

Street Scene– Q2 2014/15

1.1 DELIVERY UNIT DASHBOARD

Projected Revenue budget variance £000 ^[1]	Capital actual variance £000	Corporate Plan Performance	Management Agreement Performance
197	(723)	1	6

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements

The recycling rate of 41.88% achieved in Q1 is the highest to date, reflecting the performance improvements resulting from the new waste and recycling service. Performance in Q1 is generally high relative to other quarters due to the collection of garden waste during the growing season, and achievement of targets for subsequent quarters will be challenging.

Completion of Cricklewood Pocket Park Project. A new facility encompassing play for a wide spectrum of ages, sport and quiet spaces for the wider community. The £315,000 overhaul has seen the complete re-development of the site into a new community pocket park that caters for all of the community.

Targeted and concerted efforts in monitoring and managing sickness levels in Street Cleansing has seen a progressive and maintained change to levels well below the target of 4.58%, reaching 2.04% in September.

Key Challenges	Actions required
Preparation of council's evidence to demonstrate compliance with the Revised Waste Framework Directive requirements in relation to the separate collections of some recyclable materials (TEEP).	It is proposed to engage the necessary external technical support to collate the council's evidence.
Back office systems are still proving very challenging. Customer information has now been provided to enable pro-active reporting and trend data, this will now be available from September 2014. Budget monitoring pilot had initial difficulties where feedback was	From Q3 customer information will be provided with pro-active reporting and enable trending data. This will provide Street Scene with clarity on ranges of customer information in-turn assisting refining FAQ's and scripts within the CSG service, enabling swift and accurate customer responses.

provided and general unreliability of the system. Provision of salary data has been complex which has impacted the ability to monitor staff pay. Absence and performance reports are still awaited.

Salary data is to be reviewed again and provided in liaison with Street Scene staff to ensure fit for purpose
Absence and performance reporting need to be prioritised to ensure fit for purpose reports which enable report tools to be utilised.

There are significant transformation projects now underway. As Street Scene services must continue to deliver business as usual this has created some pressure points.

Resourcing for transformation projects has been agreed.
BAU milestones and events need to be mapped against available resources to better plan and reduce pressure points.

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Street Scene performance has continued positively this Quarter.

The percentage of waste recycled at 41.88 % means that residents are recycling more than ever facilitated by the new waste offer. This is alongside waste collection services which continue to deliver better than performance targets, unfortunately the residual waste placed for collection per household is higher than target but is still considerably lower than last year despite increased population and economic recovery.

The current forecast position for Street Scene at the end of quarter 2 projects an overspend £197k. This is due to prices for co-mingled waste reducing within the NLWA partnership (North London Waste Authority) reducing the expected income received. And due to a cautious position on waste establishment spend as the required reporting on salary information is still being formulated.

2. DELIVERING THE CORPORATE PLAN

2.1 How the Delivery Unit is performing against its Corporate Plan indicators

CPI NO	Indicator Description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement <i>level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
4002 (A)	Increase the percentage of household waste sent for reuse, recycling and composting to 41%	Apr 14 - Jun 14	35.99%	41.94%	$\frac{16,523.97}{39,451.44}$	41.88%	0.1%	Improving	Ranked 6th out of 31 available London Borough submissions (Waste DataFlow extracted 13/10/2014)
4002 (B)	Maintain overall satisfaction levels for the recycling and refuse service	Not due to be reported this quarter							
4003	Launching 5 new 'Adopt a place' community schemes at different locations within the borough	Not due to be reported this quarter							

2.2 Interventions & Escalations

CP NO	Comments and Proposed Intervention
4002 (A) Increase the percentage of household waste sent for reuse, recycling and composting to 41%	Level 1 – No intervention required

3. BUSINESS PLANNING

3.1 Overview of performance against Management Agreement

Management agreement performance is monitored through commissioning priorities. See section 3.2.2 and appendix for details.

