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**TITLE: QUARTER 1 PERFORMANCE REPORT FOR THE WASTE AND STREET CLEANSING SERVICES**

Committee: Regulatory Services Committee

Date: 23rd July 2018

Author: Director, Operations and Strategic Advisor to East Cambs Street Scene Ltd

[T56]

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1.0 ISSUE

- 1.1 To provide the Quarter 1 (April to June 2018) performance report for the delivery of the waste and street cleansing services by East Cambs Street Scene Ltd (ECSS) after the insourcing of the services on 1 April 2018.

2.0 RECOMMENDATION(S)

- 2.1 Members are requested to note the progress made to date consolidate and begin to improve the services being delivered; and the enhanced management arrangements put in place by the Director – Operations to accelerate the improvement progress within ECSS.

3.0 BACKGROUND/OPTIONS

- 3.1 **The Current Issues and Challenges:** Over the last three months since the insourcing of the waste and street cleansing services it has been a period of consolidation and incremental improvement to address the following issues and challenges that are the key drivers of the current performance of the services.
- 3.2 **Staffing Shortfalls:** The Veolia commercial approach in the last year of the contract appeared to involve operating the contract on an under resourced basis with circa five vacant posts at any one time. In combination with annual leave requirements for the staff and sickness absence this led to staff being consistently deployed off street cleansing activities on to waste collection rounds. It has been necessary to progress the recruitment against these vacant posts to first stabilise and then improve the services being delivered.
- 3.3 **Daily Round Sheets for Waste Collections:** There were no comprehensive daily round sheets for waste collections that included on one sheet all the activities to be completed on a round daily, e.g. assisted collections, litter bin emptying etc. New comprehensive daily round sheets are being introduced to better structure the collection services.
- 3.4 **Detailed Work Regimes for Street Cleansing:** There were no detailed work regimes and record sheets for street cleansing resulting in unstructured cleansing activities against Environmental Protection Act requirements.

Combined with the consistent redeployment of street cleansing staff on to waste collection rounds this led to inconsistent and often poor cleansing standards. Comprehensive new street cleansing regimes will incrementally be introduced in late July 2018 with a workforce of 14 frontline staff ring-fenced to the street cleansing service. These staff will undergo induction training on their work requirements and regimes and the work sheets they will be required to complete daily to confirm completion of their work requirements.

- 3.5 **Working on the Highways Training:** The working on the Highways qualification required for cleansing of the main trunk roads was allowed to lapse, meaning little cleansing activities on the trunk roads. This training is being schedule for completion by the end of August 2018 to account for the recruitment of frontline staff against the vacant posts.
- 3.6 **Operator's Licence Compliance:** The policies, procedures and control documents for compliance with the Operator's Licence for the waste and street cleansing fleet have had to be reviewed and improved to ensure tighter compliance with the Operator's Licence's requirements.
- 3.7 **Customer Services:** No customers service standards and performance targets existed or training against such standards had taken place. A customer service statement for ECSS, service standards, response times for service requests, and stretch targets for customer services have been developed but now need to be embedded with the Operational Management Team and frontline staff.
- 3.8 **Performance Management:** There had been no performance management framework for the Operational Management Team to work within and to be held accountable against. The performance framework has been developed and now needs to be embedded with the Operational Management Team and frontline staff.
- 3.9 **Staff and Trade Union Engagement:** There had been no arrangements in place for structured engagement between the Operational Management Team and frontline staff. This has led to outstanding issues and grievances that have had to be resolved in respect to standard operating practices and health and safety arrangements. A union facilities agreement has been developed and is being finalised though discussions with the trade unions and the monthly Staff Forum introduced to support the insourcing of the services is continuing to take place.
- 3.10 **Sickness Absence:** No monitoring and reporting arrangements were in place for sickness absence. A monthly report for sickness absence has been introduced for review by the Director – Operations to oversee sickness absence cases are being proactively dealt with.
- 3.11 The speed at which the improvement in these areas can be made reflects the capabilities and capacity of the Operational Management Team that transferred across from Veolia and this in turn reflects the previous training

and development that the Operational Management Team had received with Veolia.

- 3.12 During this period the Council has had to recruit a new Waste Minimisation and Fleet Manager following the resignation of the previous postholder. However, this has enabled the recruitment of an experienced waste and environmental maintenance professional with substantial private sector experience to help accelerate the improvement process with the waste and street cleansing services.

#### 4. PERFORMANCE OVERVIEW (1 April 2018 to 30 June 2018)

- 4.1 Detailed in Table 1 overleaf is a summary of ECSS's performance against the set standards and the annual stretch target for resolving to service requests which is a fundamental performance measure for the efficiency and customer focus of the services. Appendix 1 contains the full performance detail by activity within each workstream, refuse collections, recycling collections, garden waste collections, bulky and clinical waste collections, and street cleansing.

