

Policy Committee Decision Report

Title of Report:	Waste & Street Scene Performance
Date of Decision:	13 th September 2024
Report To:	Waste & Street Scene Policy Committee
Report Of:	Ajman Ali, Executive Director, Neighbourhood Services
Report Author:	Richard Eyre, Director of Street Scene & Regulations

Executive Summary: This report provides the Committee with an overview of Waste & Street Scene operational performance measures for a range of services within the remit of the Committee.

The report allows the Committee to understand and comment on the recommended performance measures of a range of services delivered by the City Council and partners which fall under the Committee remit. These measures will then be reported on a quarterly basis via a dashboard



Council Plan outcomes:

[Great neighbourhoods that people are happy to call home](#)

[A creative and prosperous city full of culture, learning, and innovation](#)

[A city on the move – growing, connected and sustainable](#)

Policy Committee remit:

This report is to be considered by the Waste & Street Scene Policy Committee as its remit includes the responsibility for regular monitoring of data including performance and financial information.: [Part 3C - 3.3 Matters Delegated to Committees May 2024.pdf \(sheffield.gov.uk\)](#)”

Does the report contain confidential or exempt information? [No]

Recommendations:

It is recommended that the Waste & Street Scene Policy Committee:

1. Notes the recommended Performance measures.
2. Highlights what performance measures make up future reporting.
3. Highlights any issues of concern that they may wish to discuss in future performance reports.

Financial Implications: No. Approved by: Adrian Hart

Legal Implications: No. Approved by: Nadine Wynter

Equality and Inclusion Implications: No. Approved by: Ed Sexton

Climate Change Implications: No. Approved by: Richard Eyre

Background Papers: None

Appendices: Appendix 1 – Recommended Performance measures for 2024/25

1. Background to the issue

- 1.1 Acting as a companion to the new Council Plan, the Performance Framework which this report forms part of, provides the structure and approach for how Sheffield City Council will provide effective performance management against delivery of the Council Plan outcomes, major programmes of work, and areas identified for improvement.
- 1.2 The Performance Framework enables a comprehensive view of the Council's overall performance - Council Plan outcomes, service delivery and fiscal management. The Council Plan provides a golden thread connecting key elements of the Performance Framework - performance governance, reporting, culture and behaviours.

2. Proposal

- 2.1 This report summarises performance information for the Waste & Street Scene Policy Committee. Once agreed future reports will highlight areas of note, providing explanation where possible, to facilitate the Committee in monitoring performance of a range of services that fall within its remit.
- 2.2 The Performance Framework enables a comprehensive view of the Council's overall performance - Council Plan outcomes, service delivery and fiscal management. The Council Plan provides a golden thread connecting key elements of the Performance Framework - performance governance, reporting, culture and behaviours.
- 2.3 The framework is still in its infancy across the Council however once fully in place the framework will bring focus, rigour and ownership of performance and continuous improvement across all levels of the organisation. A strong performance system and culture will enable us to understand our strengths and areas requiring improvement, supporting us to successfully navigate internal and external challenges and take advantage of opportunities that arise.
- 2.4 The Performance System elements and governance were agreed by the Strategy and Resources Committee in April 2024.
- 2.5 The Performance System provides the oversight, assurance, and management mechanisms that allow continued control and grip of performance at outcome, directorate, and service level.
- 2.6 To enable regular review, understanding and insight into performance, the intention is to build on existing arrangements to achieve a consistent structure incorporating the golden thread across the organisation.

- 2.7 The approach agreed by Strategy and Resources Committee set out how the corporate Performance and Delivery Board shifts to managing the performance system, ensuring compliance and leading the performance culture of the organisation.
- Ensuring that the key performance system elements are in place, e.g. measures, metric quality and meetings.
 - Beyond the mechanics, ensures behaviours that foster a performance culture are in place at all levels.
- 2.8 This report is aimed at establishing regular performance reporting to Committees and will form an important way for Members to receive consistent and good quality information. This will strengthen Members' regular understanding of service delivery and enable them to understand the wider context, implications of policy decision and assurance of performance grip. Committee reporting will also enable service performance information from across the organisation to be shared in the public domain increasing transparency and accountability.
- 2.9 The Outcomes Framework will report to Finance Committee and Strategy and Resources Committee. It is proposed to take a quarterly report aligned to the Budget Monitoring reporting schedule to Finance Committee and an annual Outcomes Framework report to Strategy and Resources Committee.
- Q1 2024/25 – September 2024
 - Q2 2024/25 - November 2024
 - Q3 2024/25 – March 2025
 - Q4 2024/25 – June 2025
 - Annual Report 2024/25 – June 2025
- 2.10 Each policy committee will receive a quarterly performance report the content of which to be agreed with Members (where this hasn't already been agreed). Reporting to the same timetable as above will enable a performance reporting rhythm to be established with Members irrespective of committee and set clear expectations and intent.
- 2.11 Not all Directorates and Services are currently in a position to begin performance reporting to Committees from Q1 2024/25, but they are starting to set an expected timeframe for when reporting will begin.
- 2.12 This report highlights several key areas for the Committee to consider.
- 2.13 This Performance framework links directly to the Together we get things done: forward agenda for 2024/25 report that was agreed at the Waste & Street Scene Policy Committee in July 2024.

2.14 Additional information can be found in the Waste & Street Scene Performance Report that accompanies this report at Appendix 1.

3. How does this decision contribute to the Council Plan?

3.1 Council Plan outcome

With the City Goals and Council Plan now firmly in place, we have clear strategic direction for the medium-to-long term.

