

Public Document Pack



| | |
|-----------------|-------------------------------------|
| MEETING: | Overview and Scrutiny Committee |
| DATE: | Tuesday, 5 June 2018 |
| TIME: | 1.00 pm |
| VENUE: | Council Chamber, Barnsley Town Hall |

AGENDA

Administrative and Governance Issues for the Committee

1 Apologies for Absence - Parent Governor Representatives

To receive apologies for absence in accordance with Regulation 7 (6) of the Parent Governor Representatives (England) Regulations 2001.

2 Declarations of Pecuniary and Non-Pecuniary Interest

To invite Members of the Committee to make any declarations of pecuniary and non-pecuniary interest in connection with the items on this agenda.

3 Minutes of the Previous Meeting (Pages 3 - 8)

To approve the minutes of the previous meeting of the Committee held on 24th April, 2018 (Item 3 attached).

Overview and Scrutiny Issues for the Committee

4 Waste Collection Service Review (Pages 9 - 22)

To consider a report of the Executive Director Core Services and the Executive Director Place (Item 4a attached) in respect of the 'Future Council Improvement Review – Waste Collection Service' (Item 4b attached), 'Waste Collection Service Future Council Review - Key Findings & Recommendations' (Item 4c attached) and a Performance Data Table (Item 4d attached).

5 Scrutiny Work Programme 2018/19

To provide a verbal update regarding the proposed scrutiny work programme for 2018/19.

Enquiries to Anna Marshall, Scrutiny Officer

Email scrutiny@barnsley.gov.uk

To: Chair and Members of Overview and Scrutiny Committee:-

Councillors W. Johnson (Chair), P. Birkinshaw, G. Carr, Charlesworth, Clarke, Clements, K. Dyson, Ennis, Franklin, Frost, Gollick, Daniel Griffin, Hampson, Hand-Davis, Hayward, Lofts, Makinson, Mitchell, Phillips, Pourali, Sheard, Sixsmith MBE, Tattersall, Williams and Wilson together with co-opted Members Ms P. Gould, Mr M. Hooton, Ms J. Whitaker and Mr J. Winter and Statutory Co-opted Member Ms K. Morritt (Parent Governor Representative)

Electronic Copies Circulated for Information

Diana Terris, Chief Executive

Andrew Frostdick, Executive Director Core Services

Rob Winter, Head of Internal Audit and Risk Management

Michael Potter, Service Director, Business Improvement and Communications

Ian Turner, Service Director, Council Governance

Press

Witnesses

Item 4 (1:00pm)

Matt Gladstone, Executive Director – Place

Paul Castle, Service Director – Environment & Transport, Place Directorate

Rachel Tyas, Head of Transformation, Environment & Transport, Place Directorate

Cllr Roy Miller, Cabinet Spokesperson - Place

| | |
|-----------------|-------------------------------------|
| MEETING: | Overview and Scrutiny Committee |
| DATE: | Tuesday, 24 April 2018 |
| TIME: | 2.00 pm |
| VENUE: | Council Chamber, Barnsley Town Hall |

MINUTES

Present

Councillors W. Johnson (Chair), P. Birkinshaw, G. Carr, Clements, Ennis, Frost, Hampson, Hayward, Lofts, Makinson, Mitchell, Pourali, Sheard, Tattersall, Williams and Wilson, together with co-opted member Mr J. Winter

68 Apologies for Absence - Parent Governor Representatives

Apologies for absence were received from Ms K. Morritt in accordance with Regulation 7(6) of the Parent Governor Representatives (England) Regulations 2001.

69 Declarations of Pecuniary and Non-Pecuniary Interest

Councillor G. Carr declared a non-pecuniary interest in relation to Item 73 as a trustee of Disability Information Advice Line (DIAL).

Councillor G. Carr, Tattersall and Wilson declared non-pecuniary interests in Item 75 as Members of the Corporate Parenting Panel.

Councillor Lofts declared a non-pecuniary interest in Item 75 as a Member of the Adoption Panel.

70 Minutes of the Previous Meeting

The minutes of the meeting held on 28th March were approved as a true and accurate record.

The Chair reported that Councillor Joe Hayward had agreed to serve as the Committee's representative on the Oral Health Improvement Action Group.

