

POLICY AND PERFORMANCE SCRUTINY PANEL

14 October 2021

INFORMATION DASHBOARDS TO MONITOR AND IMPROVE THE PERFORMANCE OF THE WASTE AND RECYCLING SERVICE

Report of the Executive Head for Neighbourhood Services

Recommendation(s)

It is recommended that the Panel note and comment on the proposed dashboard for the Waste and Recycling Service.

Summary

Following a drop in performance for the Waste and Recycling Service, which was the result of several compounding issues such as major changes to rounds and market forces relating to recruitment and retention of key staff, a dashboard was requested by Policy and Performance Scrutiny Panel to aid better tracking of performance in order to be react faster to areas of concern.

Focus for Scrutiny

To consider the dashboard to establish whether it provides the data the Panel and the Service require to monitor performance.

Statutory Powers

Section 45 of the Environmental Protection Act (EPA) 1990 requires the waste collection authority to collect 'household waste' in its area. In addition, Section 45A (3) of the EPA requires waste collection authorities to collect "at least 2 types of recyclable waste together or individually separated from the rest of the household waste". Recyclable waste is defined as "household waste which is capable of being recycled or composted".

Strategic Implications

1. This report relates directly to the Corporate Plan objective of 'Minimising waste and manging resources' and providing an 'Excellent environment for all', by ensuring that the service delivered by the Council's Waste and Recycling Team is closely monitored to enable the Team to respond to issues and changes in need quickly and effectively.

Introduction

2. Changes to waste collection days, the introduction of fortnightly (rather than 4 weekly) glass and battery collection and harmonisation of collection days were introduced on 1 March 2021. In addition to these significant changes, several additional factors including the national shortage of LGV drivers, the inability to recruit staff and existing staff absences due to Covid-19, have resulted in a reduction in service performance, with an increase in reported missed bins and repeat missed bins.
3. However, a number of actions have been taken which have resulted in improvements to operational performance of the service, including weekly monitoring of performance, on-going refinement of collection rounds and enhanced internal and external communication. These have resulted in performance returning to acceptable levels, with reducing numbers of both missed collections and complaints.
4. In order to sustain these improvements and ensure that the service can monitor performance and analyse trends in 'real' time, the waste and recycling team were keen to develop an information dashboard in order to quickly identify and profile problems and service issues across a range of activities. This would enable remedial action to be taken in a more effective and timely manner, leading to a sustained improvement in performance. The service is currently reliant on spreadsheets and manual worksheets that take time to process/analyse. Following a recommendation by the Policy and Performance Panel a dashboard has been developed by the waste and recycling service with input from the Cabinet Portfolio Lead and will be demonstrated at the meeting on 16 September.

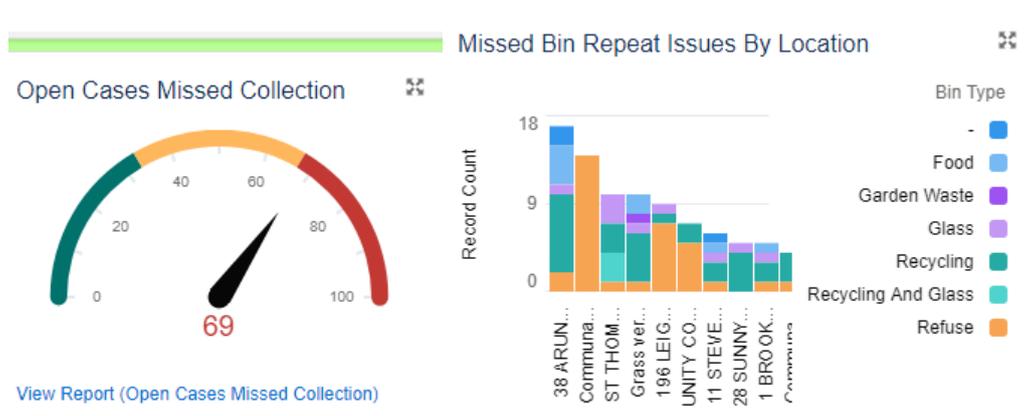
Waste and Recycling Dashboard

What is a dashboard?

5. A dashboard is helpful to track performance through the production of metrics, such as missed bins and key data points that are relevant to the service and other stakeholders. A dashboard is also a more visual source of information, utilising graphs in providing 'at a glance' views of how the service is operating. This provides enhanced visibility, improved efficiency, better forecasting and enables decisions to be intelligence- based.

How will the dashboard work?

6. Currently missed bins are reported online, by email or by telephone via the Customer Service Centre (CSC). This results in a worksheet being raised by the CSC against the property. The worksheets are then actioned by the waste and recycling service and the support team.
7. Salesforce, the Council's case management system, pulls worksheet data from the waste management system (Whitespace) and turns this into a dashboard. Two examples are below:



8. The service will have the dashboard on display in the operations office and use the information to provide better feedback to crews to improve performance. Staff will be able to identify issues at properties and work with individual crews to address issues which arise on their collection rounds. These will focus on addressing issues such as reducing repeat missed collections and ensuring our vulnerable residents who have assisted collections do not get missed.

Financial Implications

9. There are no financial implications from the development of the Dashboard as it was developed using internal resources and is for monitoring purposes only. If the data obtained from the dashboard leads to any changes in service that may have financial implications this will be reported on separately.

Risk Assessment

10. There is risk associated with not improving the monitoring of the Waste and Recycling service related to reputation. This service is unique in that it touches the lives of all of our residents on a weekly basis and is often the service by which the performance of the Council is judged, due to its profile. Additionally, there are health and safety implications through manual handling, access issues and the build- up of waste if poor performance is not addressed quickly. The dashboard will enable the Council to track performance and be able to respond quickly to changes in service levels, minimising these risks into the future.

Equality and Diversity Implications

- The Equality Act is not relevant to the decision in this report because It is a report dealing with internal or procedural matters only.

Therefore, it is considered that for this decision the Equality Duty does not need to be addressed and an Equality Impact Assessment (EqIA) has not been carried out.

Climate Change and Environmental Implications

11. There are no direct climate change and environmental implications for this report as the report relates to the introduction of a system for monitoring purposes only and is not related to proposed changes to the service.

Conclusion

12. As a result of issues relating to the Waste and Recycling Service a dashboard of measures has been created to aid better monitoring and therefore providing a more responsive and effective service for residents.

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Appendices Attached:

LOCAL GOVERNMENT ACT 1972 - SECTION 100D

The following is a list of documents which disclose facts or matters on which this report or an important part of it is based and have been relied upon to a material extent in the preparation of this report. This list does not include any published works or documents which would disclose exempt or confidential information.