3.2.1 How is the Delivery Unit achieving against Commissioning Priorities

Commissioning Priority	Subjective RAG	Commentary
Reduce the volume of waste presented for collection or sent to landfill and increase the efficiency of collection and disposal services	Green	The percentage of waste recycled at 41.88 % means that residents are recycling more than ever facilitated by the new waste offer. Waste collection services continue to deliver better than performance targets. Residual waste placed for collection per household has increased however this quarter.
Create and improve ambition, vision and capital investment options for parks	Green	Parks strategy under development. Resident's satisfaction with Parks has consistently improved over the last set of satisfaction surveys. Final play scheme delivered this year at Kara Way and adopt a place initiatives are progressing well.
Sustain borough cleanliness	Green	Work is continuing on developing a more flexible approach to street cleansing to concentrate resources when and where they are needed. Streets cleansing resources are being utilised to test cleansing pilots on the ground.
Enhance Passenger Transport service delivery offer, customer experience, coherence of service offer and reduce costs	Amber	Transport arrangements were remodelled during the summer break which enables more efficient routing arrangements aligned to changed client requirements. Some of these arrangements were delayed due to late receipt of client information.

3.2.2 Commissioning Priority Indicators (CPs): Escalated CPs only

CP NO	Indicator Description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement level expected	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
4101	Number of kgs of residual household waste per household	Apr 14 - Jun 14	167.70	155.00	N/A	160.39	3.48%	Improving	Ranked 23rd out of 31 available London Borough submissions (Waste DataFlow extracted 13/10/2014)

CP NO	Comments and Proposed Intervention
4101 Number of kgs of residual household waste per household (cumulative)	<p>Level 1 – No intervention required</p> <p>The outturn for Apr-June 2014, 160.39kgs per household, shows an improvement compared with the outturn for Apr-June 2013 of 167.70kgs. The outturn is believed to reflect a number of factors that affect the amount of residual waste disposed of. These include increases in population, and economic recovery affecting consumer behaviour. While the percentage of household waste recycled has increased as a result of the change in the waste and recycling service, the total amount of household waste generated has also disproportionately increased.</p>

4. RESOURCES AND VALUE FOR MONEY

4.1 Revenue

Streetscene							
Description	Variations				Comments	% Variation of revised budget	
	Original Budget	Budget V1	Q2 Forecast	Variation			
	£000	£000	£000	£000			
Street Scene Management Team	650	650	650	0		0.0%	
Business Improvement	335	335	335	(0)		0.0%	
Mortuary	137	141	148	7	A slight overspend has resulted from keeping the building maintained for public use.	5.0%	
Transport	(2)	48	52	4		7.9%	
Greenspaces	5,051	5,070	5,036	(34)	This underspend is the result of more efficient weed spraying being undertaken, leading to a saving.	-0.7%	
Street Cleansing	4,255	4,255	4,255	(0)	Careful management of staff costs and procurement of equipment should ensure this service remains within budget.	0.0%	
Waste	1,944	5,178	5,238	60	Staff costs from the current service structure are leading to an overall cost pressure which has exceeded a small forecast overachievement of income from trade waste customers.	1.2%	
Recycling	3,279	70	230	160	There is expected to be a shortfall in the £1.1m co mingled recyclable materials income due to significant market changes affecting the value of this waste material stream.	4.9%	
Total	15,650	15,747	15,944	197		1.2%	

Please note: As a result of the new waste and recycling service, the budgets have now been combined into new cost centre headings which are more appropriate to the new management areas. The waste cost centre now includes all the operational costs of the service with the recycling budget heading including costs for the Civic Amenities site and income received from recyclates.

4.2 Capital

	2014/15 Latest Approved Budget	Additions/ (Deletions) - Quarter 2	(Slippage) / Accelerated Spend - Quarter 2	2014/15 Budget (including Quarter 2)	Forecast to year-end	Variance from Approved Budget	% slippage of 2014/15 Approved Budget
	£000	£000	£000	£000	£000	£000	%
Greenspaces	1,017	83	(338)	761	761	(255)	-33.3%
Waste	2,715	-	(468)	2,247	2,247	(468)	-17.2%
Fuel storage	60	-	-	60	60		0.0%
Street Scene	3,791	83	(806)	3,068	3,068	(723)	-21.3%

5. OVERVIEW OF DELIVERY UNIT

5.1 Managing the business

Resources and Value Money (Revenue)

The forecast position for Street Scene at the end of quarter 2 is an overspend £197k. The forecast for the Special Parking Account (SPA), off street parking, street lighting, and the council's highways direct labour organisation (DLO) and sign shop is now reported under the commercial service area.