71 Adult Social Care Local Account 2016/16

The following witnesses were welcomed to the meeting, for this item and the following two items:

- Rachel Dickinson, Executive Director - People
- Lennie Sahota, Service Director - Adult Social Care & Health
- Sharon Graham, Head of Service - Joint Commissioning
- Jane Wood, Head of Service - Assessment & Care Management
- Claire Edgar, Head of Service - Mental Health & Disability
- Councillor Margaret Bruff, Cabinet Spokesperson for People (Safeguarding)

The report was introduced by the Service Director, Adult Social Care & Health, who informed the Committee that the report provided information of the performance of

Adult Social Care during 2016/17, including comparisons of performance against national averages and statistical neighbours. The Executive Director (People) commented that the report highlighted that there were many areas of good performance for the service, although there were still areas for improvement. The Committee discussed the report and the following issues were raised:

- The proposed budget savings for 2017/18 of £1.2m had been achieved. While the specific saving in relation to double-handed care had not been delivered, over-achievement of savings in other areas had compensated for this.
- Addressing social isolation was a key issue. Assessment of this was included as part of the annual review of service users and as part of all assessments in line with the Care Act 2014. It was noted that Area Councils and Ward Alliances had done good work in this area, which should continue to be supported. The Committee commented that best practice delivered by Area Councils and Ward Alliances should be shared across the Borough. The Committee also enquired what the Council did to share and discover best practice across the region, and was informed that the Yorkshire and Humber Adult Social Care Directors Group was proactive in sharing best practice in the region. The Committee also noted that the Live Well Barnsley website was an excellent resource to help to reduce social isolation.
- The KPI regarding the proportion of older people who received reablement or rehabilitation services after discharge from hospital was rated as red in the report, below the average nationally and for statistical neighbours. It was explained that part of the reason for this was that the data collection currently only captured the performance of Council-run reablement or rehabilitation services; further work needed to be completed to allow the full picture in relation to this to be reported in future. Members noted that the KPI for older people who were still at home 91 days after discharge from hospital into these reablement or rehabilitee services was above the national and statistical neighbour averages, so it appeared that the work being done in this area was of good quality.
- Further information was provided regarding the proposals to develop extra care housing schemes as an alternative to residential care, and supporting adults with learning disabilities and mental health conditions into paid employment. In relation to the latter, the Committee was informed that additional investment had been agreed by SMT earlier in the week. The Committee requested information regarding the Council's performance in terms of employing adults with learning disabilities or mental health conditions and was advised that this information was not available at the meeting, but could be provided following the meeting.
- The Committee was assured that there was an adequate amount of care provision within the Borough, a position which had been improved following the completion of a recent procurement exercise which had delivered an additional provider for adults with mental health conditions.
- An all-Member briefing had been arranged for 24th May 2018 to allow Members to discuss the Accountable Care System and the Barnsley Clinical Commissioning Group in relation to this.

- The Committee was informed of the recent work which had been completed to quantify the average cost of care home provision in the Borough, as part of the fee proposals for the next three years. Work had also been completed to strengthen the contract monitoring of care homes, which had assisted with work with homes to increase the quality of provision.

RESOLVED – That:

- i) the witnesses be thanked for their contribution;
- ii) the report be noted; and
- iii) information be provided to Members regarding the Council’s performance in employing people with learning disabilities or mental health conditions.

72 Support to Live at Home (STLAH) and Adult Community Support & Enablement Service (ACSES)

The Committee considered a report which provided an update on the current arrangements for the delivery of care and support services to service users living in their own home. Members asked a number of questions regarding the report and the following issues were raised:

- The Committee suggested that it would be beneficial for a Frequently Asked Questions booklet to be provided for service users and/or their families, including information of services available. The Committee suggested that this would be useful as, while this information was available online, service users weren’t always computer literate. The Committee was informed that this would be considered, but relevant information was provided to individuals as part of their care plan. In addition, contact details for the customer access team were provided to all service users. This team was able to signpost service users to relevant services.
- The thresholds for the provisions of social care support to individuals had not changed as part of the recent procurement exercise, as this was governed by eligibility criteria set out in the Care Act. However, the process for assessing the required level of support (standard, complex or specialist) had been made clearer.
- To the protection of service users who were unable to manage their own finances, the Council operated a supported managed account system, whereby the service users could make the decisions about the care which they wanted (with the help of a personal co-ordinator), but payment for that care was made through the supported managed account.
- A significant amount of support had been provided by the Commissioning, Contracts and Brokerage Teams to frontline social workers where changes to care packages were required as a result of provider changes. This had enabled social workers to continue to focus on direct contact with service users in the community and had ensured an appropriate caseload and workload.
- The Committee noted that the Keresforth Day Centre had recently been closed and service users, some of whom were profoundly disabled, now needed to travel

