









# Commitments towards our Vision

## Waste Services 2018-2019-Six month update



Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
To increase recycling of waste, with a target of 60% recycling, and reduce waste sent to landfill	Delivering a Financially sound and well managed Council	To achieve European recycling targets  Target – 65% by 2030  Reported - Annually	55% (full year estimate based on April – December results)	Jo Brooks-Director Operations Sharon Knight-Operations Manager (Waste & Street Cleansing) James Khan-Waste Minimisation & Fleet Manager		See Below
		To achieve East Cambridgeshire target for recycling (60%).  Target 60%  Reported - Annually	55% (full year estimate based on April – December results)	Jo Brooks-Director Operations Sharon Knight-Operations Manager (Waste & Street Cleansing) James Khan-Waste Minimisation & Fleet Manager		The cumulative recycling rate for the five months from April to August 2018 is 59.68% with a peak in May of 63.65. Ongoing work is currently being carried out with Amey surrounding their sampling method to reduce contamination levels. ECDC and ECSS are revamping the awareness and promotional activities to reduce contamination and to target areas with lower levels of participation in recycling.
To keep the environment of East Cambridgeshire clean through a combination of high quality cleansing services		Street cleansing works carried out to standard.  Target - 70%  Reported - Annually	New indicator from 18/19 onwards	Sharon Knight-Operations Manager (Waste & Street Cleansing) Martin Norman-Assistant		Following the insourcing of the services a new regime for street cleansing has had to be introduced with the requirement to recruit and train staff to deliver the significantly enhanced service. Positive verbal and written reports from residents and

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				Manager (Waste & Street Cleansing) Darren Hughes_Client Officer (Waste)		Councillors have been received and there is a clear noticeable upward shift in street cleansing standards. This will be consolidated over the coming months and the improvements in performance will be validated by formal auditing against the standards within the Environmental Protection Act.
Trained, helpful staff working with the Service Delivery Champion to deliver service improvements	Delivering a Financially sounds and well managed Council	To develop staff by completing annual appraisals, including personal development plans to agreed timescales.  Target – 100%  Reported - annually	100%	Sharon Knight- James Khan Martin Norman Shane Cooper- Acting Assistant Manager (Waste & Street Cleansing)		An independent pay review of ECSS's frontline staff roles has been completed and an annual appraisal procedure has been drafted. The procedure includes targets for each employee to work towards that will be directly linked to their performance and attendance and performance of the company. Implementation of this procedure is subject to Union consultation.
		To provide regular updates to the Member Service Delivery Champion.  Target – Quarterly  Reported - Annually	Quarterly	James Khan Sharon Knight		Regular meetings, phone calls and email updates with Service Delivery Champion. In addition, the Service is planning to supplement this with a quarterly newsletter to all Members and Parish Councils that confirms the quarterly performance of ECSS against its annual stretch targets.
To resolve reported issues within target timescales	Delivering a Financially sounds and well managed Council	Percentage of missed collections resolved by the end of the next working day.  Target - 90%  Reported – Annually	80%	Sharon Knight Martin Norman James Khan Shane Cooper		Domestic waste collections are at 72%; Recycling waste collections are at 69.42%; and Green waste collections are at 72.83%. This is against the annual stretch target of 80%. However, there has been improvement evidenced in performance outputs since the insourcing of the collection

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						services. ECSS are continuing to work on improved processes and procedures to reduce the frequency of missed bins occurring and to ensure appropriate and timely actions are taken to resolve any that are reported.
To provide high quality information to enable residents to make full use of waste services provided		<p>To run awareness campaigns &amp; attend promotional events to increase knowledge of waste issues, resolve service issues &amp; encourage more sustainable attitudes to waste.</p> <p>Target – 5 events</p> <p>Reported - Annually</p>	5 events	James Khan Nick Wyatt- Recycling Support Officer Darren Hughes		<p>Since the first of April 2018, 15 campaigns or events have taken place.</p> <p>These cover a wide variety of waste related issues ranging from the reduction of plastic, to promoting ECDC's second blue bin to give residents the capacity they require to recycle everything they can.</p> <p>ECDC officers have attended large public events fielding questions and queries from members of the public and have used a mixture of social media to share information about waste.</p> <p>Some of the campaigns we have been involved in are:</p> <p>Metal Matters Ely Aqua Fest Purge on Plastics Environment Day</p>
To provide Best Value services through East Cambs Street Scene Limited	Delivering a Financially sound and well managed Council	<p>To reconfigure waste collection rounds to take account of current &amp; planned growth within the District.</p> <p>Target – 1<sup>st</sup> April 2019</p>	New indicator	James Khan Sharon Knight Martin Norman Shane Cooper		Major round reconfiguration is necessary across all waste streams. This will be an arduous task. Measures have been put in place to ensure all efficiencies possible can be made while working towards a complete overhaul of the waste collection service. A reduction in green waste rounds during the "off season" will ensure

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						resources can be redeployed to assist other areas or removed to make savings.
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.	Delivering a financially sound & well managed council	<p>To annually review corporate risks related to the delivery of services through East Cambs Street Scene Limited, &amp; put in place appropriate mitigation measures.</p> <p>The following risks are both service risks and corporate risks:</p> <ul style="list-style-type: none"> <li>The MRF contract with Amey- The contract for dry recyclates will be coming up for renewal in April 2019. Discussions are currently being carried out with other local authorities within Cambs with a view to extend for an additional 5 years (year on year).</li> <li>Appropriate staffing levels- If staffing levels fall below an agreed risk/tolerance level this would impact on the ability to meet the performance outputs leading to both financial and reputational risk</li> </ul> <p>Reported - annually</p>		Jo Brooks James Khan Sharon Knight		<p>The Board of ECSS is receiving quarterly reports on the following to ensure the Company is delivering against its performance and financial targets while effectively managing its business risks:</p> <ul style="list-style-type: none"> <li>An update of its Risk Register;</li> <li>A quarterly performance report containing actual performance against the adopted stretch targets;</li> <li>A quarterly profit and loss statement.</li> <li>Regular meetings with Amey and RECAP are currently being undertaken for renewal of the MRF contract</li> <li>Staffing levels are reviewed on a daily basis and mitigations are put in place to ensure essential performance outputs are met</li> </ul>

<b>Name of Service Delivery Champion</b>	Councillor Julia Huffer
<b>Comment from Service Delivery Champion:</b>	
These are very impressive and encouraging set of figures. Can you pass my thanks to all of the management team and the hard working frontline staff who are striving to make this service as good as possible , and special thanks to James who has worked tirelessly to remedy the many problems we inherited , he should feel very proud .	