Waste & Recycling

As a result of the new waste and recycling service, the budgets have now been combined into new cost centre headings which are more appropriate to the new management areas. The waste cost centre now includes all the operational costs of the service with the recycling budget heading including costs for the Civic Amenities site and income received from recyclates.

The Waste and recycling service has seen phase 1 of a service transformation successfully completed for October 2014 with phase 2 due to be completed in 2015. This transformation will help to improve the overall service delivery in the future and deliver cost efficiencies.

The second quarter forecast of a £160k overspend for recycling reflects a shortfall in the North London Waste Authority (NLWA) income expected for co-mingled recyclables. This is due to changing values of income per tonne for the recycling market.

Within the waste service, trade waste is expecting to achieve income that is £50k above the budgeted level. The overspend of £60k is the result of a recognised short term need for additional staffing to maintain service standards in 2014-15. A detailed review and rationalisation of staff costs is currently being undertaken to address this. There has already been £480k of additional funding provided from reserves to support staff costs that resulted from the insourcing of Kier May Gurney staff in October 2013.

Greenspaces

These services are expected to underspend by £34k. This is due to a more efficient weed spraying regime by the service.

Street Cleansing

The street cleansing service is forecast to be to budget, reflecting the careful management of agency staff to cover vacancies and sickness. There has also been prudent purchasing of equipment and materials to ensure the control of any unforeseen expenses within the service.

Street Scene Management & Business Improvement teams

Both of these teams are expected to be budget due to the effective control of both permanent and temporary staff that are needed to help deliver and manage the continuous improvements required within the street scene service areas.

Mortuary

The mortuary is expected to overspend by £7k due to costs required to maintain it to a suitable standard for public visiting and use.

Use of Resources (Capital)

The capital programme of £3,791k has increased by £83k reflecting new additional funding for Percy Road Park. The £60k is a new fuel storage tank to ensure improved service delivery within transport as well as value for money. The waste service are forecasting £468k of slippage reflecting revised profiling of refuse bin purchases and revised use of the £1.1m weekly collection grant. The Greenspaces slippage of £338k is due to a combination of contractor related delays and revisions of when the work can be practically be implemented.

5.2 Change projects

Project	Outturn	Direction of Travel	Commentary
<p><i>Street Scene Transformation Programme</i></p> <p>The Street Scene programme consists of 4 project themes, Waste, Streets, Parks and Transport.</p> <p>Waste, Streets, Parks and Transport cover all aspects of the service from the commissioning of a strategy through to service delivery outcomes.</p>	<p>Amber</p>	<p>Same</p>	<p>Project scope agreed for waste, Streets and Parks work streams</p> <p>For Transport Services an efficiency and organisational review of passenger services has now concluded and project scope will be agreed by all participating partners (Education & Skills DU and Adult & Care DU) by end of October.</p> <p>Four of the six projects are reporting Amber. Fleet and vehicle maintenance is green and has been completed. Passenger Services Futures and Budget reductions (joint with Education and Skills) reporting red.</p>

Project	Outturn	Direction of Travel	Commentary
<p>Service & Performance Improvement (previously known as Street Scene Data and Systems)</p> <p>This project will act as an enabling project to the wider Transformation programme. In particular it will look at the effectiveness of relevant data & management systems with a view to delivering improved operational workflows across the core project themes.</p>	Amber	Same	<p>Resources for undertaking review of core business systems and workflow agreed by Street Scene Programme Board 1st October 2014 as part of wider Transformation budget to March 2015.</p> <p>Commissioning of relevant resource to be completed by end of October 2014 which will allow each project area to identify the relevant support required through to March 2015.</p>
<p>Waste Futures</p> <p>To devise a strategy for waste and waste operations, reduce the cost of the collection service, reduce the amount of waste disposed of and increase efficiency, while enhancing the provision of services to customers and their engagement in making full use of these services.</p> <p>To develop a robust client function for NLWA for the negotiation of the Inter Authority Agreement, Menu Pricing and provision of waste disposal and treatment services.</p>	Amber	Same	<p>Waste Futures Project Board meets on a fortnightly basis. Current projects include assessing the cost/benefits of a range of potential service changes, delivering operational efficiencies such as through route optimisation, planning improvements at the Civic Amenity and Recycling Centre, developing a new Waste Strategy, arranging waste composition and participation analyses, and procuring external review of the approach to the NLWA.</p>
<p>Borough Cleansing</p> <p>To review and revise Street Cleansing services with a target of delivering MTFS savings £450k 2015/16</p>	Amber	Same	<p>The financial savings of the project to deliver the MTFS have been identified and will be delivered. Relationships with the wider PSR programme are impacting upon the agreement of key elements of the project such as the Design Principles and re-phasing of the delivery programme.</p> <p>Dates and tasks for the Authority Requirements and Delivery Plan are currently being worked up and will be reviewed at the 13 October Project Board.</p> <p>Data analysis, process rates and staff workshops are nearing completion, this will inform the new service delivery models following the review of the pilots that have been running throughout September and October.</p>