to other areas to receive services. It was explained that SWYFT, who had previously operated the majority of services at the site, had decided that the site was not required for their purposes. That had left only the Day Centre at the site, which had not been viable to operate in those circumstances, particularly due to issues relating to the safety of the building. However, it was intended to use other available buildings within the Borough to continue providing services for people with profound disabilities similar to those which had been provided at Keresforth. Further information regarding this would be provided to the Committee.

RESOLVED – That:

- i) the witnesses be thanked;
- ii) the report be noted;
- iii) further information be provided to the Committee regarding day service provision in Barnsley for people with profound disabilities.

73 Financial Contributions Policy for Adult Social Care

The Committee considered a report which provided information in relation to recent changes to the Council's Financial Contributions Policy (previously known as the Fairer Charging Policy) for Adult Social Care Services. Members asked questions regarding the report and the following issues were raised:

- Although the exact cost of the maximum brokerage fee for people not eligible for financial support was not available at the meeting, it was thought to be in the region of £120 for the standard service or £200 for the complex service. The exact cost could be provided to Members following the meeting. This fee allowed for a support broker to work with the individual in question to arrange a provider, arrange a personal care plan, review their care plan and deal with any queries.
- The removal of the cap had previously been estimated to affect c.95 service users, but was now thought to affect c.135 service users. It was explained that this was solely due to the changing circumstances of service users, rather than any change in the application of the policy which had previously been discussed by the Committee. The Committee was informed that the efficiency saving target of £400k had been achieved and the new policy was fairer than the former policy.
- The research project with Disability Information Advice Line (DIAL) to evaluate the impact of budget reductions and service redesign on disabled people in Barnsley was still ongoing. The project would also evaluate the extent to which the impact could have been predicted.

RESOLVED – That:

- i) the witnesses be thanked for their attendance;
- ii) the report be noted; and
- iii) the Committee be provided with further information regarding the maximum brokerage fees.

At the conclusion of this item, the Chair noted that this was John Winter's last meeting as a Co-opted Member of the Committee. The Chair extended the Committee's thanks to Mr Winter for his work with the Committee.

74 Exclusion of the Public and Press

RESOLVED that the public and press be excluded from the meeting during consideration of the following item, because of the likely disclosure of exempt information as described by the specific paragraphs of Part I of Schedule 12A of the Local Government Act 1972 (as amended) as follows:

| <u>Item Number</u> | <u>Type of information likely to be disclosed</u> |
|--------------------|---------------------------------------------------|
| 75 | Paragraph 2 |

75 Children's Social Care Reports

The following witnesses were welcomed to the meeting:

- Mel John-Ross, Service Director, Children's Social Care & Safeguarding
- Councillor Margaret Bruff, Cabinet Spokesperson for People (Safeguarding)

An introduction was given to the report circulated, which provided information for performance in March 2018 and for the full year for 2017-18. Ms John-Ross noted that performance for the year had been extremely positive, with improvement in nearly every area. Members asked questions regarding the following issues:

- The percentage of care leavers in suitable accommodation and in education, employment or training, and how these percentages changed as care leavers aged from 18 to 21.
- The resourcing impact of the Children Social Work Act, which required local authorities to be in contact with care leavers until they were 25 (rather than 21) without significant additional funding being provided. Information of how this funding had been calculated could be provided to the Committee.
- The performance and work being done to make improvements against the following KPIs:
 - the number of children becoming subject to a Child Protection Plan
 - the rate of referrals per 10,000 people aged under 18.
- The challenges presented due to the number of children placed into private care within Barnsley from outside the Borough.

RESOLVED That:

- i) the witnesses be thanked for their attendance and contribution;
- ii) the report be noted; and

- iii) information be provided to the Committee regarding how the additional funding had been calculated for the new duty for authorities to remain in contact with care leavers up to the age of 25.

Waste Collection Service Future Council Review – Cover Report

1.0 Purpose of the Report

1.1 The purpose of the attached report (Item 4b) is to provide the Overview & Scrutiny Committee (OSC) with an updated position in relation to the Waste Collection Service Improvement Review.

