

Waste Services Service Delivery Plan 2016 – 2017

Overview of Waste Services

The Waste Services Team is responsible for a range of waste collections and street cleansing functions that are currently delivered through a contract with Veolia. The Service is also responsible for the provision of neighbourhood recycling sites, enforcement of environmental crime issues, forward planning, and meeting legislative requirements, including recycling targets.

Waste Team Structure

The Waste Team Structure is as follows:

- Waste Services Team Leader
- Client Officer (Waste)
- Clean Neighbourhoods Enforcement Officer
- Administration Assistant
- Recycling Support Officer x 3 (temporary until June 2017)

All posts are full time.

Principle areas of activity include:

Waste Collections

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

Service	Frequency	Container	Materials collected
Recycling	Fortnightly	Blue lidded 240 litre wheeled bin	<ul style="list-style-type: none">• Paper• Cans, foil & aerosols• Plastic bottles, pots, tubs & trays• Food & drinks cartons• Glass bottles & jars• Cardboard
Food & garden waste	Fortnightly	Green lidded 240 litre wheeled bin	<ul style="list-style-type: none">• Food waste• Garden waste• Natural bedding from vegetarian pets
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:

Service	Details
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 37 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. A further successful grant application has provided £197,000 to run a Recycling Reward Scheme during 2015/16 & 2016/17.

Service Costs

Service	2016/17 budget
Refuse	£888,628
Recycling	£211,792
Food & garden waste collections	£633,435
Street cleaning	£622,225
Total	£2,356,080

Forward Planning for Councillors

Proposed date of decision	Item	Service Area	Service Delivery Champion	Committee
June 2016	Report to establish a review to consider waste collection & street cleansing service options beyond March 2018.	Waste	Councillor Julia Huffer/ Councillor Paul Cox	Regulatory & Support Services Committee
January 2017	Report on outcomes of service review, with recommendations on future service provision.	Waste	Councillor Julia Huffer/ Councillor Paul Cox	Regulatory & Support Services Committee
February 2017	Report seeking approval of preferred options for future service provision	Waste	Councillor Julia Huffer/ Councillor Paul Cox	Full Council

How does the Service link to the Corporate Plan?

Waste Services contributes to “making East Cambridgeshire an even better place to live”, with recycling rates for the district being consistently high. In addition, the Service has launched the campaign “It pays to recycle in East Cambridgeshire”. This has promoted recycling and helped to contribute to the increased recycling rates in the district.

End of Year report Waste Services- 2015/2016

To increase recycling of waste, & reduce waste sent to landfill	Baseline (from previous year if applicable)	Target	Outcome
To achieve & maintain European recycling targets.	56.4%	50%	57.1%* (see variance *) (provisional)
To achieve the East Cambridgeshire target for recycling.	56.4%	60%	57.1% (provisional)
Variance * East Cambridgeshire has exceeded the current target for 2020 (EU revised Waste Framework Directive), but needs to work towards a target of 65% for 2030 (EU revised Circular Economy package). Recycling rates for many councils are currently declining, so forward momentum needs to be maintained. Data is provisional until confirmed by DEFRA in October/November 2016.			

To keep the Environment of East Cambridgeshire clean through a combination of high quality cleansing services, and targeted enforcement action	Baseline (from previous year if applicable)	Target	Outcome
To increase the number of cleansing complaints resolved within target timescales by 10% of baseline performance.	51%	56%	49%** (see variance **)
**Performance against response targets for cleansing issues has deteriorated from 2014/15. There is no opportunity to levy penalties through the Council’s waste contract, however, a number of contributing factors have been identified, and Veolia have undertaken actions to improve performance for 2016/17. These include: <ul style="list-style-type: none"> • Optimisation of collection routes, which has released staff to support cleansing services; • Ring-fenced cleansing staff, who cannot be used to support collection services; • Pro-active supervision, identifying issues before they are formally reported, and; • Alternate bag colour scheme for bin emptying, allows at a glance when bins have been emptied. 			

