

## **Waste Services Service Delivery Plan 2014/15**

### **Overview of Waste Services**

The Waste Services Team is responsible for a range of waste collection and street cleansing functions that are currently delivered through a contract with Veolia Environmental Services. Also being responsible for provision of neighbourhood recycling sites, enforcement of environmental crime issues, and forward planning to include achievement of legislative requirements, including recycling targets.

Principle areas of activity include:

### **Waste Collections**

Standard waste collection services in East Cambridgeshire are as outlined in the following table:

<b>Service</b>	<b>Frequency</b>	<b>Container</b>	<b>Materials collected</b>
Recycling	Fortnightly	Blue lidded 240 litre wheeled bin	<ul style="list-style-type: none"><li>• Paper</li><li>• Cans, foil &amp; aerosols</li><li>• Plastic bottles, pots, tubs &amp; trays</li><li>• Food &amp; drinks cartons</li><li>• Glass bottles &amp; jars</li><li>• Cardboard</li></ul>
Food & garden waste	Fortnightly	Green lidded 240 litre wheeled bin	<ul style="list-style-type: none"><li>• Food waste</li><li>• Garden waste</li><li>• Natural bedding from vegetarian pets</li></ul>
Refuse	Weekly	60 litre black refuse sack	Small items of household waste disposed of on a daily basis & not recyclable through existing collection services

Exceptions to this service format are:

- Approximately 1500 properties considered unsuitable for wheeled bins because of space or access issues. These receive an alternative service based on clear plastic sacks for recycling, and brown paper sacks for food & garden waste.
- Around 400 remote/difficult to access properties that because of increased collection costs receive a fortnightly refuse collection.

In addition to standard services, the following collection services can be provided on request:

<b>Service</b>	<b>Details</b>
Clinical waste collection	Collection of sharps boxes & bagged clinical waste. Frequency by agreement from weekly upwards
Bulky waste collections	Charged collection service for items of bulky household waste. Currently £22 for up to 3 items or £22 per fridge/fridge freezer
Additional garden waste only wheeled bins	Households are provided with a single wheeled bin for food & garden waste. Additional bins for garden waste only are available in return for payment of an annual licence fee of £48.

### **Neighbourhood Recycling Centres**

In addition to kerbside collection services the Council also provides neighbourhood recycling centres, currently at 47 locations throughout the District. Recycling banks are provided for additional materials that are not accepted by Kerbside collections & provide an overflow facility in case of collection service disruption or residents producing more recyclables than will fit in the wheeled bin provided. Materials collected include: textiles, books/cd's & dvd's, paper, glass, cans & plastic bottles. Recycling banks are provided through contracts with a number of commercial recycling companies.

### **Street Cleansing**

Street cleansing functions include:

- Litter picking
- Mechanical sweeping
- Fly tipping removal
- Leaf clearance
- Emptying of litter and dog waste bins
- Removal of drugs paraphernalia
- Chewing gum removal from town centre areas
- Winter gritting of town centre car parks
- Removal of debris & treatment of slippery surfaces following road accidents
- Removal of animal carcasses where hit by vehicles

### **Environmental Enforcement**

Enforcement action will be taken in relation to a range of environmental crimes, including:

- Littering
- Dog fouling
- Fly tipping
- Abandoned vehicles

- Graffiti
- Fly posting
- Trade waste infringements
- Incorrect presentation of household waste for collection

### **Forward Planning**

East Cambridgeshire District Council is a member of the RECAP Partnership, working with Cambridgeshire County Council & other district councils of Cambridgeshire, including Peterborough City Council. The Partnership seeks to achieve financial savings opportunities from joint procurement, standardising services, working across district boundaries & potentially merging services. Also undertaking joint promotional work in support of the Partnership's aims.

The Council also needs to plan ahead to achieve new requirements resulting from changes to EU & UK legislation, including achievement of recycling targets.

### **Accessing new funding opportunities**

Ongoing funding pressures mean this it is increasingly important to seek funds to help support services through applications for grant funding & consideration of other potential funding opportunities. Recent recycling service changes were made possible by a successful £5 million grant application to Central Government.