2.0 Introduction/Background

2.1 Barnsley MBC's Waste Collection Service is a critical service and remains a priority for both the Council and its customers.

2.2 The Waste Collection Service has already gone through extensive change in recent years, however, modernisation is required to meet future demand and address key issues facing the service. As a result, a review of the service was conducted by the newly formed Transformation Team to examine service delivery and look at how functions are managed.

2.3 Although the Waste Collection Service has a wider remit, the review in the main focussed on the domestic waste collection service.

3.0 Current Position

3.1 Following the initial review, evidence based conclusions have been drawn and key recommendations made to improve service delivery and outcomes for customers and communities.

3.2 Items 4b, 'Future Council Improvement Review – Waste Collection Service', and 4c, 'Waste Collection Service Future Council Review - Key Findings & Recommendations' detail the focus of the review and the findings and the recommendations made. Item 4d shows a comparison of Barnsley's performance data against other local authorities.

4.0 Next Steps/Future Challenges

4.1 Following further analysis and evaluation, it is anticipated that the recommendations will be implemented by April 2019 without diminution of service to the public.

5.0 Invited Witnesses

5.1 At today's meeting, the following representatives have been invited to answer questions regarding this area of work:

- Matt Gladstone, Executive Director – Place
- Paul Castle, Service Director – Environment & Transport, Place Directorate
- Rachel Tyas, Head of Transformation, Environment & Transport, Place Directorate
- Cllr Roy Miller, Cabinet Spokesperson - Place

6.0 Possible Areas for Investigation

6.1 Members may wish to ask questions around the following areas:

- How reliable do you consider the benchmarking data to be, given that you are unsure as to what methodology other authorities have used?
- How do you see Area Councils and other partners contributing to the changes?
- What consultation has taken place with stakeholders during the review, what evidence is available of their input and how will they be involved in the future?
- What are the key challenges to ensuring you have an agile workforce that can be more responsive and effective?
- What gets in the way of good practice?
- How do you plan to manage customer expectations throughout the process and beyond?
- Moving forward, what do you consider the major vulnerabilities of the service?
- What areas of current good practice can be developed and replicated throughout the rest of the service?
- In your opinion, which of the recommendations will have the largest impact and why?
- What actions could be taken by Members to support the continued improvement of the service?

7.0 Background Papers

South Yorkshire Waste Strategy:

<http://barnsleymbc.moderngov.co.uk/documents/s26230/Appendix%202.pdf>

8.0 Glossary

| | |
|--------------|-------------------------------------------|
| APSE | Association for Public Service Excellence |
| Barnsley MBC | Barnsley Metropolitan Borough Council |
| RCV | Refuse Collection Vehicle |
| KLOE | Key Line(s) of Enquiry |
| YTD | Year to Date |

9.0 Officer Contact

Anna Marshall, Scrutiny Officer: scrutiny@barnsley.gov.uk

25th May 2018

2017

Future Council Improvement Review –
Waste Collection Service
for the Overview & Scrutiny Committee



Executive Summary Report
for the Overview & Scrutiny Committee
June 2018

Waste Collection Service Future Council Review

1. Purpose of the Report

- 1.1 The purpose of this report is to provide the Overview & Scrutiny Committee with an update on the Waste Collection Service Review, including improvement opportunities identified to ensure that the service remains efficient and effective and responsive to customer needs.

2. Background

- 2.1 Barnsley continues to work towards the Future Council ambition “*Working together for a brighter future, a better Barnsley*”, to become a more customer focused, modern, efficient and commercial authority and a destination that people want to live and work in.
- 2.2 The Waste Collection Service performs an integral part of the realisation of this vision and over recent years has undergone significant redesign to ensure the service remains customer focused, able to meet future waste collection needs of the Borough and remains competitive in the marketplace. Waste collection is a critical service and remains a priority for both the Council and its customers due to the inextricable link between daily living, waste disposal and recycling expectations in 21st Century Britain.
- 2.3 As a result, a Future Council Improvement Review of the Waste Collection Service was requested. The review examined current service delivery and looked at how the functions are managed. This has identified opportunities for modernisation within the service, enabling a flexible operating model to continue to meet the needs of our customers and communities.
- 2.4 It is important to note that there have already been a series of high-level achievements over recent years including:
- Development of a combined South Yorkshire Waste Strategy with waste disposal contracts being jointly commissioned by the Barnsley, Doncaster and Rotherham Waste Partnership to achieve greater economies of scale;
 - Service stability and predictability across all waste collection types have improved considerably when compared to performance in 2016/17 and the direction of travel is positive with performance in 2017/18 expected to achieve agreed targets;
 - Contingency planning has been built into the operating model with crew loaders being upskilled to enable the provision of cover for drivers in line with service requirements;
 - Development of business intelligence dashboards to assist with the proactive performance management of the operational side of the Waste Collection Service;
 - Introduction of the ‘business plan on a page’ performance management framework which provides a monthly update of key indicators for which Managers are held accountable;
 - Significant reduction in the average number of sickness days lost per employee (1.76 days reduction as at September 2017) through rigorous application of the Managing Attendance Policy.

