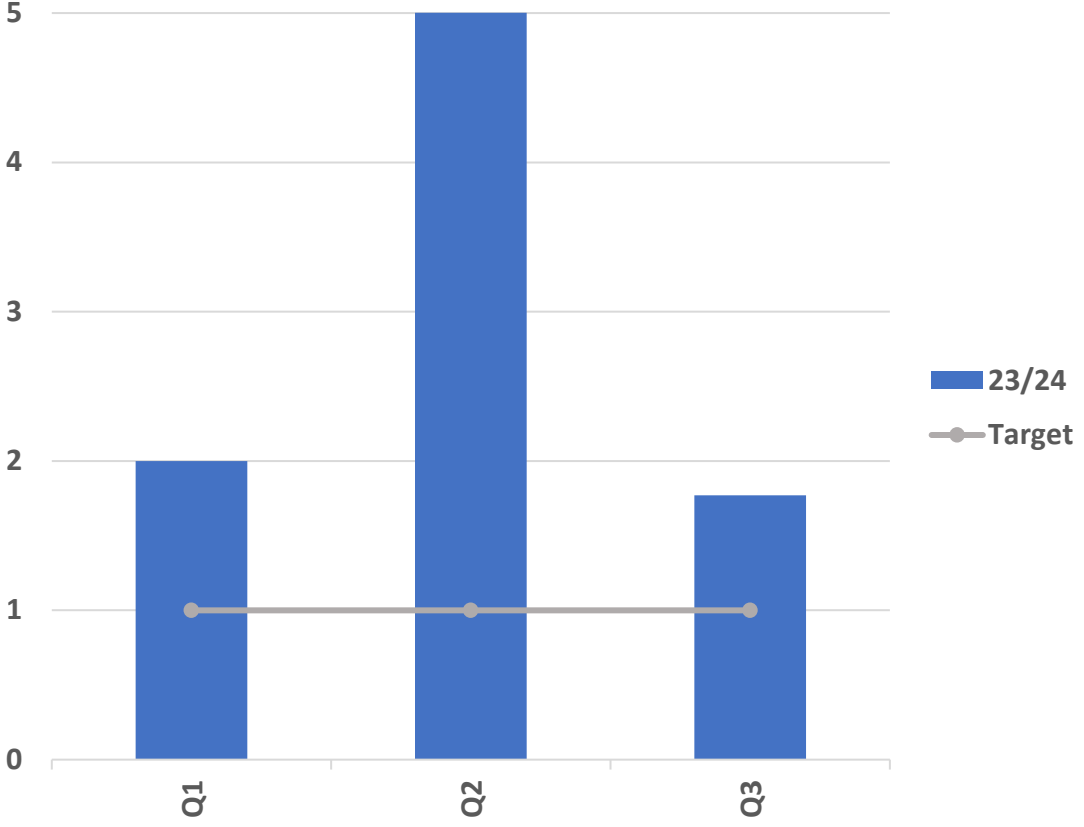
Cleaner, Greener East Cambridgeshire

Overflowing street bins (per 100 bins)