Trained, helpful staff working with contracted service providers & Service Delivery Champions to deliver service improvements	Baseline (from previous year if applicable)	Target	Outcome
Appraisals completed on time.	75%	100%	100%
To support the continued professional and personal development of Waste Services Team members through the annual appraisal process.	-	100%	100%
To provide regular updates as agreed to Service Delivery Champions.	-	As agreed with Service Delivery Champions.	Quarterly updates provided

To resolve reported issues within target timescales	Baseline (from previous year if applicable)	Target	Outcome
Percentage of missed collections resolved by the end of the next working day (new target, 10% improvement over baseline performance).	79%	87%	89%

To provide high quality information to enable residents to make full use of waste collection services provided	Baseline (from previous year if applicable)	Target	Outcome
Number of promotional events attended.	6	6	5***
***One planned event (Amey Cespa Open Day) was cancelled, and no suitable alternative could be identified.			

Provision of services	Baseline (from previous year if applicable)	Target	Outcome
Introduction of the 'It Pays To Recycle in East Cambridgeshire' scheme using DCLG grant funding.	N/A	July 2015	July 2015
Contractual arrangements beyond current contract end dates of February 2016.	N/A	February 2016	February 2016

Service Delivery Plan 2016/2017

Strategy map



Measuring Performance 2016/17:- Waste Services

To increase recycling of waste, & reduce waste sent to landfill	Baseline (from previous year if applicable)	Target
To achieve & maintain European recycling targets.	57.1% (provisional)	50%
To achieve East Cambridgeshire target for recycling.	57.1% (provisional)	60%

To keep the Environment of East Cambridgeshire clean through a combination of high quality cleansing services, and targeted enforcement action	Baseline (from previous year if applicable)	Target
To increase the number of cleansing complaints resolved within target timescales by 10% of baseline performance.	49%	54%

Trained, helpful staff working with contracted service providers & Service Delivery Champions to deliver service improvements	Baseline (from previous year if applicable)	Target
Appraisals completed on time.	100%	100%
To support the continued professional and personal development of Waste Services Team members through the annual appraisal process.	100%	100%
Review all existing service web pages to ensure that only up to date, accurate and relevant information is live on the Council's website	-----	November 2016
To provide regular updates as agreed to Service Delivery Champions.	Quarterly	Quarterly

To resolve reported issues within target timescales	Baseline (from previous year if applicable)	Target
Percentage of missed collections resolved by the end of the next working day.	89%	End of year cumulative target 93%

To provide high quality information to enable residents to make full use of waste collection services provided	Baseline (from previous year if applicable)	Target
Number of promotional events attended. Attendance aims to increase knowledge of waste services, resolve service issues, and, encourage more sustainable attitudes to waste.	5	5

Provision of services	Baseline (from previous year if applicable)	Target
To produce a recommended format for services beyond the current waste contract term for Full Council by February 2017	N/A	February 2017

Delivering the service

To increase recycling of waste and reduce waste sent to landfill (50% European Recycling Target for 2020)	
Owner	Dave White, Waste Services Team Leader.
Co owner(s)	Darren Hughes, Client Officer (Waste).
Output/Outcome(s)	50% recycling target for 2020.
Links	<ul style="list-style-type: none"> • Revised Waste Framework Directive (2008/98/EC). • Waste Regulations (England & Wales) 2011 (amended 2012). • Veolia Waste Collection Contract.
Source of data	Cambridgeshire County Council Waste Data Publications, contractor returns.
Frequency of reporting? E.g. annually	Quarterly.
Who measures?	Dave White, Waste Services Team Leader.
Please list processes briefly	<ul style="list-style-type: none"> • Refuse, recycling & street cleansing vehicles are weighed in & out of the Waterbeach Waste Facility, giving tonnage of material collected. • Recycling bank contractors provide reports of materials collected. Information is collated by Cambridgeshire County Council into monthly Waste Data Publications.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	East Cambridgeshire is currently achieving a 2020 target of 50% recycling but needs to maintain existing services & enhance promotional capacity to maintain current performance.
Are there opportunities for cross-service working?	Joint promotional activities with Environmental Health staff are already in place, helping to reduce resource requirements for each service.