2.5 The Domestic Waste Collection Service costs the Council £5.04M (net spend) each year and includes the collection of all residual, recycling and green waste from all domestic households across the borough. The service currently employs over 100 members of staff to ensure a proficient waste collection service is provided to the residents of Barnsley. It is recognised that the service currently faces a number of challenges including:

- Continuing to provide a high performing waste collection service for the residents of Barnsley within the financial budget available;
- Continuing to increase the levels of recycling across the borough;
- Achieving the nationally prescribed targets maximising recycling and minimising landfill;
- Embracing enabling technology to improve the efficiency and deployment of front line resources;
- Ensuring sufficient capacity within the waste collection service to meet the housing growth needs of the borough;
- Developing a medium to long term workforce development plan reflecting the demographic profile of the workforce to ensure the future sustainability and continuity of the service.

3. Scope of the Review

3.1 The Transformation Team has been established and recruited to and the additional capacity has allowed for an independent review of the service. The Team looked in-depth at service performance against standards: in comparison to other authorities and financial performance; structures; customer satisfaction; and supply chain relationships.

3.2 The terms of reference for this review provided the following scope:

- Assess the performance of the service, examining the service standards, targets and achievements over the last year;
- Compare performance to better understand productivity and value for money;
- Assess the financial position of the service including the impact of Key Lines Of Enquiry (KLOEs) in recent years and future KLOEs to be delivered;
- Analyse the service structures, management layers, roles and responsibilities, and job profiles in line with Future Council 2020;
- Evaluate the working practices and productivity of the staff to help identify opportunities for efficiency and improvement, including advancements in digital technology;
- Review the workforce planning and development of the service and how the demographic challenges in particular are being addressed;
- Review customer satisfaction, complaints data and other information to help inform the value for money assessment of the service;
- Consider the commercial opportunities within the service and how these are being realised in line with the Council's commercial strategy, including the role of the Commercial Account Managers;
- Review the supporting contracts for recyclable materials.

3.3 The approach taken has been to examine and evaluate all the business activities and processes along with any relevant documentation. This has been completed in conjunction with the service area and has included site visits and hands on exploration with the crews themselves.

4. Key Findings and Recommendations

- 4.1 Following an initial review of Waste Collection Services, a series of key findings have been identified along with a series of recommendations to progress the issues identified. These findings are evidence-based and given the continuous review of Waste Collection Services over recent years. It is acknowledged that the recommendations are more incrementally based rather than proposing radical transformational change. These will form part of the Service's continuous improvement journey and once embedded, will become part of business as usual ensuring full alignment with Future Council ambitions.
- 4.2 Item 4c addresses the findings and recommendations on a thematic basis.

5. Governance

- 5.1 To oversee the delivery of the Future Council Improvement Reviews and provide appropriate governance arrangements, a steering group has been established. Support towards this service review cross cuts the Council and includes representation from the following business partners:

- HR;
- Finance;
- Business Improvement & Intelligence;
- IT;
- Customer Services;
- Procurement; and
- Workforce Development Team

6. Next Steps

- 6.1 Support of the recommendations and the initial findings to proceed with the Future Council Improvement Review and support further analysis where required:
- To present the final service recommendations for ratification to implement in line with the project plan for April 2019;
 - Engage with Communications and Marketing to develop and implement an internal and external Communications Plan across all Future Council Improvement Reviews; and
 - Consult with unions as appropriate to provide an update on the first stage of the review.