Litter bins



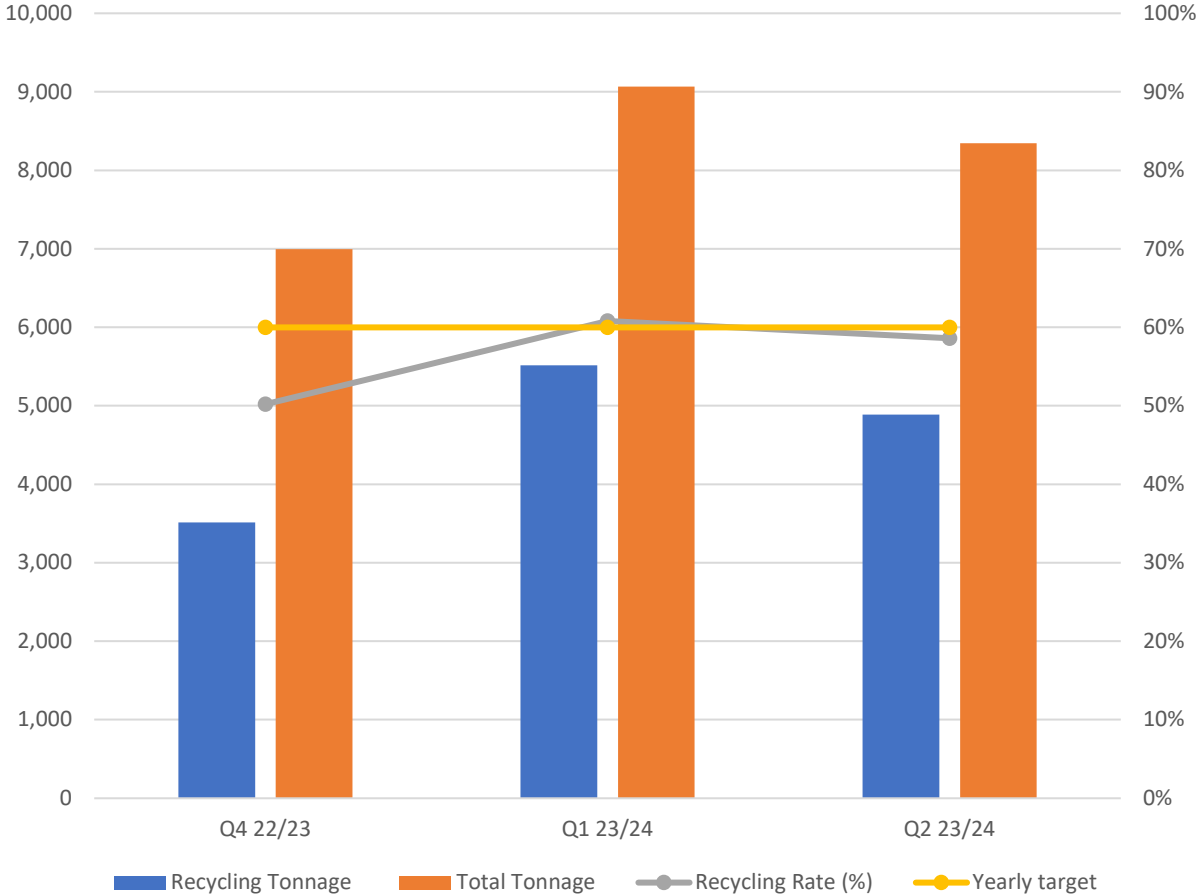
Dog bins






Cleaner, Greener East Cambridgeshire

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



Highlight Report

January 2024

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

Purpose: To provide a progress update on the project

Period Covered: Q3 October - December 23-24

Overall Project Status

G

Most significant project milestones have either been completed or are on track: New vehicles are in use, one is using HVO. A new Customer Operations and Support Administrator in place and a fleet replacement proposal for street cleansing has been produced.

The depot refurbishment is close to completion with just the shower and main hallway to be completed. The internal communication plan is to be completed.

Budget Status

N/A

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

Schedule Status

O

Some activities have been delayed but should not impact on the delivery of the project:

- The internal communications plan (including staff health and wellbeing survey) is still in development.

Work Completed

G

- New RCV fleet delivered and in use (green waste and recycling).
- Additional Customer Operations and Support Administrator in post.
- Street cleansing review completed (presented to Board at January meeting).
- HVO is now being trialled in one vehicle and plan to extend to rest of recycling and green fleet being investigated.

Risks and Issues

O

The integration of the new digital incab system (Bartec) has been more complex than expected. It is being addressed by working closely with the provider of the Council's Customer Relationship Management system.

Forward Plan

G

Next Period Milestones

- Bartec fully launched including full integration with the Council's Customer Relationship Management System.
- Completion of Depot Infrastructure improvements.