**Table 1: Summary of ECSS's Performance Against the Annual Stretch Target for Resolving Service Requests**

| <b>Performance Summary – June 2018</b>                                   | <b>Monthly</b>                             |  |   |  | <b>Cumulative</b>                          |   |   | <b>Trend</b> |
|--|--|--|---|--|--|---|---|--------------|
| <b>Service Stream</b>  | <b>Number of Service Requests Received</b> | <b>Number of Service Requests Closed</b> | <b>Number of Service Requests Closed off within the Specified Response Time</b> | <b>Performance against Annual Stretch Target (80%)</b> | <b>Number of Service Requests Received</b> | <b>Number of Service Requests Closed off within the Specified Response Time</b> | <b>Performance against Stretch Target (80%)</b> |              |
| <b>April Total Service Requests for the Domestic Collection Service.</b> | 187  | 159                                      | 49  | 30.82%   |  |   |   |              |
| <b>May Total Service Requests for the Domestic Collection Service.</b>   | 180  | 178                                      | 48  | 26.97%   | 367  | 97  | 26.43%  | ▼            |
| <b>June Total Service Requests for the Domestic Collection Service.</b>  | 145  | 159                                      | 68  | 42.77%   | 512  | 165   | 32.23%  | ▲            |

|   |     |     |    |        |     |     |        |   |
|---|-----|-----|----|--------|-----|-----|--------|---|
| <b>April Total Service Requests for Recycling Collection Services.</b>  | 212 | 141 | 18 | 12.76% |     |     |        |   |
| <b>May Total Service Requests for Recycling Collection Services.</b>    | 191 | 208 | 32 | 15.38% | 403 | 50  | 12.41% | ▲ |
| <b>June Total Service Requests for Recycling Collection Services.</b>   | 153 | 166 | 36 | 21.69% | 578 | 86  | 14.88% | ▲ |
| <b>April Total Service Requests for Garden Waste Collections.</b>       | 124 | 90  | 28 | 31.11% |     |     |        |   |
| <b>May Total Service Requests for Garden Waste Collections.</b>         | 226 | 218 | 54 | 24.77% | 350 | 82  | 23.43% |   |
| <b>June Total Service Requests for Garden Waste Collections.</b>        | 140 | 156 | 44 | 28.2%  | 490 | 126 | 25.71% | ▲ |
| <b>April Total Service Requests for Bulky and Clinical Collections.</b> | 141 | 89  | 56 | 62.92% |     |     |        |   |

|  |     |     |    |        |     |     |        |   |
|--|-----|-----|----|--------|-----|-----|--------|---|
| <b>May Total Service Requests for Bulky and Clinical Collections.</b>  | 129 | 147 | 72 | 48.98% | 270 | 128 | 47.41% | ▼ |
| <b>June Total Service Requests for Bulky and Clinical Collections.</b> | 125 | 113 | 42 | 37.17% | 395 | 170 | 43.04% | ▼ |
| <b>April Total Service Requests for Street Cleansing.</b>              | 6   | 6   | 2  | 33.33% |     |     |        |   |
| <b>May Total Service Requests for Street Cleansing.</b>                | 188 | 163 | 20 | 12.27% | 373 | 34  | 9.12%  | ▼ |
| <b>June Total Service Requests for Street Cleansing.</b>               | 159 | 152 | 25 | 16.45% | 532 | 59  | 11.09% | ▲ |

- 4.2 Detailed in Table 2 below is an overview of the outstanding service requests by category of service request. This data needs to be considered in the context of the current state of the waste and street cleansing services outlined in Section 3 of this report because it is these issues that are driving the current performance. The fundamental cause of the current level of outstanding service requests is the inconsistency of the Operational Management Team in ECSS to close of the service requests when action has actually been taken to resolve a service requests. Circa 69.8% of service requests are generate by the customer telephoning Customer Services and their service request being assigned in the CRM System for ECSS to directly resolve. Following action to resolve the service request it is for the Operational Management Team to close off the service request in the CRM System.
- 4.3 The remaining service requests, circa 30.2% are generated by customers using the available self-service function on the Council's website or by calling Customer Service. It is for the customer to close off the service request submitted by the self-service function (either by the website or by phone) by going back into the Council's website to confirm the required action has been taken. Customers do not always do this, so the service requests remain on the CRM System for 10 days until they are automatically deleted. The current level of outstanding service requests cannot be attributed to self-service requests not being closed off by the customer and the closing off of service requests is a fundamental area for improved performance by the Operations Management Team.