However, we have significant steps to take if we are to deliver our Council Plan strategic outcomes for the city and contribute to the city achieving its Goals, including:

- All Sheffield's neighbourhoods will be clean, green and safe places to live and visit.
- Supporting more Sheffielders to live happy, healthy and fulfilling lives whoever they are, wherever they live and whatever their background.
- Deliver a programme of sustained activity across SCC services and with partners and residents to improve how our streets and open spaces are maintained.
- Working with communities on new ways to build engagement into the way we work so that we listen better and work together to find shared solutions.
- We will work with Sheffielders to protect and enhance the local environment including climate action and waste strategies.
- Help keep our citizens safe through a range of public protection and regulatory services.

Aligned to our Council Plan outcomes, it is not intended to be an exhaustive list of measures but sets out the suggested measures and seeks to reflect the scale and significance of the work we will undertake over the coming 12 months.

3.2 People – Prosperity - Planet

We will challenge ourselves to make a positive contribution to the city's future through our triple lock: three policy drivers that together will guide everything we do. There's no priority order and none are optional: Sheffield and its people cannot thrive without all three. Sheffield's future is rooted in people fulfilling their potential - it is the point of everything we are trying to achieve. All measures reflect our triple lock.

4. What community or partner engagement has been undertaken and how has it informed the proposal?

4.1 The forward agenda is framed by the City Goals and our Council Plan which were both informed and shaped by the views of the people of Sheffield and our partners.



- 4.2 As emphasised in our Council Plan, putting people at the heart of what we do it one of our three policy drivers and developing our approach to community engagement and our focus on customers is a critical part of our work programme for the year ahead.
- 4.3 For each of the listed measures reported upon, there will be a series of community engagement and consultations to help shape outcomes and inform decisions.
- 4.4 A number of sessions have taken place WSS Members to develop these priorities which these performance measures aim to reflect.

5. What alternative options did we consider?

- 5.1 The Waste & Street Scene Policy Committee has delegated responsibility for the regular monitoring of data including performance and financial information, and the performance monitoring of Waste & Street Scene services. Therefore, no alternative options to the production of this report have been considered.

6. How has equality, diversity and inclusion been actively considered?

- 6.1 The Council has legal requirements under the Equality Act 2010, including the Public Sector Equality Duty. This requires that public authorities must, in the exercise of their functions, have due regard to the need to:
 - 1. Eliminate discrimination, harassment, victimisation and any other conduct that is connected to protected characteristics and prohibited by or under this Act;
 - 2. Advance equality of opportunity between those who share a relevant protected characteristic and those who do not;
 - 3. Foster good relations between those who share a relevant protected characteristic and those who do not.
- 6.2 There are no direct equality implications arising from this report.

7. Financial and Commercial Implications

- 7.1 There are no direct financial and commercial implications arising from this report. There may be financial and commercial implications arising from the Council's response to many of the issues documented in this report. Any budgetary implications that arise will need Member approval and decisions around this may need to be made at a future Waste & Street Scene Policy Committee.



8. Legal Implications

- 8.1 There are no direct legal implications arising from this report. Legal implications for the delivery of the matters outlined in this report will be addressed at the appropriate time as they progress.

9. Climate and Environmental Implications

- 9.1 There are no direct climate implications arising from this report. The report highlights the criticality of a climate change plan to our wider ambitions about creating an inclusive economy for the city.

10. Other implications

- 10.1 None identified

11. Reasons for decision

- 11.1 The Waste & Street Scene Policy Committee has delegated authority to monitor the performance of Waste & Street Scene services to ensure that:
- The service is delivering for the people of Sheffield
 - Limited resources are maximised due to budgetary pressures
 - The Council is delivering on corporate priorities

Appendix 1 –Recommended Performance Measures to form future quarterly Dashboards

Markets

Total & % change in Moor Market footfall

Total & % change in Crystal Peaks Market footfall

Total & % change in Moor Market occupancy

Total & % change in Crystal Peaks Market occupancy

City Centre Management

% change in City Centre Footfall

Excellence in Place Mgt through Number & retention of Green Flags

Excellence in Night Time Economy Mgt through Purple Flag Award

Taxi Licensing

Number of taxis that are CAZ compliant

Number of PHV licenses - Processed & within timescales

Number of Hackney Licences - Processed & within timescales

Number of taxis: Deisel, petrol, hybrid, electric

Food Safety

% of ALL new food businesses inspected within 28 day target set by the FSA

% of HIGH RISK new food businesses inspected within 28 day target set by the FSA

Number of unrated new food businesses for hygiene

Number of 0-2 Food Hygiene rated premises (indicator only no target)

Parking

On street parking usage & % change

Off street parking usage & % change

% of EV Charges, upkeep, kwh used, transactions



Waste

% of household waste sent to landfill

% of household waste recycled

% of household waste composted

% of household waste treated at energy recovery facility

Number of Completed bin collections

Number of Recycling bins NOT complete, due to incorrect materials

% of Recycling contamination rate

Residual household waste - Kg per household

Environmental Protection

Number of Fixed Penalty Notice (FPN) for littering (indicator only, no target)

Number of Fixed Penalty Notice (FPN) for flytipping (indicator only, no target)

Licensing

Number of licence applications & Temporary Event Notices (TEN) receiving a traige review within the statutory deadline for comments.

Highways (Streets Ahead)

% of reported fly-tipping on the highway removed within 5 working days

% of reported full litter bins emptied within 1 working day

% of reported hazardous potholes repaired within 24 hours

% of reported Cat 2 potholes reported repaired within timeframe*

Area of carriageway resurfaced

Area of footway resurfaced

% of Local Authority motorways and A roads that should be considered for maintenance (ANNUAL MEASURE)

% of Local Authority B and C roads that should be considered for maintenance (ANNUAL MEASURE)

National Highways Transportation Survey - satisfaction with conditions of highways (ANNUAL MEASURE)