Key Findings & Recommendations

| 1. Service Performance & Benchmarking | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Key Findings | Key Recommendations | |
| <p>1.1</p> <p>The service is performing well when compared to the historical position over recent years. However, the comparative position to most similar groups is at this stage unknown as the service has taken a decision not to submit data to the Association for Public Service Excellence (APSE) benchmarking club and therefore benchmarking data is not readily available. When comparing the Barnsley position to a number of key financial and performance indicators outlined in the APSE Performance Refuse Collection Report (2015/16), Barnsley is performing well and better than average in the majority of indicators (as outlined in Item 4d).</p> <p>It is important to note that exceptional performance is observed against the following measures:</p> <ul style="list-style-type: none"> • Cost of refuse collection service per household (16.3% less than the APSE average); • Kg's of residual household waste landfilled per head (71.8% less than the APSE average); • Percentage of residual household waste landfilled per annum (16.3 percentage points less than the APSE average). <p>It is also important to acknowledge that of the 55 authorities submitting returns; only a small sample size provides valid statistical neighbour analysis. Additionally, as Barnsley did not submit the raw data to APSE, the same calculation methodology cannot be assured.</p> | <p>1) Review the workflow system to ensure it remains fit for purpose and meets all the recording and reporting requirements of the service whilst promoting sufficient resilience and succession planning in relation to knowledge, system management and interrogation.</p> <p>2) Re-commence data submissions to APSE in order to ensure that the comparative performance of the service against cost, quality and performance is accessible and integrated as part of ongoing performance management approaches.</p> | |
| <p>1.2</p> <p>The Waste Collection Service has a number of developments in progress including the further refinement of performance dashboards to inform the effective performance management and continuous improvement of the service. Further opportunities need to be maximised to ensure performance can be split down to Ward level to inform Ward Alliances and Area Council planning processes throughout the borough.</p> | | |

2. Financial Position

| 2. Financial Position | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Key Findings | Key Recommendations |
| <p>2.1 Waste Collection Services cost the Council £5.04M (net spend) made up of employee costs (£2.83M), transport related costs (£2.16M) and supplies and services (£0.05M) each year for the collection of residual, recycling and green waste; this does not include waste disposal. The net cost of the full compliment of Waste Management Services including waste collection, commercial waste and waste disposal is £10.46M. The primary focus of the review is Waste Collection; the scope does however cover aspects of commercial waste and waste disposal.</p> | <p>3) Dovetailing with the Fleet Services review, challenge and further interrogate the cost of vehicles, undertaking a cost benefit analysis of the fleet composition, incorporating the use of short-term and spot hires to ensure the service is achieving value for money and maximising the use of core assets.</p> |
| <p>2.2 The Waste Collection Service has recently undergone a re-structure which was implemented 1st December 2017 and confirmed 104 positions; a net increase of 11 posts in the organisational structure. This was agreed in September 2017 as a delegated report to take account of increased demands on service and to provide greater capacity to reduce the need for any budget overspends incurred in relation to agency cover. Consequently, the composition of the workforce has been reviewed at a high-level.</p> | |
| <p>3 The Waste Collection Service has consistently overspent for three years in relation to agency costs; spend on short-term and spot hire of vehicles and maintenance falling outside of routine inspection. In addition to this, Fleet Services hold a £1.6M budget which supports the leasing and on-going scheduled maintenance of 34 fleet refuse collection vehicles (RCV's). Cost benefit analysis is not routinely undertaken to inform the procurement of large revenue lease vehicles and therefore improvements to the procurement process need to be made. A vehicle usage report has been requested to inform the Fleet Services Review to ensure the optimal use of core vehicles. This review will also investigate fuel and maintenance costs and how maximum cost benefit can be achieved. The Waste Collection Service review is interdependent to the Fleet Services Review.</p> | |