**Table 2: Overview of Outstanding Service Requests – 3/7/2018**

| <b>Category of Service Request</b> | <b>Number of Outstanding Services Request by Category</b> |
|------------------------------------|---|
| Additional wheeled bin requests    | 179   |
| Black bags not left                | 5   |
| Brown bags not left                | 16  |
| Bulky waste collections (CSA)      | 22  |
| Bulky waste collections (Self)     | 34  |
| Bulky waste missed collections     | 3   |
| Clear sacks request                | 26  |
| Clinical waste collections         | 3   |
| Dead animal on highway             | 20  |

|   |              |
|---|--------------|
| Dog fouling report  | 8            |
| Drug paraphernalia report                                       | 1            |
| Fly tip report  | 107          |
| Full bins (litter & dog)  | 137          |
| Hazardous spillage  | 1            |
| Inappropriate operative behaviour complaint                     | 32           |
| Litter report   | 6            |
| Missed collections  | 44           |
| New customer (current form version)                             | 25           |
| New resident (old form version)                                 | 25           |
| Recycling centre problem  | 2            |
| Waste collection spillage                                       | 10           |
| ECSS Waste enquiries  | 250          |
| Wheeled bin return issue  | 1            |
| Lost/Broken wheeled bins  | 82           |
| Graffiti  | 22           |
| Old Veolia Fly Tip reports still outstanding (pre - 01.04.2018) | 20           |
| <b>Total Outstanding Service Requests</b>                       | <b>1,081</b> |

4.4 **Remedial Action Initiated:** To address the key drivers of current performance the Director – Operations has initiated the following remedial action:

- a) To accelerate the required improvement evidenced by the above performance data enhanced leadership and direction has been provided in Street Scene by the Waste Minimisation and Fleet Manager taking on the line management responsibility for the Operations Manager (Street Scene). The focus will be on driving forward the improved operational performance of the services through direct operational responsibility for the waste and street cleansing services being with one senior manager.



This will allow the direct application of the Waste Minimisation and Fleet Manager's experience and skill set to addressing the areas for improvement with the Operational Management Team.

- b) The Waste Minimisation and Fleet Manager will review and revise the resourcing arrangements for the delivery of additional bins, bulky collections, clear sacks, and replacement letter wheelbins to optimise the productivity of the resources being deployed and to reduce the number of repeat calls to resolve the service requests in respect of these service delivery activities.
- c) The Waste Minimisation and Fleet Manager will lead the introduction of the new round sheets for waste collections and an improvement in the number of missed collections that are occurring and requiring residents to make service requests.
- d) The Waste Minimisation and Fleet Manager will lead the implementation of the new street cleansing regimes and performance management arrangements. This will include standards and frequencies for litter and dog bin emptying.
- e) The Waste Minimisation and Fleet Manager will embed new arrangements for clearing flytipping and graffiti.
- f) The Waste Minimisation and Fleet Manager will lead the engagement with frontline staff and their trade union representatives to build more productive relationships.
- g) The Customer Services Manager will continue to provide on-going support to the Operational Management Team of ECSS to help them manage the interface with customers, including further refinements of the CRM System to provide performance management data for the services for the Operational Management Team to proactively use. The initial priority will be to iron out the issues that exist with the Operational Management Team in closing off service requests.
- h) All outstanding CRMs have been reviewed, and where applicable, closed off.

- 4.5 **Sickness Absence:** Over 50% of the costs of the waste and street cleansing services are staffing related costs and the failure to control and properly managing particularly the frontline staff has a fundamental impact on productivity, performance against service standards and management with the budgets set for the services. Consequently, a key measure of the services is the levels of sickness absence and the proactive and effective management of sickness absence when it occurs. Outlined in Table 3 below are the targets for sickness absence set for the waste and street cleansing services. The targets that have been set for the different categories of staff and these reflect that the majority of staff work outside in all weathers carrying out physically arduous work. These targets reflect the targets set in high performing waste and street cleansing service delivery organisations. Detailed in Table 4 overleaf is an overview of sickness absence against the targets set for the waste and street cleansing services.

**Table 3: Sickness Absence Targets Set for the Waste and Street Cleansing Services**

| Staffing Category                         | Number of Staff | Annual Sickness Target (Days) | Monthly Sickness Absence Target (Hours) |
|---|-----------------|-------------------------------|---|
| Driver/Team Leaders (Waste)               | 18              | 9                             | 6                                       |
| Loaders (Waste)                           | 28              | 9                             | 6                                       |
| Class 2 Drivers (Street Cleansing)        | 4               | 9                             | 6                                       |
| Driver/Operatives (Street Cleansing)      | 6               | 9                             | 6                                       |
| Ops Management & Admin (Street Cleansing) | 5               | 9                             | 6                                       |
| Waste Management Team (Street Cleansing)  | 4               | 5                             | 3                                       |

- 4.6 The summary sickness report overleaf does confirm that for the first three months sickness absence is being managed within these targets, with in most case an improving trend in the levels of sickness absence occurring.

