

TITLE: QUARTER 1 2023/24 PERFORMANCE REPORT FOR THE WASTE AND STREET CLEANSING SERVICES

Committee: Operational Services Committee

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1.0 ISSUE

1.1. To provide the Board with the Quarter 1 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 of the Board are requested to note the performance of service delivery for quarter 1 (April – June) 2023/24.

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 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 in order 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 still not optimal and as is under review.

4.0 PERFORMANCE UPDATE(S)

4.1. The tables below highlight the performance for quarter 1 against the KPIs highlighted within the business plan:

Health and safety – staff welfare

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

Waste Collection

Description of Key Performance Indicator	Target	Q1
Refuse – Average no. of missed bins per 100,000 bins collected	15	57
Recycling – Average no. of missed bins per 100,000 bins collected	30	77
Green – Average no. of missed bins per 100,000 bins collected	30	98
No. of monthly service complaints	3	4 Average
No. of monthly service compliments	No target	1

Street Cleansing

Description of Key Performance Indicator	Target	Q1
Average monthly clean streets graded A on random inspection	95%	41%
No. streets graded C or below for litter on random inspection	1%	8%
No. reported fly tips per month	No target	150
No. reported incidents of graffiti per month	No target	15
Removal of offensive graffiti within 1 working day	98%	0%
Removal of fly tipped waste within 2 working days	98%	59%
No. overflowing litter bins reported per 100 bins emptied	3	0.30
No. overflowing dog bins reported per 100 bins emptied	1	2
No. of monthly service complaints	3	Average 4
No. of monthly service compliments	No target	1

Communication, Education and Promotion

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

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: The accident incident rate (%) is based on the number of incidents divided by number employees for the month.

There were four reported incidents this quarter. Two were vehicle collisions (one which was the fault of a third party) resulting in no injuries and only minor damage in one case. Two were due to mechanical vehicle faults on an ECSS vehicle that were subsequently checked.

Four accidents were recorded: Three minor injuries were caused but did not result in time off work. All have resulted in some retraining for the employees.

Two near misses were reported. Both involved the contractors working on the depot and have been addressed with the contractor to avoid any future incidents.

The Operations Team are reviewing the debrief process to ensure all near misses are reported. Performance is rated as good when we have more than 10 being reported each month as it encourages a culture of safety as a priority. Any reported near misses will be addressed through our risk assessment process.

Slide 2: Sickness absence continues to challenge, with the new stretch target just being missed this month. Long term sickness remains a focus priority which is being managed through our HR policy. Short term sickness slightly increased with the main reasons being colds/flu and stomach complaints.

5.2. **Waste and recycling collections**

Slide 3: The number of missed collections is the lowest it has been since Q1 2021 (pre-round reconfiguration), and reduced by over half from the previous quarter. All services achieved a significant reduction in missed bin/bag complaints. The service has under achieved its new stretch target of 30 missed bins per 100,000 on recycling and green waste and 15 per 100,000 on refuse. As the communication and monitoring of the crews continues to improve, the culture of missed collections is beginning to shift and they have a renewed focus on getting

it right first time. The management team is now analysing missed collections weekly to identify trends and improve performance with regular reviews involving all crews to further decrease the number. The introduction of incab software will also allow the team to validate whether a collection is genuinely missed or not. Currently, if a crew can't get into a road due to a car blocking access, and the resident reports their bin as missed, we will record it as missed, despite the crew returning at a later time to collect the bin/bag.

This will be the same for other issues: whether the bin or bag is on the boundary on time or if it is contaminated, all of which are currently recorded and reported as a missed collection.

Slide 4 shows performance against the previous KPI which is no longer reported on but provides Members of the Board some further context. Of the 769 bins and bags that were missed, 97% of them were recovered within the target of 1 working day.

5.3. **Street Cleaning KPIs**

Slide 5: The new performance management regime of the service has been implemented, with regular monitoring of cleansing activities by the management team.

The graph on the left shows the quality of the cleansing work. The management team are targeted with inspecting 10 locations each week within each of the 3 zones in the District that have been attended to by a cleansing team. The inspection must take place within one day of that cleanse. Where a grade of less than an 'A' standard is found, the road will be revisited to bring it up to the required standard. There is a corresponding response time dependant on the zone and the grade it was found to be.

