

---

**QUARTER 4 2021/22 PERFORMANCE REPORT FOR THE WASTE AND STREET  
CLEANSING SERVICES**

Date: 13 June 2022

Author: James Khan, Head of Street Scene

[X14]

---

1.0 **ISSUE**

- 1.1 To provide the Committee with the Quarter 4 (January - March) 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 fourth quarter of 2021/22

3.0 **BACKGROUND**

- 3.1 This quarter, ECSS experiences one of its busiest time of the year, with changed collection days due to the Christmas and New Year bank holidays. Additionally, the demand and tonnages collected for recyclable and residual waste increase substantially.

This time of year, also witnesses an increase in annual leave and sickness absence adding additional pressure to all services areas.

- 3.2 The national shortage of HGV drivers continued to place pressure on service delivery, especially the deployment of the large 26 tonne road sweepers, with drivers having to take on the responsibility of driving waste collection rounds during peak absence periods. However, ECSS was lucky to welcome a new driver into the business in January as well as one of our existing loaders passing their HGV theory test and progressing onto the practical stages of training.

- 3.3 The beginning of this quarter saw the final weeks of the temporary suspension of the green waste collections rounds, ending on the 28 January. Following the reinstatement of this collection service, green waste crews were redeployed to their respective rounds.

During the suspension period, many residents had managed to reduce the amount of waste generated and store in in their wheeled bins, while others utilised their local Household Recycling Centre to dispose of their waste responsibly.

With many residents holding onto their mixed green waste, a substantial influx of green waste tonnage was witnessed, which was processed at the In-vessel Composting plant.

- 3.4 The start of the calendar year was a busy time for recruitment, with ECSS recruiting into pivotal roles within the organisation. After a challenging recruitment process, we were able to interview and appoint a new Operational Manager, Development Manager, as well as a new Development Officer, who all joined the business this quarter.  
The talented and determined employees bring a wealth of experience and knowledge to their posts and we are very welcome to have them on board.
- 3.5 Final stages of work was completed on the round reconfiguration project, including preparing for the wide scale print and mail out of all relevant information to residents. Additionally, a further review of the street cleansing operations was undertaken. This review looked at ensuring all street cleansing crews were equipped to deal with the multitude of cleansing activities they could encounter on a day, with new tools and equipment purchased to ensure employees could complete their work to the highest standard.
- 3.6 With the newly appointed development team, ECSS looked to better improve the working relationships it has with other services at the Council. This started with the planning team with the aim to better understand how the team can work to reduce the pressure and burdens the planning team may face when waste consults on planning applications. The information gathered during this has allowed the development team to start working on ways it can operate more efficiently alongside planning, ultimately providing a better service to residents and developers.
- 3.7 ECSS continued to work with ECDC and the RECAP partnership reviewing, consulting and preparing for further developments with the Governments Waste and Resource Strategy. Regrettably, minimal information has been shared since the close of the final consultation, bar from an update on a delayed possible implementation date, which moved from 2023 to 2025.

In addition, the RECAP partnership has been discussing the necessary action required to ensure East Cambs has a suitable contact and process in place for the reprocessing of the recyclable material its collects, after the current contract expires in September 2022.

ECSS, ECDC and RECAP continued their work on County wide communication and education, sharing waste and recycling messages with residents, promoting waste friendly alternatives to household items and working with external organisations to tackle national issues like fly tipping.

#### 4. PERFORMANCE UPDATE

4.1 The table below highlights the performance for the quarter against the KPIs and the values highlighted within the business plan.

KPI	Target	Quarterly performance
<b>Waste Collection</b>		
Collections completed successfully	95%	99.79%
Successful completion of bin deliveries within 10 working days	92%	68%
Percentage of waste recycled	59%	49.2%
Overall performance of the service	90%	85%
<b>Street Cleansing</b>		
Work completed as scheduled	95%	62%
Successful removal of offensive graffiti within 1 working day	98%	83%
Successful removal of fly tipped waste within 2 working days	98%	61%
Overall performance of the service	90%	62%
<b>Communication, Education and Promotion</b>		
Increase in social media presence	Annual increase of 5%	Vacant Development team resulted in no available figures for this quarter
School or Community groups engaged with	10	
Number of local events attended	10	

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

4.3 The successful collection figure for this quarter does not allow for the suspension of the green waste service and only factors in the collections scheduled for the quarter.

4.4 January sustained a performance target of 80% for bin deliveries, however the cumulative performance figure has been negatively affected by the increasing shortage of staff experienced through the remainder of the quarter.

4.5 The overall performance for the waste service did not meet the increased target set for the year, as the services and their performance that were greatly affected by pressures outweighs against those areas overachieving.

4.6 This recycling rate for quarter concluded at 49.2%, which is a reduction of 1.6% against the same quarter from 2020/21. However, the pre-final submission recycling rate for the 2021/22 financial year came in at 56.6%, matching the rate from the previous year.

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

4.8 Street cleansing services suffer the greatest pressure due to staffing shortages, with the service running on skeletal deployment. This results in resource focusing on high footfall areas across the district, ensuring litter and dog bins are emptied and the highest priority, highly impactful graffiti and fly tip jobs completed.