**Table 4: Monthly Sickness Absence Report for the Waste and Street Scene Services – 2018/19**

| <b>Staff Category &amp; Monthly Target (Hrs)</b> | <b>Driver/ Team Leaders (6 hrs per employee)</b> | <b>Loaders (6 hrs per employee)</b>          | <b>Class 2 Drivers (SC) (6 hrs per employee)</b> | <b>Driver/ Operatives (SC) (6 hrs per employee)</b> | <b>Operatives (SC) (6 hrs per employee)</b> | <b>Ops Mgmt. &amp; Admin Staff (3 hrs per employee)</b> | <b>Waste Mgmt. Team (3 hrs per employee)</b> |
|--|--|--|--|---|---|---|--|
| <b>Number of Staff</b>                           | <b>18</b>  | <b>28</b>                                    | <b>4</b>   | <b>6</b>  | <b>4</b>                                    | <b>5</b>  | <b>4</b>                                     |
| April  | Target = 108 hours<br><br>Actual = 66 hours      | Target = 168 hours<br><br>Actual = 162 Hours | Target = 24 hours<br><br>Actual = 0 Hours        | Target = 36 hours<br><br>Actual = 54 Hours          | Target = 24 hours<br><br>Actual = 0 Hours   | Target = 15 hours<br><br>Actual = 0 Hours               | Target = 15 hours<br><br>Actual = 0 Hours    |
| May  | Target = 108 hours<br><br>Actual = 138 hours     | Target = 168 hours<br><br>Actual = 108 Hours | Target = 24 hours<br><br>Actual = 0 Hours        | Target = 36 hours<br><br>Actual = 24 Hours          | Target = 24 hours<br><br>Actual = 0 Hours   | Target = 15 hours<br><br>Actual = 0 Hours               | Target = 15 hours<br><br>Actual = 0 Hours    |
| June   | Target = 108 hours<br><br>Actual = 54 hours      | Target = 168 hours<br><br>Actual = 204 Hours | Target = 24 hours<br><br>Actual = 0 Hours        | Target = 36 hours<br><br>Actual = 0 Hours           | Target = 24 hours<br><br>Actual = 6 Hours   | Target = 15 hours<br><br>Actual = 0 Hours               | Target = 15 hours<br><br>Actual = 0 Hours    |
| July   | Target = 108 hours<br><br>Actual = hours         | Target = 168 hours<br><br>Actual = Hours     | Target = 24 hours<br><br>Actual = Hours          | Target = 36 hours<br><br>Actual = Hours             | Target = 24 hours<br><br>Actual = Hours     | Target = 15 hours<br><br>Actual = Hours                 | Target = 15 hours<br><br>Actual = Hours      |
| August   | Target = 108 hours                               | Target = 168 hours                           | Target = 24 hours                                | Target = 36 hours                                   | Target = 24 hours                           | Target = 15 hours                                       | Target = 15 hours                            |

|           |                       |                       |                      |                      |                      |                      |                      |
|-----------|-----------------------|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|           | Actual =<br>hours     | Actual =<br>Hours     | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    |
| September | Target = 108<br>hours | Target = 168<br>hours | Target = 24<br>hours | Target = 36<br>hours | Target = 24<br>hours | Target = 15<br>hours | Target = 15<br>hours |
|           | Actual =<br>hours     | Actual =<br>Hours     | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    |
| October   | Target = 108<br>hours | Target = 168<br>hours | Target = 24<br>hours | Target = 36<br>hours | Target = 24<br>hours | Target = 15<br>hours | Target = 15<br>hours |
|           | Actual =<br>hours     | Actual =<br>Hours     | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    |
| November  | Target = 108<br>hours | Target = 168<br>hours | Target = 24<br>hours | Target = 36<br>hours | Target = 24<br>hours | Target = 15<br>hours | Target = 15<br>hours |
|           | Actual =<br>hours     | Actual =<br>Hours     | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    |
| December  | Target = 108<br>hours | Target = 168<br>hours | Target = 24<br>hours | Target = 36<br>hours | Target = 24<br>hours | Target = 15<br>hours | Target = 15<br>hours |
|           | Actual =<br>hours     | Actual =<br>Hours     | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    |
| January   | Target = 108<br>hours | Target = 168<br>hours | Target = 24<br>hours | Target = 36<br>hours | Target = 24<br>hours | Target = 15<br>hours | Target = 15<br>hours |
|           | Actual =<br>hours     | Actual =<br>Hours     | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    |
| February  | Target = 108<br>hours | Target = 168<br>hours | Target = 24<br>hours | Target = 36<br>hours | Target = 24<br>hours | Target = 15<br>hours | Target = 15<br>hours |
|           | Actual =<br>hours     | Actual =<br>Hours     | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    | Actual =<br>Hours    |