To increase recycling of waste and reduce waste sent to landfill	
Owner	Dave White, Waste Services Team Leader.
Co owner(s)	Darren Hughes, Client Officer (Waste).
Output/Outcome(s)	To achieve a local recycling target of 60% for East Cambridgeshire.
Links	Council commitment to aim for 60% recycling target.
Source of data	Cambridgeshire County Council Waste Data Publications, contractor returns.
Frequency of reporting?	Quarterly.
Who measures?	Dave White, Waste Services Team Leader.
Please list processes briefly	<ul style="list-style-type: none"> • Refuse, recycling & street cleansing vehicles are weighed in & out of the Waterbeach Waste Facility, giving tonnage of material collected. • Recycling bank contractors provide reports of materials collected. Information is collated by Cambridgeshire County Council into monthly Waste Data Publications.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	It is suggested that a Waste Promotions Officer is needed with a budget to increase promotional activity. It will also be necessary to consider options for collection service enhancements through the forthcoming service review in preparation for end of the current waste contract term.
Are there opportunities for cross-service working?	Joint promotional activities with Environmental Health staff are already in place, helping to reduce resource requirements for each service.

To keep the Environment of East Cambridgeshire clean through a combination of high quality cleansing services, and targeted enforcement action

Owner	Dave White, Waste Services Team Leader.
Co owner(s)	Darren Hughes, Client Officer (Waste). Mark Mehaffey, Clean Neighbourhoods Enforcement Officer. Claire Lloyd, Administration Assistant.
Output/outcome(s)	To increase the number of cleansing complaints resolved within target timescales by 10% over baseline performance.
Links	<ul style="list-style-type: none"> • Code of Practice on Litter & Refuse. • Veolia contract.
Source of data	CRM reporting system.
Frequency of reporting?	Quarterly.
Who measures?	Dave White, Waste Services Team Leader.
What will be done? Please list processes briefly	<ul style="list-style-type: none"> • Reports produced of issues reported during required period. • Checks made of resolution timescale against target.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	Currently workload can be accommodated by existing staff, but a higher level of monitoring if necessary would require consideration of a second Client Officer (Waste) role. Provision of a Customer Services, Waste Champion will help to analyse the number of service requests & contractor performance against target resolution timescales.
Are there opportunities for cross-service working?	Other Council staff working within the District could be encouraged to report issues observed as part of their work activities.

Trained, helpful staff working with contracted service providers & Member Service Champions to deliver service improvements	
Owner	Dave White, Waste Services Team Leader.
Co owner(s)	
Output/outcome(s)	100% of appraisals completed on time.
Links	ECDC Performance Management Scheme.
Source of data	Returns of completed appraisals.
Frequency of reporting?	Annually.
Who measures?	Dave White, Waste Services Team Leader.
What will be done? Please list processes briefly	<ul style="list-style-type: none"> • Appraisals scheduled & completed within required timescales.
Reporting timescale	Annually.
What resources are needed to ensure success?	Existing resource.
Are there opportunities for cross-service working?	No.

Trained, helpful staff working with contracted service providers & Service Delivery Champions to deliver service improvements	
Owner	Dave White, Waste Services Team Leader.
Co owner(s)	
Output/outcome(s)	To support the continued professional and personal development of Waste Services Team members through the annual appraisal process.
Links	ECDC Performance Management Scheme.
Source of data	Returns of completed appraisals.
Frequency of reporting?	Annually.
Who measures?	Dave White, Waste Services Team Leader.
What will be done? Please list processes briefly	<ul style="list-style-type: none"> • Identify training needs through appraisal process. • Highlight training needs to Human Resources.
Reporting timescale	Annually.
What resources are needed to ensure success?	Existing resource.
Are there opportunities for cross-service working?	Human Resources.

