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**TITLE:** Quarter 3 2021/22 Performance Report for the Waste and Street Cleansing Services

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[W160]

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1.0 ISSUE

- 1.1 To provide the Committee with the Quarter 3 (October – December) 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 performance of service delivery, for the third quarter of 2021/22

3.0 BACKGROUND

- 3.1 Although presented with continuous pressures through this quarter, ECSS employees have remained resilient and have worked together to provide the highest level of services possible.

- 3.2 ECSS faced another challenge this quarter with the national shortage of HGV drivers taking its toll on the delivery of all services.

This shortage of staff forced the regrettable decision to suspend the green waste service, with collections not taking place between 13 December 2021 and 31 January 2022.

- 3.3 The shortage of HGV drivers also had an impact on the street cleansing service, with sweeper drivers and cage vehicles having to divert on particular days of the week to ensure other collections were completed on time.

- 3.4 With green waste collections suspended for part of this quarter, crews were able to focus on collecting the increased levels of recycling and general waste presented.

Additionally, street cleansing crews assisted with the full completion of work as and when required.

- 3.5 This quarter saw the completion of another round of waste analysis. The work completed previously provided us with valuable data of the quantity and type of waste residents are disposing of. This further data, gathered two years after the first project was completed, will shed light on any changed behaviours or shifts in waste.

- 3.6 In October, ECSS joined the Council at the Ely Career Fair, sharing waste and recycling information to schools of children.

This event provided a great insight into the current thoughts and behaviours around waste of the next generation.

- 3.7 The development team continued their work on the round reconfiguration project, analysing current data and working with the operational team to prepare for its implementation next year.

#### 4. PERFORMANCE UPDATE

- 4.1 In accordance with the business plan, the performance figures outlined below are in line with the newly adopted Key Performance Indicators and their new target values for this year.

KPI	Target	Quarterly performance
<b>Waste Collection</b>		
Collections completed successfully	95%	99.86%
Successful completion of bin deliveries within 10 working days	92%	83%
Percentage of waste recycled	59%	Unavailable
Overall performance of the service	90%	89%
<b>Street Cleansing</b>		
Work completed as scheduled	95%	73%
Successful removal of offensive graffiti within 1 working day	98%	75%
Successful removal of fly tipped waste within 2 working days	98%	73%
Overall performance of the service	90%	73%
<b>Communication, Education and Promotion</b>		
Increase in social media presence	Annual increase of 5%	13% page growth increase on Quarter 2 (85% increase from April 2021)
School or Community groups engaged with	10	32 (27 primary and 5 secondary) schools provided waste activities for all Key stages
Number of local events attended	10	2 (Reduced due to COVID)

#### 4.2 **Waste Collection KPIs**

- 4.3 The successful collection figure takes into consideration all three waste service streams and covers the circa. 1 million collections scheduled during the quarter.
- 4.4 The performance figure for bin deliveries has unfortunately not been achieved for this quarter. This underperformance continues to be linked to the shortage of staff experienced this year.
- 4.5 Overall performance of the service is within reasonable levels of tolerance, coming in at 1% under target.
- 4.6 This data necessary to calculate the quarter's recycling rate was not available at the time of writing the report. However, nothing substantial with the collection or disposal of collected waste has occurred, leaving projections for the end of this year on track with previous years.

#### 4.7 **Street Cleansing KPIs**

- 4.8 Regrettably, the necessary redeployment of staff and vehicles in the early part of the quarter resulted in overall performance figures falling below the target.
- 4.9 Through the quarter, teams were having to complete multiple jobs across larger areas of the district, on the same day, in an attempt to maintain the necessary basic cleaning services.
- 4.10 Dedicated teams in Ely continued to ensure high profile, high footfall areas were maintained, specifically after events and markets.

#### 4.11 **Communication, Education and Promotion**

- 4.12 Face to face engagement with residents has continued to be difficult due to the lack of events being held.

To compensate this shortfall, distant channels continued to be utilised, guaranteeing messages were shared with residents.