|  |  |  |   |   |   |   |   |
|--|--|--|---|---|---|---|---|
| March  | Target = 108 hours<br><br>Actual = hours                           | Target = 168 hours<br><br>Actual = Hours                           | Target = 24 hours<br><br>Actual = Hours                         | Target = 36 hours<br><br>Actual = Hours                           | Target = 24 hours<br><br>Actual = Hours                         | Target = 15 hours<br><br>Actual = Hours                         | Target = 15 hours<br><br>Actual = Hours                         |
| Cumulative Performance – June 2018<br><ul style="list-style-type: none"> <li>Cumulative Target = number of months x the monthly target;</li> <li>Cumulative Actual = the totalling of each months actual.</li> </ul>   | Cumulative Target = 324 Hours<br><br>Cumulative Actual = 258 Hours | Cumulative Target = 504 Hours<br><br>Cumulative Actual = 474 Hours | Cumulative Target = 72 Hours<br><br>Cumulative Actual = 0 Hours | Cumulative Target = 108 Hours<br><br>Cumulative Actual = 78 Hours | Cumulative Target = 72 Hours<br><br>Cumulative Actual = 6 Hours | Cumulative Target = 15 Hours<br><br>Cumulative Actual = 0 Hours | Cumulative Target = 15 Hours<br><br>Cumulative Actual = 0 Hours |
| Trend (RAG Rating):<br><ul style="list-style-type: none"> <li>Green rating = Actual is less the Cumulative Target;</li> <li>Amber rating = Actual is up to 2 days greater than the Cumulative Target;</li> <li>Red rating = Actual is 3+ days greater that the Cumulative Target.</li> </ul> | ▲  | ▼  | ▲   | ▲   | ▲   | ▲   | ▲   |

4.7 The performance report for Quarter 2 (July to September 2018) will be extended to include the following:

- a) The impact of the remedial action taken by the Director – Operations.
- b) The total waste collected.
- c) The collected waste recycled.
- d) The recycled waste as a % of the total waste collected.
- e) Reportable accidents in the waste and street cleansing services.
- f) A summary of financial performance of the services.

## 5.0 ARGUMENTS/CONCLUSIONS

5.1 The Quarter 1 Performance Report highlights the state of the waste and street scene services following their insourcing to ECSS and the work that needs to be done following the consolidation of the services to accelerate their improvement to meet the expectations of Members and the customers of the services delivered.

## 6.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

6.1 The waste and street cleansing services are being delivered within the Council's revenue budget for the services but a further revision of the Base Case for the waste and street cleansing services is being undertaken to ensure that the improvements required will be fundable within the base budget for the services.

6.2 In Quarter 4 (January to March 2019) it is planned that an equalities impact assessment for the waste and street cleansing services will be undertaken to reflect the improvements that have been made in the delivery of the services over the previous three quarters.

## 6.0 APPENDICES

Appendix 1: Waste & Street Cleansing Service: Monthly Performance Report: June 2018 - Service Requests through the Call Centre and Website.

**Appendix 1: Waste & Street Cleansing Service: Monthly Performance Report: June 2018 - Service Requests through the Call Centre and Website**

| <b>Domestic Collection Service:</b>         | <b>Monthly</b>                             |  |   |  | <b>Cumulative</b>                          |   |   |
|---|--|--|---|--|--|---|---|
| <b>Service and Specified Response Times</b> | <b>Number of Service Requests Received</b> | <b>Number of Service Requests Closed</b> | <b>Number of Service Requests Closed off within the Specified Response Time</b> | <b>Performance against Annual Stretch Target (80%)</b> | <b>Number of Service Requests Received</b> | <b>Number of Service Requests Closed off within the Specified Response Time</b> | <b>Performance against Stretch Target (80%)</b> |
| • Missed collections.                       | 115  | 123                                      | 56  | 48.7%  | 357  | 123   | 34.45%  |
| • Missed assisted collections.              | 21   | 21                                       | 12  | 57.14%   | 91   | 36  | 39.56%  |
| • Black Bags Not Left – Annual Delivery.    | 3  | 6  | 0   | 0%   | 17   | 4   | 23.53%  |
| • Spillages.                                | 3  | 5  | 0   | 0%   | 27   | 2   | 7.4%  |
| • Operative behaviour.                      | 1  | 2  | 0   | 0%   | 15   | 0   | 0%  |
| • Refuse collection vehicle incidents.      | 2  | 2  | 0   | 0%   | 5  | 0   | 0%  |
| <b>Total:</b>                               | <b>145</b>                                 | <b>159</b>                               | <b>68</b>   | <b>42.77%</b>  | <b>512</b>                                 | <b>165</b>  | <b>32.23%</b>                                   |