The graph on the right shows the number of random streets inspected (irrespective of cleansing activity) in zone 4 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 ultimate aim to use our data and data systems to proactively deploy resources to improve localised service delivery.

ECSS recognises that this KPI is currently underachieving which Project Street Smart is targeted to address. The number of streets graded as an 'A' and '<'C' has been an improving picture during this quarter. Despite half of the number inspections required being completed, ECSS believes the performance to be a true reflection of the street scene. During this period, the Supervisors were managing other areas of the Operation that required an increased focus. With recruitment underway for a third Supervisor, ECSS will be able to achieve the target number of inspections giving a more complete picture of performance. ECSS is also analysing the scheduled work as part of Project Street Smart.

The litter picking of the whole length of the A11 / A14 has been completed, with a significant improvement noted on both roads.

Slide 6 shows the number of reported instances of graffiti. Half of these were offensive and cleared but not within target. These locations were all on private property (but visible from the highway) and so the landowner's permission was needed before removal which delays the removal.

Slide 7 shows that there was a significantly improved response rate to fly tips in Q1 compared with the same quarter last year, and in comparison with Q4 (15%). We have under achieved the performance target of 98%. There has been a decrease in the number of fly tips this month.

Slide 8 shows that we achieved our target of no more than 3 reported overflowing litter bins. We under achieved the target of 1 overflowing dog bin. All overflowing bins were emptied quickly.

5.4. **Project Street Smart**

Appendix 2 is the project's Highlight Report.

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

As previously highlighted, this performance figure is reported one quarter in arrears. Slide 9 shows the quarter 4 (2022-23) performance (50.2% recycling rate) as well as the performance for the whole year: 55% of waste for April 2022 – March 2023.

Whilst this underachieves the target of 60%, encouragingly, the total amount of waste produced/collected has reduced by 6.5% compared to the previous period. As the priority for the management of waste shifts to prevention rather than recycling, this performance is significant.

DEFRA also confirm the annual figures for each year anything up to one year in arrears. They recently confirmed that for 2021-22, East Cambs District Council retained its position as the 25th best recycling performer in England. This achieves ECSS' objective of retaining the Council's position in the top 25.

5.6. **Communications, Education and Promotion**

The Development Team attended Ely Eel Day this quarter. The focus was on food waste and the right bin for it. Colleagues from the County Council also attended and provided a game for younger residents to play. The event was well attended with many visitors, most of who were engaged and positive about the service.

The team has continued to respond to information requests from the public and schools. However their focus has been on the implementation of the incab software, ensuring data is ready to be imported into the new system and the team receives the correct training.

In addition to this a number of projects are being worked on: a comprehensive Love your Street campaign is being designed to support the improvement of the street scene and contribute to the new Corporate Plan priority for improving the public realm, the launch of a reusable wipes trial, and the RECAP partnerships [6](#)

[month waste reduction challenge](https://www.recap.co.uk/pledge-to-fight-food-waste) (https://www.recap.co.uk/pledge-to-fight-food-waste)

The Metal Matters campaign ran during this quarter. It encourages residents to use their recycling bin for metals such as cans, not their black bag. Our waste composition analysis identified that there is a small amount of metal in the black bag, which has a more significant value when captured in the recycling bin. Adverts on buses and on local radio were produced, and a social media campaign run on ECSS' Facebook account. It was funded by Alupro, a metal industry funded not for profit organisation with whom the RECAP partnership has worked with before.

This quarter ECSS also successfully applied for grant funding to tackle the problem of Chewing Gum on the pavements. More information can be found [here](https://www.eastcambs.gov.uk/press/gum-busting-machine-help-out-sticky-situations) (https://www.eastcambs.gov.uk/press/gum-busting-machine-help-out-sticky-situations), but the team have been working to implement the project by ordering equipment and supporting signage.

The number of Facebook followers for the East Cambs Recycles page increased by 27% and now has 131 followers. The page has been promoting the Compost Awareness Week and Metal Matters campaigns. In addition to this, it has targeted all the city, town and village groups to advise of service information and advertise company vacancies.

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

- 1 Slide deck - Performance Dashboard
- 2 Project Street Smart highlight report
- 3 Project Street Smart Risk Register

Background Documents:

None