- 4.13 ECSS's Facebook page witnessed an 13% increase, compared to the previous quarter, with an overall increase of 83% since the beginning of the year.

The page continues to share local and national waste related information as well as communicate changes and developments in the service.

#### 5.0 **SICKNESS ABSENCE**

- 5.1 Outlined in the table below are the targets for sickness absence set for the waste and street cleansing services. They reflect that the majority of staff work outside in all weathers carrying out physically arduous tasks.

These targets reflect similar targets set in other high performing waste and street cleansing service delivery organisations.

## Sickness Absence Targets Set for the Waste and Street Cleansing Services

Staffing Category	Number of Staff	Annual Sickness Target (Hours)	Annual Sickness Target (Working Days)	Monthly Sickness Absence Target (Hours)	Monthly Sickness Absence Target (Working Days)
HGV Drivers (Waste)	16	672	96	56	8
Driver/Operative (Waste)	3	126	18	10.5	1.5
Operatives (Waste)	29	1,218	174	101.5	14.5
HGV Drivers (Street Cleansing)	3	126	18	10.5	1.5
Driver/Operatives (Street Cleansing)	3	126	18	10.5	1.5
Operatives (Street Cleansing)	7	294	42	24.5	3.5
Ops Management & Admin	5	210	30	17.5	2.5
Waste Management Team	3	126	18	10.5	1.5

- 5.2 The table below includes a RAG rating with the following explanation:  
**Green rating = Actual is less or equal to the Cumulative Target**  
**Amber rating = Actual is up to 12 hours greater than the Cumulative Target**  
**Red rating = Actual is in excess of 12 hours of the Cumulative Target**
- 5.3 This quarter saw two HGV driver suffer serious personal health problems which resulted in periods of long-term sickness.
- 5.4 The numbers for waste operatives continued to remain high with many employees taking between 1-3 days sickness absence during the quarter.
- 5.5 December usually witnesses an increase in sickness figures as employees suffer from the flu and colds, taking up to a week absent from work.



## 6.0 RECYCLING RATES

- 6.1 The target recycling rate for this year is set at 59%.
- 6.2 Unfortunately the figures required to calculate the recycling rate for the quarter were unavailable.
- 6.3 The tradable market for recyclable material remained positive through the quarter, with the majority of material streams receiving a positive resale value.

This recent change in value evidences a strong change in direction for producers, highlighting an increased favour in using recycled material over virgin.

These changes support the direction the country is likely to travel in following the implementation of the Government's Waste and Resource Strategy.

- 6.4 Our development team continue to communicate and educate residents providing support and guidance.

## 7.0 CONCLUSIONS

- 7.1 Although remaining under additional COVID related pressures, ECSS has started the new financial year of well.

Performance levels remain stable, with all services being provided, despite pressures.

Even though increased performance levels are yet to be achieved across all aspects of service, small isolated areas are causing issues, which will be given focus and rectified swiftly.

- 7.2 Employee resolve has continued to ensure the ongoing success of the operations. They have evidenced a clear commitment to the delivery of services, even through the recent and ongoing times of increased pressure.

- 7.3 Communication and education continue to remain a priority for achieving a majority of targets, including the district's recycling rate.

The development team have continued to maximise on alternative methods to remain engaged with residents and have a positive impact on services.

This first quarter has witnessed an increase in engagement with alternative demographics, widening our impact on local groups and activities.

This expansion into wider groups has proven valuable and evidences further opportunities for engagement growth in the future.

- 7.4 Although COVID related impacts remained, a large majority of the workforce received either one or both vaccinations, which has reduced the risk against our employees and added a layer of protection against service failure.

## 8.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

- 8.1 The waste and street cleansing services are being delivered within the contract value.

9.0 APPENDICES  
None

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<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
None	The Grange,  Ely	James Khan  Head of Street Scene  E-mail: <a href="mailto:james.khan@eastcambs.gov.uk">james.khan@eastcambs.gov.uk</a>