| <b>Recycling Collection Service:</b>                           | <b>Monthly</b>                             |  |   |  | <b>Cumulative</b>                          |   |   |
|--|--|--|---|--|--|---|---|
| <b>Service and Specified Response Times</b>                    | <b>Number of Service Requests Received</b> | <b>Number of Service Requests Closed</b> | <b>Number of Service Requests Closed off within the Specified Response Time</b> | <b>Performance against Annual Stretch Target (80%)</b> | <b>Number of Service Requests Received</b> | <b>Number of Service Requests Closed off within the Specified Response Time</b> | <b>Performance against Stretch Target (80%)</b> |
| <b>Missed collections.</b>                                     | 64   | 61                                       | 26  | 42.62%   | 192  | 52  | 27.08%  |
| <b>Missed assisted collections.</b>                            | 12   | 12                                       | 5   | 41.66%   | 25   | 10  | 40%   |
| <b>Bins not returned to property.</b>                          | 3  | 1  | 0   | 0%   | 8  | 5   | 62.5%   |
| <b>Operative behaviour.</b>                                    | 1  | 1  | 0   | 0%   | 6  | 0   | 0%  |
| <b>Refuse collection vehicle incidents.</b>                    | 0  | 0  | 0   | N/A  | 1  | 0   | 0%  |
| <b>Replacement bin requests.</b>                               | 10   | 18                                       | 1   | 5.55%  | 29   | 1   | 3.45%   |
| <b>Additional blue bin requests for recycling collections.</b> | 39   | 50                                       | 2   | 4%   | 257  | 4   | 1.56%   |



|  |            |            |           |               |            |           |               |
|--|------------|------------|-----------|---------------|------------|-----------|---------------|
| <b>Additional<br/>clear sacks<br/>request for<br/>recycling<br/>collections.</b> | 23         | 22         | 2         | 9.1%          | 58         | 13        | 22.41%        |
| <b>Total:</b>  | <b>153</b> | <b>166</b> | <b>36</b> | <b>21.69%</b> | <b>578</b> | <b>86</b> | <b>14.88%</b> |

| <b>Garden Waste Collection Service:</b>                  | <b>Monthly</b>                             |  |   |  | <b>Cumulative</b>                          |   |   |
|--|--|--|---|--|--|---|---|
| <b>Service and Specified Response Times</b>              | <b>Number of Service Requests Received</b> | <b>Number of Service Requests Closed</b> | <b>Number of Service Requests Closed off within the Specified Response Time</b> | <b>Performance against Annual Stretch Target (80%)</b> | <b>Number of Service Requests Received</b> | <b>Number of Service Requests Closed off within the Specified Response Time</b> | <b>Performance against Stretch Target (80%)</b> |
| <b>Missed collections.</b>                               | 67   | 70                                       | 23  | 32.86%   | 256  | 77  | 30.08%  |
| <b>Missed assisted collections.</b>                      | 15   | 15                                       | 7   | 46.66%   | 43   | 19  | 44.19%  |
| <b>Bins not returned to property.</b>                    | 0  | 1  | 1   | 100%   | 4  | 4   | 100%  |
| <b>Brown bags not left for garden waste collections.</b> | 17   | 21                                       | 8   | 38.09%   | 57   | 18  | 31.58%  |
| <b>Spillages.</b>  | 0  | 1  | 0   | 0%   | 2  | 0   | 0%  |
| <b>Operative behaviour.</b>                              | 0  | 0  | 0   | N/A  | 1  | 0   | 0%  |
| <b>Refuse collection vehicle incidents.</b>              | 0  | 0  | 0   | N/A  | 2  | 0   | 0%  |
| <b>Replacement bin requests.</b>                         | 14   | 21                                       | 3   | 21.43%   | 52   | 4   | 7.69%   |
| <b>Second brown bin requests.</b>                        | 27   | 27                                       | 2   | 7.41%  | 73   | 4   | 5.48%   |
| <b>Total:</b>  | <b>140</b>                                 | <b>156</b>                               | <b>44</b>   | <b>28.2%</b>   | <b>490</b>                                 | <b>126</b>  | <b>25.71%</b>                                   |

