

EAST CAMBRIDGESHIRE DISTRICT COUNCIL



Operational Services Committee 24 March 2025

AMENDMENTS

Please find enclosed amendments to the published agenda.
These include:

- Waste & Environmental Services – Service Delivery Plan (Pages 171 to 180)
- Forward Plan (Pages 317-318)



Waste and Environmental Services

Service Delivery Plan 2025 to 2026

Waste and Street Cleansing Service

Overview of the Service

Work undertaken covered by this service delivery plan is split into two areas.

The council provides waste and recycling collection, and street cleansing services for all residents of East Cambridgeshire (c. 4.5m individual collections) and all streets respectively, within the district.

These very high profile services are delivered by the Council-owned company, East Cambridgeshire Street Scene Ltd (ECSS), operating under a Memorandum of Agreement. This agreement includes both key performance indicators and wider service expectations.

In order to ensure performance levels are managed and monitored through the terms of the Agreement, a management restructure and the strengthening of the client side of the operation took place during the 2024-25 financial year.

The second area is focused on activities which impact on the present and especially, future delivery of waste and street cleansing services and performance and include:

- Procurement and management of a contract for a Material Recycling Facilities (MRF) where all the dry mixed recycling materials collected are taken for onward processing.
- Delivering the agreed service changes for the waste collection service in preparation for the implementation of the Environment Act 2021.
- Through campaigns, education, and communication, drive improvements in our local environment, whilst improving our own performance. This sees us reducing carbon emissions from the service in support of the climate change agenda, and by maximising our collection of separated recyclable material.
- Actively working with our neighboring authorities as part of the RECAP partnership, for example in developing a county wide Waste Strategy, and undertaking joint procurement where this is the best option for the Council.

Cost of service

The overall cost of the service includes client-side staff, waste collection, street cleansing and MRF (inc transport costs). Together, these total £4,583,257

Staffing information

Director Operations	Part time
Environmental Services Manager	Part time
Senior Waste Management Officer	Full time
Waste Management Officer	Full time

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Quarter 1 Performance Report	July/August 2025	Operational Services
Finalise mobilisation plan for new waste collection arrangements.	July 2025	Operational Services Council TBC
Quarter 2 Performance Report	November 2025	Operational Services
Half year report 2023 to 2024	November 2025	Operational Services
Cambridgeshire and Peterborough Waste Strategy review	January 2026	Operational Services
Revised Agreement for ECSS Service Changes		Operational Services and Council TBC
End of year report 2025-26 Service Delivery Plan 2026-27	March 2026	Operational Services

Waste and Street Cleansing Delivery Plan 2025 to 2026

This Service Delivery Plan describes what the Waste and Street Cleansing Service will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council’s strategic outcomes and Corporate Plan 2025 to 2026.

Corporate Plan Theme/s: Sound financial management.
Cleaner, greener East Cambridgeshire

Waste and Street Cleansing service priority:

Design a resilient waste and street cleansing service which is fit for the future

Link to Corporate Plan:

Be more commercial, but within reason – ‘commercial for community’
Enhance the natural environment and build on our sustainability goals

Performance measure	Target and reporting timescale	Baseline	Owner and co-owners
Monitor performance of ECSS to ensure KPI’s are met within the MoA. Ensure service delivery issues are rectified	All KPIs met for the service. Quarterly monitoring reports to Operational Services Committee.	Ongoing but with new arrangements for client team and changes in service delivery through the year	Waste and Environmental Services Manager Senior Waste Management Officer

Performance measure	Target and reporting timescale	Baseline	Owner and co-owners
Ensure that the council's corporate risks (finance, operational, reputation) related to the service are managed effectively and mitigations are put in place to reduce impact.	Ongoing reviews, with reporting to Operational Services Committee as required	Ongoing	Director Operational Services Environmental Services Manager
Review Cambridgeshire and Peterborough Waste Strategy by December 2025	Partnership Review complete December 2025 Sign off as required by Operational Services Committee January 2026	Carried forward from 2024-25 workplan	Waste and Environmental Services Manager Senior Waste Management Officer
Develop and ensure the new waste service is ready for implementation as approved by Council, in 2026	Operational Services Committee agreement for additional service delivery policies September 2025 Waste Service change preparations complete March 2026	Carried forward from 2024-25 workplan. Project Plan milestones in place	Waste and Environmental Services Manager Senior Waste Management Officer
Develop and agree the new street cleansing service specification, ready to implement on April 1st 2026	Operational Services Committee agreement for additional service delivery policies September 2025 Preparatory work complete March 31 st 2026	New Service objective.	Waste and Environmental Services Manager Senior Waste Management Officer