#### 4.9 **Communication, Education and Promotion**

4.10 With the development team remaining empty for the majority of this quarter, no specific data was available to report against the targets.

4.11 To ensure relevant and important information was relayed to residents, ECSS worked closely with the Council's communication team, utilising their social media platforms and the Council website.

#### 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.

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

<b>Staffing Category</b>	<b>Number of Staff</b>	<b>Annual Sickness Target (Hours)</b>	<b>Annual Sickness Target (Working Days)</b>	<b>Monthly Sickness Absence Target (Hours)</b>	<b>Monthly Sickness Absence Target (Working Days)</b>
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 increased levels of short-term absence.
- 5.5 One member of the management team was absent during February and March due to the after effects of COVID.
- 5.6 December usually witnesses an increase in sickness figures as employees suffer from the flu and colds, taking up to a week absent from work. Although COVID was still present, these figures reflect the minimal impact witnessed from COVID related absences seen during this timeframe.

**Quarterly Sickness Absence Report for the Waste and Street Scene Services**

Staff Category	HGV Drivers (Waste)	Driver/ Operatives (Waste)	Operatives (Waste)	HGV Drivers (SC)	Driver/ Operatives (SC)	Operatives (SC)	Ops Mgmt. & Admin Staff	Waste Mgmt. Team
<b>Number of Staff/Target Hours</b>	16 Target Hours - 56	3 Target Hours - 10.5	29 Target Hours - 101.5	3 Target Hours - 10.5	3 Target Hours - 10.5	7 Target Hours - 24.5	5 Target Hours - 17.5	3 Target Hours - 10.5
<b>January</b>	Actual = 182 Hours	Actual = 0 Hours	Actual = 476 Hours	Actual = 0 Hours	Actual = 140 Hours	Actual = 119 Hours	Actual = 0 Hours	Actual = 0 Hours
<b>February</b>	Actual = 280 Hour	Actual = 0 Hours	Actual = 406 Hours	Actual = 0 Hours	Actual = 133 Hours	Actual = 112 Hours	Actual = 105 Hours	Actual = 0 Hours
<b>March</b>	Actual = 315 Hours	Actual = 0 Hours	Actual = 539 Hours	Actual = 0 Hours	Actual = 0 Hours	Actual = 21 Hours	Actual = 21 Hours	Actual = 0 Hours
<b>Cumulative Performance for the Quarter</b>	Target = 168 Hours Actual = 777 Hours	Target = 31.5 Hours Actual = 0 Hours	Target = 304.5 Hours Actual = 1421 Hours	Target = 31.5 Hours Actual = 0 Hours	Target = 31.5 Hours Actual = 273 Hours	Target = 73.5 Hours Actual = 231 Hours	Target = 52.5 Hours Actual = 126 Hours	Target = 31.5 Hours Actual = 0 Hours
<b>RAG Rating</b>								

## 6.0 RECYCLING RATES

6.1 The table below highlights the tonnages processed, for each quarter of this year, for both residual (black bag) and recyclable material (blue and green bins).

These figures are pre-final submission, however are unlikely to change substantially after they have been fully processed.

	Q1	Q2	Q3	Q4	Total For	
	2021/22	2021/22	2021/22	2021/22	2021/22	
HH waste sent for recycling, reuse or composting	5,494.36	5,483.86	3,963.75	3,611.31	18,553.27	tonnes
Total HH Waste Collected	9,171.44	8,882.66	7,418.72	7,334.79	32,807.60	tonnes
Reuse, Recycling and	59.9%	61.7%	53.4%	49.2%	56.6%	per cent

6.2 This year's predicted recycling rate is 56.6%, which matches the recycling rate for the 2020/21 rate.

Interestingly, the quarterly rates are almost identical to last years rates, with slight differences in total tonnages collected.

One main difference between the years is the total tonnage of non-recyclable waste processed, with this year witnessing a reduction of 2,219.87 tonnes, which would have been process by the MBT and then sent to landfill.

This figure highlights that residents are hopefully becoming more aware of recycling, its benefits and the positive impact it can have on the environment. With further education and promotion, ECSS's development team will look to increase this reduction further, growing the overall benefits to East Cambridgeshire and the wider environment.

## 7.0 CONCLUSIONS

7.1 Regrettably, due to continued staffing shortages and high absence levels, overall performance figures across all services have suffered during this quarter, although the successful collection of waste continued to excel against its 95% target.

7.2 Although fitting with the normal trends, sickness absence levels were high, causing substantial levels of pressure at a time when temporary replacement are difficult to obtain.

7.3 Although three of the vial roles within the organisation were vacant, the fulfilment of these posts and the employees who fill them bring new skills and ideas, which will assist ECSS regaining the gold standard of service it has delivered in previous years.

7.4 With the impacts of COVID reducing, employees feel safer and less at risk while at work, and with external restrictions lifting, are able to return to the new normal

outside of work, having a positive impact on their wellbeing and the energy they bring to work with them.

7.5 ECSS continues to strive for excellence and push forward to evolve with the ever-changing climates that affect the services it provides.

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

---

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