### **Waste Team Structure**

The Waste Team Structure is as follows:

- Waste Services Team Leader
- Client Officer (Waste)
- Clean Neighbourhoods Enforcement Officer
- Administration Assistant
- Project Officer (Temporary)

### **Forward Planning for Councillors**

<b>Proposed date of decision</b>	<b>Item/Event/ Project Stage</b>	<b>Service Area</b>	<b>Member Champion</b>	<b>Committee</b>
October 2014	Approval of application to DCLG's Recycling Rewards Scheme	Waste	Cllr Kevin Ellis	Regulatory & Support Services
October 2014	Approval of amendments to Waste Collections Policies	Waste	Cllr Kevin Ellis	Regulatory & Support Services
November 2014	Approval of TEEP assessment of recycling collection service	Waste	Cllr Kevin Ellis	Regulatory & Support Services

## Strategy map



## Measuring Performance

<b>To increase recycling of waste, &amp; reduce waste sent to landfill</b>	<b>Target</b>	<b>Actual</b>
To achieve & maintain European recycling targets	50%	46%

<b>To keep the Environment of East Cambridgeshire clean through a combination of high quality cleansing services, and targeted enforcement action</b>	<b>Target</b>	<b>Actual</b>
To resolve cleansing complaints within target timescales	90%	80%
To clear fly tips within target timescales	90%	80%

<b>Trained, helpful staff working with contracted service providers &amp; the Member Service Champion to deliver service improvements</b>	<b>Target</b>	<b>Actual</b>
Appraisals completed on time	100%	

<b>To resolve reported issues within target timescales</b>	<b>Target</b>	<b>Actual</b>
To resolve missed waste collections by the end of the working day following notification	90%	85%

<b>To provide high quality information to enable residents to make full use of waste collection services provided</b>	<b>Target</b>	<b>Actual</b>
To deliver updated waste collection service literature to all households annually	100%	
To undertake promotional events	4	

<b>Provision of services</b>	<b>Target</b>	<b>Actual</b>
To submit a grant application to DCLG's Recycling Incentives Scheme by 7 <sup>th</sup> November 2014	07.11.14	
To arrange extension of Veolia's waste collection & street cleansing contract	31.03.15	

## Delivering the service

<b>Name</b>	<b>To increase recycling of waste, &amp; reduce waste sent to landfill</b>
<b>Owner</b>	Dave White, Waste Services Team Leader
<b>Purpose</b>	To divert as much collected waste as possible from residual waste collections for recycling & composting
<b>Links</b>	<ul style="list-style-type: none"> <li>revised Waste Framework Directive (2008/98/EC)</li> <li>Waste Regulations (England &amp; Wales) 2011 (amended 2012)</li> </ul>
<b>Formula</b>	To provide high quality recycling services in order to make this the preferred option for disposing of acceptable waste types
<b>Source of Data</b>	Waste Data Flow returns
<b>Frequency</b>	Quarterly
<b>Target</b>	To achieve and retain a recycling rate of 50% until 2020
<b>Rewards/Penalties</b>	The 50% target is currently a national target, which if not achieved would result in significant financial penalties to the UK Government. It is anticipated that these penalties would be passed on to local authorities not achieving the target.
<b>Who measures?</b>	Waste Services Team Leader & Assistant Director(Regulatory Services)
<b>Who acts on the data?</b>	Waste Services Team Leader
<b>What will be done</b>	<ul style="list-style-type: none"> <li>Promotion of recycling services, waste reduction &amp; reuse options</li> <li>Monitoring of collection services provided &amp; resolution of issues arising</li> <li>Regular meetings with contractor to review performance</li> </ul>
<b>Feedback</b>	Quarterly performance updates
<b>Notes</b>	

<b>Name</b>	<b>To keep the Environment of East Cambridgeshire clean through a combination of high quality cleansing services, and targeted enforcement action</b>
<b>Owner</b>	Dave White, Waste Services Team Leader
<b>Purpose</b>	To maintain a pleasant environment for people who live in, work in & visit East Cambridgeshire
<b>Links</b>	Environmental Protection Act 1990
<b>Formula</b>	To maintain public areas of land to standards included with the Code of Practice on Litter & Refuse produced by DEFRA & last updated in 2006
<b>Source of Data</b>	CRM records of reports of environmental issues & resolution timescales
<b>Frequency</b>	Quarterly
<b>Target</b>	To achieve 90% compliance of target response timescales
<b>Rewards/Penalties</b>	<ul style="list-style-type: none"> <li>The Environmental Protection Act 1990 permits action to be taken against Principal Litter Authorities (including East Cambridgeshire District Council) that fail to keep areas under their control free of litter, &amp; fail to resolve highlighted issues within target timescales.</li> <li>A range of enforcement sanctions are available to the Council to deal with environmental crime issues &amp; are included within the Environmental Enforcement Strategy.</li> </ul>
<b>Who measures?</b>	Waste Services Team Leader
<b>Who acts on the data?</b>	Waste Services Team Leader
<b>What will be done</b>	<ul style="list-style-type: none"> <li>Where performance targets are not met the contractor will be required to produce &amp; implement an action plan to improve performance.</li> <li>Where offenders are identified in relation to environmental crime issues they will be dealt with in accordance with policies contained within the Environmental Enforcement Policy</li> </ul>
<b>Feedback</b>	Quarterly performance reports
<b>Notes</b>	