Performance measure	Target and reporting timescale	Baseline	Owner and co-owners
<p>Ensure the MRF and associated contracts continue to deliver value for money and maximise opportunities to recycle.</p>	<p>Ongoing</p>	<p>This follows on from the successful procurement of the contract in 2024-25.</p>	<p>Waste and Environmental Services Manager Senior Waste Management Officer</p>
<p>Undertake a programme of communication and promotional campaigns to maintain residents' engagement in waste related behaviour change.</p>	<p>Updates to members via Operational Services Committee and in-house communication channels.</p>	<p>New Objective</p>	<p>Waste and Environmental Services Manager Senior Waste Management Officer</p>

Environmental Health Service

Overview of the service

The Environmental Health service is based on three core functions, which impact on public and environmental wellbeing, through regulatory control of environmental hazards and public behaviours.

The service is delivered by three operational teams, whose responsibilities are listed below.

Commercial Team

- Food Safety – food safety is a statutory function, with approximately 900 food premises registered in the district;
- proactive inspections of premises carried out linked to the food hygiene rating scheme
- Health and Safety – health and safety regulation of workplaces is a statutory function and includes investigation of workplace accidents and fatalities
- Communicable disease control – investigation of infectious disease, food poisoning outbreaks

Home Improvement Agency

- housing grants – supporting the elderly, disabled and vulnerable to access mandatory disabled facilities and discretionary grants by organising and overseeing the building works to current building regulations and planning laws and submitting applications on the client's behalf through to completion of work
- sign posting – supporting clients to access other forms of help by liaising with charities, support groups and local contractors
- benefits checks – provides a benefit checks to all clients who are subject to a financial meant test to ensure they are receiving the correct income and refers onto appropriate organisations where necessary

Domestic Team

- housing conditions – officers undertake a range of housing functions, the aim being to tackle poor housing conditions in all sectors and to develop strategies and procedures that address and improve housing standards. Formal enforcement action is taken to secure compliance with standards when required
- environmental protection – the core function is statutory and relates to the protection of public health and the environment by the regulation and support of individuals and businesses in areas such as air quality review and strategy, contaminated land, nuisance investigations, Environmental Pollution Prevention Control permits, pest control advice and enforcement and stray dog services; the department is a statutory consultee for planning and licensing applications
- environmental crime – officers undertake statutory functions to ensure a clean and safe environment, these include the enforcement of fly tipping, littering, dog fouling and abandoned vehicle offences, through the use of a wide range of enforcement options, for example, fixed penalty notices (FPN's) and Community Protection Notices (CPN's) right through to prosecutions for more serious offences; in addition enforcement officers work with residents, businesses and local groups to provide education and advice to help improve understanding of the impacts and penalties of environmental crime.

All activities stem from legislative requirements, but the service utilises a range of external organisations, provision of advice and guidance, educational and promotional activities, as well as traditional enforcement actions, in delivering those requirements. In turn, this reduces the regulatory burden and seeks to create a level playing field for businesses with fairer trading environments, whilst still protecting the public and local environment.

The Environmental Health service is uniquely positioned to improve individual and public health and wellbeing, health inequalities and provide the lead and coordination on actions to tackle the wider determinants of health.

Looking forward to 2025-26 and onwards, the major challenge for the service will be to take on the significant additional work required as the result of new legislation aimed at improving housing conditions in the privately rented sector. This is likely to impact the more vulnerable residents in the district and additional staff resources are already being sought for this additional work.

Cost of service

The cost of the service totals £809,022

Staffing information

Director Operations	Part time
Waste and Environmental Services Manager	Part Time
Senior Environmental Health Officer (EHO) Domestic team	Full Time
EHO Domestic team 2 FTEs	Full Time
Technical Officer - Domestic 3 FTEs	Full Time
Dog Warden	Full Time
Scientific Officer	Full Time
Admin Domestic	Full Time
Senior EHO Commercial team	Full Time
EHO Commercial 3 FTEs	Full Time
Admin Commercial	Part Time
Senior Case Worker HIA	Full Time
Case Worker HIA x 2.5FTE	1xPart Time 2x FullTime
Technical Officer HIA x3 FTE	Full Time
Business Support Officer	Part Time
Admin HIA	Part Time

Environmental Health Service Delivery Plan 2025 to 2026

This Service Delivery Plan describes what the Environmental Health Service will be doing to deliver continuous improvement (service objectives).

Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2025 to 2026.

Corporate Plan Theme/s: Sound financial management.
Cleaner, greener East Cambridgeshire
Sustainable communities

Environmental Health service priorities:

Reduce environmental crime across the district

Support our residents to live happy and healthy lives

Support our businesses to thrive in East Cambridgeshire

Links to Corporate Plan:

Development of the Environment Crime Action Plan

Work to maximise Better Care Fund spend on DFGs

Respond positively to new requirements in housing standards legislation in the private rented sector.