| Bulky Item and Clinical Waste Collections: | Monthly                             |                                   |  |   | Cumulative                          |  |  |
|--|-------------------------------------|-----------------------------------|--|---|-------------------------------------|--|--|
|  | Number of Service Requests Received | Number of Service Requests Closed | Number of Service Requests Closed off within the Specified Response Time | Performance against Annual Stretch Target (80%) | Number of Service Requests Received | Number of Service Requests Closed off within the Specified Response Time | Performance against Stretch Target (80%) |
| Service requests for bulky items.          | 103                                 | 87                                | 25   | 28.73%  | 324                                 | 122  | 37.65%                                   |
| Service requests for clinical collections. | 17                                  | 19                                | 16   | 84.21%  | 53                                  | 42   | 79.24%                                   |
| Missed collection for bulky items.         | 5                                   | 7                                 | 1  | 14.28%  | 18                                  | 6  | 33.33%                                   |
| Missed collection for clinical waste.      | 0                                   | 0                                 | 0  | N/A   | 0                                   | 0  | N/A                                      |
| <b>Total:</b>                              | <b>125</b>                          | <b>113</b>                        | <b>42</b>  | <b>37.17%</b>                                   | <b>395</b>                          | <b>170</b>   | <b>43.04%</b>                            |

**Street Cleansing Service: Monthly Performance Report: June 2018 - Service Requests through the Call Centre and Website**

| <b>Street Cleansing Service</b>             | <b>Monthly</b>                             |  |   |  | <b>Cumulative</b>                          |   |   |
|---|--|--|---|--|--|---|---|
| <b>Service and Specified Response Times</b> | <b>Number of Service Requests Received</b> | <b>Number of Service Requests Closed</b> | <b>Number of Service Requests Closed off within the Specified Response Time</b> | <b>Performance against Annual Stretch Target (80%)</b> | <b>Number of Service Requests Received</b> | <b>Number of Service Requests Closed off within the Specified Response Time</b> | <b>Performance against Stretch Target (80%)</b> |
| <b>Litter picking and manual sweeping.</b>  | 2  | 3  | 0   | 0%   | 13   | 0   | 0%  |
| <b>Mechanical Sweeping.</b>                 | 0  | 0  | 0   | N/A  | 0  | 0   | N/A   |
| <b>Emptying Litterbins.</b>                 | 70   | 69                                       | 0   | 0%   | 194  | 0   | 0%  |
| <b>Emptying Dog waste bins.</b>             | 13   | 13                                       | 0   | 0%   | 50   | 0   | 0%  |
| <b>Removal of Dead Animals and Birds.</b>   | 4  | 3  | 0   | 0%   | 43   | 0   | 0%  |
| <b>Removal of Dog waste.</b>                | 6  | 6  | 1   | 16.66%   | 25   | 2   | 8%  |
| <b>Hazardous Flytip Removal: (including</b> | 0  | 0  | 0   | N/A  | 3  | 0   | 0%  |

|  |            |            |           |               |            |           |               |
|--|------------|------------|-----------|---------------|------------|-----------|---------------|
| <b>Hazardous Spillages).</b>               |            |            |           |               |            |           |               |
| <b>Non-hazardous Flytip Removal.</b>       | 51         | 40         | 24        | 60%           | 168        | 55        | 32.74%        |
| <b>Offensive Graffiti Removal.</b>         | 0          | 0          | 0         | N/A           | 1          | 0         | 0%            |
| <b>Non-offensive Graffiti Removal.</b>     | 11         | 12         | 0         | 0%            | 21         | 0         | 0%            |
| <b>Autumn Leafing Clearance.</b>           | 0          | 0          | 0         | N/A           | 0          | 0         | N/A           |
| <b>Drug Paraphernalia clearance.</b>       | 1          | 1          | 0         | 0%            | 7          | 2         | 28.57%        |
| <b>New and replacement litterbins.</b>     | 1          | 2          | 0         | 0%            | 3          | 0         | 0%            |
| <b>New and replacement dog waste bins.</b> | 0          | 0          | 0         | N/A           | 3          | 0         | 0%            |
| <b>Other.</b>                              | 0          | 0          | 0         | 0%            | 0          | 0         | 0%            |
| <b>Total:</b>                              | <b>159</b> | <b>152</b> | <b>25</b> | <b>16.45%</b> | <b>532</b> | <b>59</b> | <b>11.09%</b> |