Project	Outturn	Direction of Travel	Commentary
Parks Futures	Amber	Same	A project team has been established and the scope of the project has been agreed. A specification is being finalised to commission the first phase of a Parks and Open Spaces strategy that will identify the strategy framework. Work is underway to compile a service baseline and undertake socio-economic analysis.
Fleet and Vehicle Maintenance Efficiency and internalisation To complete the process of bringing Fleet Procurement with Maintenance Services back in-house.	Green	Same	Go-live was 01/07/14. Project has since closed. Project Closure and Lessons Learnt produced and submitted to the Project Sponsor & Service Lead. Activities identified for completion post transfer have been added to the Closure Report and handed over to the service as Business As Usual (BAU).
Passenger Services Futures and Budget reductions (joint with Education and Skills)	Red	Down	Initial meeting held on 16 th October to discuss the project scope and agree the composition of the Project Board, Project Team and process for developing a PID for the project. Initial Project Board meeting to be held by early November to agree objectives and PID.

5.3. Risk Overview

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks at a Directorate Level and where they are currently rated:

		IMPACT				
		1	2	3	4	5
SCORE		Negligible	Minor	Moderate	Major	Catastrophic
PROBABILITY	5 Almost Certain	0	0	0	0	0
	4 Likely	0	0	2	5	0
	3 Possible	0	0	0	5	1
	2 Unlikely	0	0	0	0	0
	1 Rare	0	0	0	0	0

Risk Commentary for Delivery Unit:

Risks have been reconfigured post Environment and Street Scene Review.

Waste issues continue to have a significant impact on the overall Environment and Street Scene risks. The wastes future project will work to reduce and mitigate these risks over the next 3 months

Plans for the new Depot are underway but still continue to be challenging and contingency options are being determined.

High level risks are reviewed monthly at management meetings, all risks are reviewed quarterly.

The following risk register lists those risks rated as 12 and above:

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
SSC0001 Failure to engage with NLWA re-procurement results in a further failure to deliver long term disposal resources.	Major 4	Likely 4	High 16	Progress monitoring at NLWA meetings and through review of NLWA correspondence and papers.	Treat	Quarterly	Major 4	Possible 3	Medium High 12

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
	Impact	Probability	Rating				Impact	Probability	Rating
SSC0069 – The Waste Transformation communications campaign will not lead to the desired waste and recycling behaviour change amongst residents.	Major 4	Possible 3	Medium High 12	Communications plan under constant review, with a variety of methodologies and initiatives included to improve the chance of success.	Treat	Quarterly	Moderate 3	Unlikely 2	Medium Low 6
SSC0072 – Failure to negotiate and communicate Terms and Conditions will lead to Industrial Relations Problems	Moderate 3	Likely 4	Medium High 12	Communications forward planning and Business Continuity plan	Treat	Quarterly	Minor 2	Possible 3	Medium Low 6
SSC0073 Procurement programme delays means savings do not materialise	Major 4	Likely 4	High 16	Project Boards and Resources, Forward Planning, Market Response, Recruitment	Treat	Quarterly	Minor 2	Possible 3	Medium Low 6
SSC0075 Failure to deliver required income on commercial waste.	Major 4	Possible 3	Medium High 12	Reconciliation completed. Assurance to be provided on revised process to document responsibilities accordingly. Restructure completed roles currently being advertised.	Treat	Quarterly	Minor 2	Possible 3	Medium Low 6
SSC0076 TEEP challenge	Catastrophic 5	Possible 3	High 15	Legal advice NLWA DoE Officer preparing case and reviewing against guidance Preparation of technical view	Treat	Quarterly	Minor 2	Likely 4	Medium High 8
SSC0077 Waste minimisation programme does not result in changing behaviour that means waste tonnages continue to increase.	Major 4	Possible 3	Medium High 12	Waste Strategy Plan Waste project plan incentives PSR options Comms/Education	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9
SSC0078 No viable contingency plans for alternative depot sites.	Major 4	Likely 4	High 16	Business Continuity Plans Cost up alternative options to raise profile	Treat	Quarterly	Major 4	Possible 3	Medium High 12
SSC0079 Failure to manage business as usual results in service failures to deliver MTFS.	Major 4	Possible 3	Medium High 12	Projects to be constructed to define BAU timelines/benefits realisation Additional resources in place Performance regime	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9
SSC0080 Client relationship affecting delivery of Sports and Physical Activity project.	Major 4	Likely 4	High 16	Delivery Unit to work with Commissioner to identify requirements for an optimal client relationship.	Treat	Quarterly	Major 4	Possible 3	Medium High 12