Trained, helpful staff working with contracted service providers & Service Delivery Champions to deliver service improvements	
Owner	Dave White, Waste Services Team Leader.
Co owner(s)	Darren Hughes, Client Officer (Waste) Claire Lloyd, Administration Assistant
Output/outcome(s)	Review all existing service web pages to ensure that only up to date, accurate and relevant information is live on the Council's website
Links	
Source of data	Review of web content
Frequency of reporting?	Quarterly.
Who measures?	Dave White, Waste Services Team Leader.
What will be done? Please list processes briefly	<ul style="list-style-type: none"> • Web pages to be viewed to identify & arrange removal of outdated & unnecessary information.
Reporting timescale	Annually.
What resources are needed to ensure success?	Existing resource.
Are there opportunities for cross-service working?	No.

Trained, helpful staff working with contracted service providers & Service Delivery Champions to deliver service improvements	
Owner	Dave White, Waste Services Team Leader.
Co owner(s)	
Output/outcome(s)	To provide quarterly updates to Service Delivery Champions.
Links	<ul style="list-style-type: none"> • Revised Waste Framework Directive (2008/98/EC). • Waste Regulations (England & Wales) 2011 (amended 2012). • Veolia Waste Collection Contract. • ECDC Performance Management Scheme.
Source of data	<ul style="list-style-type: none"> • Cambridgeshire County Council Waste Data Publications. • Contractor data returns. • CRM reporting system.
Frequency of reporting?	Quarterly
Who measures?	Dave White, Waste Services Team Leader.
What will be done? Please list processes briefly	Quarterly updates provided to Service Delivery Champions.
Reporting timescale	
What resources are needed to ensure success?	Existing resource.
Are there opportunities for cross-service working?	No.

To resolve reported issues within target timescales	
Owner	Dave White, Waste Services Team Leader.
Co owner(s)	Darren Hughes, Client Officer (Waste). Claire Lloyd, Administration Assistant.
Output/outcome(s)	Percentage of missed collections resolved by the end of the next working day (target 93%)
Links	<ul style="list-style-type: none"> • Veolia contract. • Service Standards Document – agreed between ECDC & Veolia to simplify contractual requirements.
Source of data	CRM reporting system.
Frequency of reporting?	Quarterly.
Who measures?	Dave White, Waste Services Team Leader.
What will be done? Please list processes briefly	<ul style="list-style-type: none"> • Reports produced of issues reported during required period. • Checks made of resolution timescale against target.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	<p>Currently workload can be accommodated by existing staff, but a higher level of monitoring if necessary would require consideration of a second Client Officer (Waste) role.</p> <p>Provision of a Customer Services, Waste Champion will help to analyse the number of service requests & contractor performance against target resolution timescales.</p>
Are there opportunities for cross-service working?	No.

To provide high quality information to enable residents to make full use of waste collection services provided

Owner	Dave White, Waste Services Team Leader.
Co owner(s)	Darren Hughes, Client Officer (Waste).
Output/outcome(s)	Number of promotional events attended.
Links	
Source of data	Record of events attended.
Frequency of reporting?	Quarterly.
Who measures?	Dave White, Waste Services Team Leader.
What will be done? Please list processes briefly	<ul style="list-style-type: none"> • Diary of events produced. • Promotional activities provided at events. • Promote 'It Pays to Recycle in East Cambridgeshire' initiative.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	The current level of attendance is achieved by the Waste Services Team Leader & Client Officer (Waste), with temporary support of Recycling Support Officers. Increased activity would require additional staffing resource.
Are there opportunities for cross-service working?	Joint promotional activities with Environmental Health staff are already in place, helping to reduce resource requirements for each service.

Provision of services.	
Owner	Dave White, Waste Services Team Leader.
Co owner(s)	
Output/outcome(s)	To review options for provision of waste collection & street cleansing services beyond the end of the current contract ending in March 2018
Links	Council Constitution requirements for procurement of services.
Source of data	N/A.
Frequency of reporting?	Report to Regulatory & Support Services Committee by January 2017 & Full Council by February 2017.
Who measures?	Dave White, Waste Services Team Leader.
What will be done? Please list processes briefly	<ul style="list-style-type: none"> • Establish Review Group. • Assess service delivery options. • Assess potential service formats.
Reporting timescale	Report to Regulatory & Support Services Committee by January 2017 & Full Council by February 2017.
What resources are needed to ensure success?	Accommodated by existing resources.
Are there opportunities for cross-service working?	No.