<b>Name</b>	<b>Trained, helpful staff working with contracted service providers to deliver service improvements</b>
<b>Owner</b>	Dave White, Waste Services Team Leader
<b>Purpose</b>	To ensure that staff & contracted service providers have a good awareness of services provided & that those delivering services do so in a helpful & competent way
<b>Links</b>	HR Policy and procedure Contract for the delivery of waste collection & cleansing services
<b>Formula</b>	<ul style="list-style-type: none"> <li>To undertake staff appraisals within time frame set by HR ensuring all staff complete documentation to enable feedback and sign off. Training needs to be identified and new accountabilities set.</li> <li>To undertake regular service reviews with the contracted service provider</li> <li>Meetings with Councillor Service Champion to assess performance</li> </ul>
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>performance against accountabilities, 1-1 carried out throughout the year</li> <li>Notes of contract meetings with the service provider</li> </ul>
<b>Frequency</b>	<ul style="list-style-type: none"> <li>Appraisals to be carried out annually</li> <li>Monthly monitoring of contractor performance against targets</li> <li>Quarterly meetings with Councillor Service Champion</li> </ul>
<b>Target</b>	100%
<b>Rewards/Penalties</b>	<ul style="list-style-type: none"> <li>To provide staff with feedback on performance (good and bad), Identify training needs/skills gaps. Acknowledgment from Chief exec if score 5</li> <li>Sanctions can be imposed for continual failure to achieve contract requirements by the service provider</li> </ul>
<b>Who measures?</b>	Dave White
<b>Who acts on the data?</b>	All staff
<b>What will be done</b>	<ul style="list-style-type: none"> <li>Appraisals to be carried out in accordance with the Council's HR procedures &amp; timescales</li> <li>Monthly meetings with service provider to assess performance &amp; resolve issues arising.</li> </ul>
<b>Feedback</b>	<ul style="list-style-type: none"> <li>1-1's for staff</li> <li>Monthly performance reviews for service provider</li> </ul>
<b>Notes</b>	



<b>Name</b>	<b>To submit a grant application to DCLG's Recycling Incentives Scheme by 7<sup>th</sup> November 2014</b>
<b>Owner</b>	Dave White, Waste Services Team Leader
<b>Purpose</b>	To improve recycling performance through grant funded promotional activity
<b>Links</b>	<ul style="list-style-type: none"> <li>revised Waste Framework Directive (2008/98/EC)</li> <li>Waste Regulations (England &amp; Wales) 2011 (amended 2012)</li> </ul>
<b>Formula</b>	<ul style="list-style-type: none"> <li>To produce a funding application</li> <li>To obtain support for the bid from Cambridgeshire County Council as Waste Disposal Authority for the area.</li> <li>To obtain support for the bid from Veolia Environmental Services as the Council's service provider</li> <li>To obtain approval from Regulatory and Support Services Committee for submission of the bid to DCLG</li> <li></li> </ul>
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>Completed bid application form</li> </ul>
<b>Frequency</b>	<ul style="list-style-type: none"> <li>One off application</li> </ul>
<b>Target</b>	<ul style="list-style-type: none"> <li>To produce a completed bid for approval by Regulatory and Support Services Committee meeting of 30<sup>th</sup> October 2014</li> <li>To submit a completed bid to DCLG by 7<sup>th</sup> November 2014</li> </ul>
<b>Rewards/Penalties</b>	<ul style="list-style-type: none"> <li>A successful grant will provide increased promotional capacity for the 2015/16 financial year at zero cost to the Council.</li> <li>Without ongoing promotional activity, participation of recycling schemes is likely to decline &amp; contamination levels increase, with financial implications to the Council.</li> </ul>
<b>Who measures?</b>	Waste Services Team Leader and Assistant Director (Regulatory Services)
<b>Who acts on the data?</b>	Waste Services Team Leader.
<b>What will be done</b>	Production, approval and submission of a feasible, well produced bid for funding
<b>Feedback</b>	Bid outcomes will be announced in December 2014 or January 2015
<b>Notes</b>	