**Note: Set Response Times for Services Request:**

| <b>Waste Collection Services</b>  |
|---|
| <ul style="list-style-type: none"><li>• <b>Missed waste, recycling and garden waste collections:</b> Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.</li></ul>                      |
| <ul style="list-style-type: none"><li>• <b>Missed waste, recycling and garden waste collections assisted collections:</b> Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.</li></ul> |
| <ul style="list-style-type: none"><li>• <b>Black Bags Not Left – Annual Delivery:</b> Response time to close of the request is 10 working days.</li></ul>   |
| <ul style="list-style-type: none"><li>• <b>Spillages all collection services:</b> Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.</li></ul>   |
| <ul style="list-style-type: none"><li>• <b>Operative behaviour - collection services:</b> Response time to close of the request is ten working days from the receipt of the request.</li></ul>  |
| <ul style="list-style-type: none"><li>• <b>Refuse collection vehicle incidents:</b> Response time to close of the request is ten working days from the receipt of the request.</li></ul>  |
| <ul style="list-style-type: none"><li>• <b>Bins not returned to property – recycling and garden waste collections:</b> Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.</li></ul>    |
| <ul style="list-style-type: none"><li>• <b>Replacement bin requests for recycling and garden waste services:</b> Response time to close of the request is ten working days from the receipt of the request.</li></ul>   |
| <ul style="list-style-type: none"><li>• <b>Additional blue bin requests:</b> Response time to close of the request is ten working days from receipt of the request.</li></ul>   |
| <ul style="list-style-type: none"><li>• <b>Additional clear sacks request for recycling collections:</b> Response time to close of the request is ten working days from the receipt of the request.</li></ul>   |
| <ul style="list-style-type: none"><li>• <b>Brown bags not left garden waste collections:</b> Response time to close of the request is 5 working days</li></ul>  |
| <ul style="list-style-type: none"><li>• <b>Second brown bin requests:</b> Response time to close of the request is ten working days from receipt of the request.</li></ul>  |
| <ul style="list-style-type: none"><li>• <b>Service requests for bulky items:</b> Response time to close of the request is ten working days from the receipt of the request.</li></ul>   |
| <ul style="list-style-type: none"><li>• <b>Service requests for clinical collections:</b> Response time to close of the request is ten working days from the receipt of the request.</li></ul>  |
| <ul style="list-style-type: none"><li>• <b>Missed collection for bulky items:</b> Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.</li></ul>   |
| <ul style="list-style-type: none"><li>• <b>Missed collection for clinical waste:</b> Response time to close of the request is 24 hours with requests received on a Friday having to be closed the following Monday.</li></ul>                                       |

| <b>Street Cleansing</b>   |
|---|
| <ul style="list-style-type: none"> <li>• <b>Litter picking and manual sweeping:</b> Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.</li> </ul>                        |
| <ul style="list-style-type: none"> <li>• <b>Mechanical Sweeping:</b> Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.</li> </ul>                                       |
| <ul style="list-style-type: none"> <li>• <b>Emptying Litterbins:</b> Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.</li> </ul>                                       |
| <ul style="list-style-type: none"> <li>• <b>Emptying Dog waste bins:</b> Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.</li> </ul>                                   |
| <ul style="list-style-type: none"> <li>• <b>Removal of Dead Animals and Birds:</b> Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.</li> </ul>                         |
| <ul style="list-style-type: none"> <li>• <b>Removal of Dog waste:</b> Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.</li> </ul>                                      |
| <ul style="list-style-type: none"> <li>• <b>Hazardous Flytip Removal: (including Hazardous Spillages):</b> Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.</li> </ul> |
| <ul style="list-style-type: none"> <li>• <b>Non-hazardous Flytip Removal:</b> Response time to close of the request is 48 hours, with requests received on a Friday having to be closed the following Monday.</li> </ul>                              |
| <ul style="list-style-type: none"> <li>• <b>Offensive Graffiti Removal:</b> Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.</li> </ul>                                |
| <ul style="list-style-type: none"> <li>• <b>Non-offensive Graffiti Removal:</b> Response time to close of the request is 48 hours, with requests received on a Friday having to be closed the following Monday.</li> </ul>                            |
| <ul style="list-style-type: none"> <li>• <b>Autumn Leafing Clearance:</b> Response time to close of the request is 48 hours, with requests received on a Friday having to be closed the following Monday.</li> </ul>                                  |
| <ul style="list-style-type: none"> <li>• <b>Drug Paraphernalia clearance:</b> Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.</li> </ul>                              |
| <ul style="list-style-type: none"> <li>• <b>New and replacement litterbins:</b> Response time to close of the request is 10 working days from the receipt of the request.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• <b>New and replacement dog waste bins:</b> Response time to close of the request is 10 working days from the receipt of the request.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• <b>Other:</b> Response time to close of the request is 5 working days from the receipt of the request.</li> </ul>  |