

2017

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



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.