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
SSC0081 A fleet maintenance skills gap post-transfer of the service	Moderate 3	Likely 4	Medium High 12	Access to apprenticeship programme Training on new systems of work Succession planning	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9
SSC0082 Passenger Service - Poor client relationships affect provision of the service.	Major 4	Likely 4	High 16	Alternative delivery model of Education & Skills	Treat	Quarterly	Major 4	Possible 3	Medium High 12
SSC0083 Fleet - Health & Safety compliance	Major 4	Possible 3	Medium High 12	Resources in place to map out processes and deliver training Restructure to deliver fit for purpose structure	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9

5.4. Equalities

Equalities description	Comments and Proposed Intervention
Satisfaction Survey	Street Scene services utilise the data from the resident's satisfaction survey to understand where residents with protected characteristics opinion differs from the headline figure. The next survey is expected to be available for Q3.

5.5. Customer Experience

Customer Experience description	Comments and Proposed Intervention
Customer Data	<p>Reporting mechanisms have now been made available at the end of Q2 to enable customer data to be interrogated and trends and patterns discerned. This includes customer requests as well as customer complaints. Full data will therefore be available Q3.</p> <p>Freedom of Information (FOI) performance continues to remain at a high level.</p>

Appendix

Commissioning Priorities

CP NO	Indicator Description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
4102	Number of kgs of recycled household waste per household	Apr 14 - Jun 14	N/A	112.00	$\frac{16,523.97}{142,950}$	115.6 kgs	3.2%	Improving	No benchmarking available
4103	Landfill	Apr 14 - Jun 14	N/A	26.00%	N/A	22.85%	12.1%	N/A	No benchmarking available
4104	Recovery rate (recycling and energy from waste)	Apr 14 - Jun 14	N/A	84.0%	N/A	86.71% (Provisional)	3.2%	N/A	No benchmarking available
4105	Missed bin rate – refuse	July 14 - Sept 14	17.4%	20%	N/A	15.2%	24%	Improving	No benchmarking available - local indicator
4106	Missed bin rate – recycling	July 14 - Sept 14	11.6%	20%	N/A	9.8%	51%	Improving	No benchmarking available - local indicator
4108	Food waste (Tonnes diverted from disposal)	Apr 14 - Jun 14	N/A	1608.0	N/A	1608.9	0.1%	N/A	No benchmarking available - local indicator
4109	Proxy for food waste participation	Unable to report this quarter - Participation analysis currently being undertaken.							

	rate	
4113	Improved street and environmental cleanliness: % of unacceptable levels of litter	Unable to report this quarter as work is continuing on developing a more flexible approach to street cleansing to concentrate resources when and where they are needed.
4114	Cleanliness of the borough: % of unacceptable levels of detritus	
4115	Cleanliness of the borough: % of unacceptable levels of graffiti	
4116	Cleanliness of the borough: % of unacceptable levels of fly posting	
4118	Satisfaction with street cleansing	
4119	Percentage of people satisfied with parks, playgrounds and open spaces	Not due to be reported this quarter
4121	Inward investment for capital p.a.	Not due to be reported this quarter