<b>Name</b>	<b>To arrange extension of Veolia's waste collection &amp; street cleansing contract</b>
<b>Owner</b>	Dave White, Waste Services Team Leader
<b>Purpose</b>	To agree & arrange extension of the Council's waste contract with Veolia Environmental Services until 31 <sup>st</sup> March 2018
<b>Links</b>	<ul style="list-style-type: none"> <li>• Waste Service Review of 2011/12</li> <li>• RECAP Advanced Partnership work</li> </ul>
<b>Formula</b>	<ul style="list-style-type: none"> <li>• To agree terms with Veolia Environmental Services for the contract extension period.</li> <li>• To benchmark in order to demonstrate that this option represents the Best Value solution for East Cambridgeshire District Council.</li> <li>• To seek approval to extension of the contract term from Regulatory and Support Services Committee.</li> <li>• To put legal agreements in place for the contract extension period.</li> </ul>
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>• Benchmarking exercises with alternative service types &amp; providers</li> <li>• Proposals for the contract extension period submitted by Veolia Environmental Services.</li> </ul>
<b>Frequency</b>	It is intended to extend the initial contract term of 7 years by a further 3 years. A final year extension from April 2018 to March 2019 is available by mutual agreement in advance of the end of the currently proposed extension period.
<b>Target</b>	<ul style="list-style-type: none"> <li>• To put in place an extension of Veolia's contract to 31<sup>st</sup> March 2018 by 31<sup>st</sup> March 2015</li> </ul>
<b>Rewards/Penalties</b>	It is expected that extending the current contract will achieve significant financial savings to the Council.
<b>Who measures?</b>	Waste Services Team Leader and Assistant Director (Regulatory Services)
<b>Who acts on the data?</b>	Waste Services Team Leader.
<b>What will be done</b>	Extension of Veolia contract to be put in place if recognised as the best financial option to the Council.
<b>Feedback</b>	Further comparison of options to be completed in advance of potential final year contract extension.
<b>Notes</b>	

<b>Name</b>	<b>To resolve reported issues within target timescales</b>
<b>Owner</b>	Dave White, Waste Services Team Leader
<b>Purpose</b>	To ensure that reported waste related issues are resolved within publicised target timescales
<b>Links</b>	<ul style="list-style-type: none"> <li>• Waste contract</li> <li>• Waste Service Standards</li> </ul>
<b>Formula</b>	<ul style="list-style-type: none"> <li>• To ensure that Veolia staff are aware of target timescales for action &amp; the need to achieve them.</li> <li>• To ensure that target timescales for resolution of issues are available to residents &amp; Customer Services Staff.</li> <li>• Regular reviews of performance against targets</li> </ul>
<b>Source of Data</b>	CRM system reports
<b>Frequency</b>	Quarterly
<b>Target</b>	90%
<b>Rewards/Penalties</b>	<ul style="list-style-type: none"> <li>• Managing public expectation of response times will reduce repeat calls to the Customer Service Centre &amp; improve customer satisfaction.</li> <li>• Performance targets are included within Veolia's contract with sanctions for failure to achieve them.</li> </ul>
<b>Who measures?</b>	Waste Services Team Leader and Assistant Director (Regulatory Services)
<b>Who acts on the data?</b>	Waste Services Team Leader.
<b>What will be done</b>	<ul style="list-style-type: none"> <li>• Target response times to be publicised</li> <li>• Awareness raising of response targets to Customer Services staff</li> <li>• Monthly review of performance against targets with Veolia management</li> </ul>
<b>Feedback</b>	Quarterly review
<b>Notes</b>	

<b>Name</b>	<b>To provide high quality information to enable residents to make full use of waste collection services provided</b>
<b>Owner</b>	Dave White, Waste Services Team Leader
<b>Purpose</b>	To provide residents with a regular supply of good quality, easy to read information to enable them to make full use of recycling services and reduce waste for disposal
<b>Links</b>	<ul style="list-style-type: none"> <li>revised Waste Framework Directive (2008/98/EC)</li> <li>Waste Regulations (England &amp; Wales) 2011 (amended 2012)</li> </ul>
<b>Formula</b>	<ul style="list-style-type: none"> <li>To produce &amp; distribute high quality literature</li> <li>To maintain up to date &amp; easily navigable information on the Council's web site</li> <li>To ensure that Customer Services staff have access to all relevant information</li> <li>To issue regular press releases of notable events &amp; milestones</li> <li>To attend promotional events</li> <li>To support RECAP &amp; national campaigns in support of waste issues</li> </ul>
<b>Source of Data</b>	Schedule of promotional activity
<b>Frequency</b>	Yearly
<b>Target</b>	100%
<b>Rewards/Penalties</b>	A regular flow of good quality promotional materials & activities will support the Council in improving recycling performance & reducing contamination due to incorrect materials being included in collections.
<b>Who measures?</b>	Waste Services Team Leader and Assistant Director (Regulatory Services)
<b>Who acts on the data?</b>	Waste Services Team Leader.
<b>What will be done</b>	<ul style="list-style-type: none"> <li>Annual distribution of updated collection literature</li> <li>Attendance at summer shows &amp; events</li> <li>Briefings of Customer Services Staff as required</li> <li>Provision of noteworthy issues to Communications Officer for press releases</li> <li>Regular checks of web site information</li> </ul>
<b>Feedback</b>	Annual review
<b>Notes</b>	