3. Working Practices & Productivity

| Key Findings | | Key Recommendations |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.1 | Routes were refined and re-optimised for residual (grey) collections in January 2017. Recycling routes have not been re-optimised since 2014 which at that point, was based on a pure division between households and the allocated number of crews, due to the lack of availability of robust business intelligence in relation to hotspots and kerbside presentations. | <p>4) Improve data collection approaches in relation to recycling to ensure that demand can be effectively mapped by geography to inform the re-optimisation of recycling routes and the development of targeted campaigns in collaboration with Communications and area governance arrangements to increase the up-take of recycling across the borough.</p> <p>5) Develop a business requirement document and business case in collaboration with IT to justify the cost benefit analysis of procuring in-cab technology including the potential for live customer updates which supports the future sustainability and continuity of the service.</p> <p>6) Undertake further modelling to inform the work underway with operational crews to employ the nudge theory to transition crews away from the Grange Lane Transfer Station to direct tip at Manvers, where deemed cost effective, thereby minimising additional costs of waste transfer.</p> <p>7) Review the demographic changes in households for the next 5-10 years taking into account the locations of new households and undertake a benefit analysis to determine whether a replacement transfer station may be required in the Central/West of the Borough.</p> |
| 3.2 | Due to housing growth, the service has accommodated 2,040 new households since April 2016 into existing bin collection rounds. A further 365 new households are anticipated to be built across the Borough by March 2018. Housing growth in the Borough is projected to be between 800 and 1,300 houses per annum over the period 2014-2033. This additional demand needs to be factored into the re-optimisation of routes. | |
| 3.3 | Work shadowing has been undertaken with a number of crews, the insight of which suggests that there is a strong engrained culture to finish work when the rounds are complete. The crews shadowed were highly productive and the council values were apparent in their working practices. | |
| 4 | The contracted working hours of crews are 6:00am to 3:45pm with a mandatory half hour break for lunch. These are the contracted hours for all waste collection types including green waste which only operates between the months of March and November. | |
| 3.5 | Further work is required to explore how these crews are deployed outside of the Green round operating period and whether any seasonal contracts would be more beneficial, reflecting the demand for service and the operating model. | |
| 3.6 | The tonnage of waste tipped at Manvers has doubled for the year to date (YTD) when compared to same period last year. However, 78% of residual waste YTD continues to be tipped at the Grange Lane transfer station. This equates to £143K YTD in transfer charges to Manvers (approx. £6 per tonne). Opportunities need to be maximised to continue the migration of direct tips to Manvers in order to reduce waste transfer costs. Early modelling has been undertaken which needs to be further developed to ensure cost effectiveness is fully explored in relation to time and travel costs of direct tipping to Manvers, balanced against the additional costs incurred by tipping at the transfer station. This needs to include a review of demographic changes in anticipated housing growth | |

3. Working Practices & Productivity (cont)

| Key Findings | | Key Recommendations |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| | across the Borough over the next 5 to 10 years, taking into account the locations of new households and whether the transfer station is best placed geographically to meet the future waste collection demands. | |
| 3.7 | At present, there is no in-cab route optimisation technology as a business case to support the investment has not been developed. Maps of rounds are issued to crews every morning; however these are two years out of date. | |
| 3.8 | From crews shadowed, it was apparent that experienced drivers retain routes in memory and do not refer to the maps issued. Maps are however required by new drivers or by drivers providing cover and reading manual maps whilst driving refuse collection vehicles (RCV's) poses a significant health and safety risk. | |

Page 18

4. Policy Changes

| Key Findings | | Key Recommendations |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| 4.1 | It is also an opportune time to consider combining and co-mingling of paper and card. A separate paper has been presented to Cabinet on the 7 th March 2018. As previously reported, tonnages of paper continue to reduce year-on-year, whilst cardboard collection tonnages continue to increase. In addition, the existing split-bodied vehicles, where currently paper and card are kept separate, need replacing. All these factors now make it an attractive time to consider combining paper and card into the blue recycling bin. The report set out that with a modest increase in collected tonnages, which we believe will be achieved as customers have been expressing a desire to combine these for some time, a broadly cost neutral position is forecasted. The advantages of this will mean customers will be able to use their blue bin for both card and paper; the white bag for collecting paper will not be needed; collection crews will have greater capacity to accommodate housing growth; and the number of different vehicle types will be reduced, thus providing greater levels of service resilience. | (Recommendations in report to Cabinet agreed 7 th March 2018) |