Performance measure	Target and reporting timescale	Baseline/output from 2024-2025	Owner and co-owners
Continue to work with Sanctuary Housing and maintain commitment to provide 40% of the cost towards Disabled Facilities Grants within their stock.	£157,000 by end of March, annually.	Whilst these funds are no longer ringfenced, East Cambs. is still the only area that Sanctuary Housing commit to paying 40% of the DFG cost.	Senior Caseworker, Housing Improvement Agency (HIA)
Maintain fee income of £120,000 by 31 March 2024	£120,000 end of March, annually.	£138,000 in 2024-25, but this varies as DFGs are demand led.	Senior Caseworker, HIA
Support the Council's growth agenda by undertaking a fees and charges review	By December Annually	Annual review complete by November 2025	Senior EHOs

Performance measure	Target and reporting timescale	Baseline/output from 2024-2025	Owner and co-owners
Meet all statutory duties relating to the protection of the natural and built environment	100%, annually	100% completed	Senior EHO (Domestic) Environmental Health (Domestic) Team
Undertake targeted promotional or press releases aimed at increasing public awareness to reduce incidence of Environmental Crime, littering and dog fouling	3 targeted campaigns by March 25	7 targeted campaigns	Senior EHO (Domestic) Environmental Health (Domestic) Team
Meet all statutory duties relating to official controls of food and food hygiene	100%, annually	100% completed	Senior EHO (Commercial) Environmental Health (Commercial) Team
Deliver the Home improvement Agency service in line with contract requirements for Fenland District Council	100% KPI's within contract Annually	100% completed	Senior Caseworker HIA HIA Team
Meet all statutory duties relating to the allocation of Disabled facilities Grants funding	100% Annually	All Better Care Funding for the year was committed. However, roll forward budget from previous years still left a surplus of £211K unallocated. Work ongoing to address client delays (through partnership working), eligible works costs (council policy), and contractor delays (new framework contract).	Senior Caseworker HIA HIA Team
Meet all statutory duties relating to official controls over poor housing standards in the private sector	100% annually	100% completed	Senior EHO (Domestic) Environmental Health (Domestic) Team

LEAD OFFICER: Isabel Edgar, Director Operations
Democratic Services Officer: Patrick Adams

Mon 23 June 2025	4:30pm
Quarter 4 – Waste Service Performance	Catherine Sutherland (Waste Development Officer)
New Waste Service – Project update	Nick Baker
Waste Service Standards / Policy	Nick Baker
Budget Monitoring Report	(Senior Accountant)
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	Nigel Ankers (ECSS Finance Manager)
Citizens Advice West Suffolk (CAWS) performance update	Lewis Bage
Voluntary and Community Action East Cambridgeshire (VCAEC) performance update	Lewis Bage
Mon 22 September 2025	4:30pm
Community Safety Partnership Update	CSP Representative
Quarter 1 – Waste Service Performance	Catherine Sutherland (Waste Development Officer)
Street Cleansing Review	Catherine Sutherland (Waste Development Officer)
Housing Strategy 2025	Angela Parmenter
ECSS Statutory Accounts	Emma Grima, Director Commercial
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	Nigel Ankers (ECSS Finance Manager)
Mon 17 November 2025	4:30pm
Service Plans - Half year report 2025 to 2026	Isabel Edgar (Director Operations)
Quarter 2 – Waste Service Performance	Catherine Sutherland (Waste Development Officer)
New Waste Service – Project update	Nick Baker
Budget Monitoring Report	(Senior Accountant)
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	Nigel Ankers (ECSS Finance Manager)

Notes:

1. Agenda items which are likely to be “urgent” and therefore not subject to call-in are marked *
2. Agenda items in italics are provisional items / possible items for future meetings.

OPERATIONAL SERVICES COMMITTEE
WORKING COPY - ANNUAL AGENDA PLAN

AGENDA ITEM NO 16

LEAD OFFICER: Isabel Edgar, Director Operations
Democratic Services Officer: Patrick Adams

Mon 26 January 2026	4:30pm
VCAEC performance update	Lewis Bage
CAWS performance update	Lewis BAge
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
Mon 23 March 2026	4:30pm
Review of grant to VCAEC	Lewis Bage
Community Safety Partnership Update	CSP Representative
Quarter 2 and 3 – Waste Service Performance	Catherine Sutherland (Waste Development Officer)
End of Year Reports 2025/26 Service Delivery Plans 2026/27	Isabel Edgar Director Operations
Budget Monitoring Report	(Senior Accountant)
ECSS Business Plan	Emma Grima, Director Commercial
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	Nigel Ankers

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