



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Environment Overview and Scrutiny Committee

21 July 2020

Report of: Councillor Dr Peter Moseley

Cabinet Member for Commercial and Operations



Environmental Performance Indicators

This report provides an overview of the performance dashboard development work undertaken to date, and the next steps to develop future performance reporting to the Environment Overview and Scrutiny Committee.

The report also provides 2019/20 out-turn figures for waste services.

Report Author

Ben Russell, Performance Lead



01476 406394



benrussell@southkesteven.gov.uk

Corporate Priority:	Decision type:	Wards:
Competitiveness	Administrative	All Wards

Reviewed by:	Lee Sirdifield, Strategic Director, Transformation and Change	8 July 2020
Approved by:	Gary Smith, Strategic Director, Corporate & Operations	8 July 2020
Signed off by:	Cllr Dr Peter Moseley, Cabinet Member for Corporate & Operations	13 July 2020

Recommendation (s) to the decision maker (s)

- Note the content of the report and support the ongoing transformation of performance management.**

1 The Background to the Report

- 1.1 In 2019, performance monitoring at South Kesteven District Council was evaluated internally, and the process of changing the performance management framework began. Emphasis was placed on the move from a retrospective and manual reporting system to a business intelligence software programme to automate the collation of data which allows services to be better informed, proactive and use resources more effectively.
- 1.2 While operational data is a key focus, by becoming more data driven and deploying less resource to retrospective data collection, officers have been able to improve the quality of performance data presented to Members.
- 1.3 Corporate performance has historically been reported to the Finance, Economic Development and Corporate Services Overview and Scrutiny Committee. An all Member workshop took place in October 2019. Several measures were analysed against that committee's remit. Members agreed a set of performance measures but highlighted that these will change over time. Further amendments will be seen once the new Corporate Plan is fully developed and approved.
- 1.4 The dashboards from the workshops have been presented to committee three times; 19th November 2019, 4th February 2020 and 30th June 2020. Members provided feedback on their design and content to ensure that the right information is available to support effective scrutiny. The dashboards are also now publicly available on the Council's website.

2 Implications for Environment Overview & Scrutiny Committee

- 2.1 As the performance of South Kesteven District Council is included within the remit of the Finance, Economic Development and Corporate Services Overview and Scrutiny Committee, that committee has been the focus of performance work to date. However, individual committees are encouraged to examine performance of items within their remit in more detail. This presents an opportunity to develop environment specific dashboards.
- 2.2 Several suggestions for environment performance measures have been considered which can be broken down into three broad groups.
 - a. Waste services
 - b. Climate change/carbon footprint
 - c. Miscellaneous measures (see paragraph 2.7).

Waste services

- 2.3 Suggestions for waste services measures have already been developed into a working dashboard. Details of this dashboard are outlined in paragraph 3.1 of this report, and appendix 1 shows the data relevant for 2019/20.

Climate change/carbon footprint

- 2.4 A climate change/carbon footprint dashboard is currently in development. This will build on the work undertaken by the Climate Change Action Task and Finish Group and the Carbon Trust.
- 2.5 An initial data gathering exercise took place commencing December 2019 so that the Carbon Trust could provide a baseline operational carbon footprint for South Kesteven District Council. In addition to this, the exercise also provided officers with an opportunity

to learn how carbon footprint calculations were made and to identify areas for improvement in the Council's data collection process.

- 2.6 At the time of writing this report, officers are collecting data relating to carbon usage and a further update will be provided to this committee later in 2020.

Miscellaneous measures

- 2.7 Further work is planned to provide the miscellaneous performance measures to this Committee. However, as a result of the Covid-19 pandemic, progress has slowed. This group includes items such as Street Scene complaints/compliments, fly tipping and penalty notices issued by enforcement teams.

3 Performance - 2019/20 Out turn

- 3.1 Appendix 1 is the current version of the waste services performance dashboard. This incorporates 4 key elements.

- (a) **Measures:** Key figures agreed by Members. In this context this includes the recycling and composting rate.
- (b) **Trends:** Information to show performance over a period of time, so as to understand the impact of Council decisions and actions. This is currently limited to April 2019 for historic waste data but will develop with future presentations of the dashboard.
- (c) **Benchmarks:** Comparisons against other authorities or organisations to contextualise South Kesteven District Council's performance. In this dashboard, other members of the Lincolnshire Waste Partnership are included.
- (d) **Implications:** Commentary provided by the service to understand what impact the performance has on service delivery and any actions put in place as a result.

- 3.2 The extract below, taken from the 2018/19 out turn report, is an example of the original performance reporting method. CP21 shows the 2018/19 recycling and compost rate. This demonstrates the limited information which was previously provided and highlights the increased level of detail available to Members on the new dashboard format.

Current RAG	Performance Measure Description	Frequency	January 2019		February 2019		March 2019	
			Value	Target	Value	Target	Value	Target
	CP21 Percentage of household waste sent for reuse, recycling and composting (formerly NI 192)	Months	41.19%	45.00%	36.92%	45.00%	36.96%	45.00%
		Years					36.96%	45.00%

- 3.3 The new dashboard in appendix 1 shows provisional recycling figures for 2019/20 which indicates an improvement in the districts recycling rate. This has increased from 37% in 2018/19 to 40.8% in 2019/20.

- 3.4 Food waste scheme figures are included on the dashboard, but not explicitly shown. Instead they form part of the recycling, reuse and composting rate figure. The food waste

scheme applied to 4,260 households in South Kesteven. In the areas to which the scheme applied, domestic residual waste which would otherwise be sent to the Energy from Waste plant reduced, and recycling rates increased by approximately 10%.

4 Financial Implications

4.1 There are no specific financial implications arising from this report.

Financial Implications reviewed by: Richard Wyles, Interim Director of Finance

5 Legal and Governance Implications

5.1 As part of good governance, it is important that Members are updated on the ongoing transformation of performance management of environmental measures.

Legal Implications reviewed by: Mandy Braithwaite, Legal Executive

6 Equality and Safeguarding Implications

6.1 There are no issues relating to equality and diversity or safeguarding resulting from this report. Any issues that do arise relating to individual items will be addressed as required.

7 Risk and Mitigation

7.1 No significant risks have been identified.

8 Community Safety Implications

8.1 No significant implications have been identified.

9 How will the recommendations support South Kesteven District Council's declaration of a 'climate emergency'?

9.1 This report outlines steps taken to improve carbon emission monitoring. This oversight is fundamental in understanding the Council's progress towards the target of at least 30% reduction in carbon emissions by 2030 and to endeavour to become net-zero carbon as soon as viable before 2050. The monitoring tool will also enable officers and Members to identify any risks and impediments to achieving that target.

10 Other Implications (where significant)

10.1 No other significant implications have been identified.

11 Background Papers

11.1 None

12 Appendices

Appendix 1 – 2019/20 Waste Performance Dashboard

Report Timeline:	Date of Publication on Forward Plan (if required)	Not Applicable
	Previously Considered by: Environment Overview and Scrutiny Committee	Not Applicable
	Final Decision date	Not Applicable