5. Workforce Planning

| 5. Workforce Planning | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Key Findings | Key Recommendations |
| <p>5.1 A demographic profile of the Waste collection workforce has been provided by Workforce Development which identifies that 76% of the workforce is White British, the ethnicity of the remaining 24% has not been disclosed and is therefore unknown. The profile identifies that 97% of the operational workforce is male. In terms of age profile, 23% are aged 55 years and over (5% being over 60 years). It is worth noting that 29% of all current drivers are aged 55 years and over which needs to be reflected in any current and future workforce planning in order to ensure the sustainability and continuity of the service. This is particularly important given that drivers currently memorise routes and there is no in-cab route optimisation technology which could result in organisational memory loss as drivers retire.</p> | <p>8) Further strengthen the Workforce Plan for the service ensuring that solutions and timescales are clearly defined to address identified issues and challenges.</p> <p>9) Recommendation number 5 in relation to the development of a business case to support in-cab route optimisation software will support the future sustainability and continuity of the service.</p> |
| <p>5.2 The service has operated with a 4.4% turnover rate of staff and of posts advertised externally in the last 12 months. There have been a healthy number of applications for both driver and operative posts at a ratio of applications to posts of 34:1 and 26:1 respectively.</p> | |
| <p>5.3 A 2017/18 Workforce Plan has been developed by the Waste Collection Service which identifies some of the challenges faced by the service including an ageing workforce. The Plan identifies some of the issues but lacks a solution focus along with key milestones.</p> | |

6. Performance Management & Accountability

Key Findings

Key Recommendations

- 6.1 The service has 4 supervisors to supervise and oversee the work of the operational crews.

The 3 supervisors in post are qualified in Level 3 Supervisory Management and are scheduled to complete the CMI Level 5 Leadership and Management qualification as part of the Council’s Leadership Programme.
- 6.2 Procedures need to be reviewed to ensure that the supervisors work to standardised practice ensuring that good performance is celebrated and crews and individuals are effectively challenged in relation to areas of under-performance. Formal communication mechanisms need to be strengthened to ensure drivers as charge hands of crews are effectively supported and developed to manage the front line service delivery.
- 6.3 The Waste Collection Manager receives regular monthly supervision with the Service Director and a Waste Management meeting is held on a monthly basis chaired by the Service Director which is attended by Group Leaders and Supervisors across the broader Waste Management portfolio. The Waste Collection Manager is also held to account at bi-monthly business planning meetings where performance against key indicators is reviewed and challenged.

10) Strengthen performance management and accountability across the service. Review operating procedures to ensure standardised best practice is employed across the supervisory management tier. Introduce bi-monthly performance meetings between Supervisors and Drivers to ensure effective performance management at an operational level, identifying areas of good practice, sharing across the staff base and where required, implementing remedial actions to ensure the service performance and culture continues to grow in line with Future Council ambitions, priorities and values.

APSE Performance Refuse Collection Analysis 2015/16*

| Performance Indicator | APSE Average based on 55 participating local authorities 2015/16 | Barnsley Position 2015/16 | Performance Assessment 2015/16 | Barnsley Position 2016/17 | Barnsley Direction of Travel (15/16 to 16/17) |
|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|---------------------------|--------------------------------|---------------------------|-----------------------------------------------|
| Cost of refuse collection service per household (Excluding landfill, waste disposal & central establishment charges) | £54.77 | £45.83 | ✓ | £45.41 | ↔ |
| Kg of Domestic Waste Recycled per head | 177kg | 189kg | ✓ | 194.8kg | ↑ |
| % of household waste collected which is composted | 17.42% | 21.83% | ✓ | 20.33% | ↓ |
| Kg's of residual household waste Landfilled per head | 106.6 | 30.05 | ✓ | 25.05 | ↑ |
| PI 03e - Tonnes of domestic waste recycled per household | 0.4 | 0.42 | — | 0.43 | ↔ |
| Percentage of households covered by kerbside recycling collections | 96.57% | 100% | ✓ | 100% | ↔ |
| Percentage recovery of energy from household waste collected | 40.93% | 27.10% | ✗ | 31.4% | ↑ |
| Percentage of total waste collected which is actually recycled | 42.44% | 45.35% | ✓ | 46.39% | ↑ |
| Kg of residual household waste landfilled per annum per household | 232.19kg | 66.49kg | ✓ | 54.9kg | ↑ |
| Percentage of residual household waste landfilled per annum (Unitary authorities only) | 23.65% | 7.34% | ✓ | 5.34% | ↑ |

*Please note, of the 55 authorities submitting returns to the Association for Public Service Excellence (APSE); only a small sample size provides valid statistical neighbour analysis. Additionally, as Barnsley did not submit the raw data to APSE, the same calculation methodology cannot be assured.

This page is intentionally left blank