

# Street Scene – Q2 2015/16

## 1. SUMMARY

### 1.1 DELIVERY UNIT DASHBOARD

Financial	
Projected year-end revenue budget variance	Capital actual variance
70	289

	Performance	Commissioning Intentions
Green rated	63% (5)	82% (9)
Green Amber rated	0% (0)	9% (1)
Red Amber rated	0% (0)	9% (1)
Red rated	37% (3)	0% (0)

## 1.2 TOP ACHIEVEMENTS AND ACTIONS

### Top Achievements

Passenger Transport have been actively looking at how costs can be reduced. We have been taking an active part in Transport Panels organised by the SEN team within Education & Skills. These panels consider all possible transport options for SEN children balancing the needs of the child with operational efficiency and overall cost. We have worked hard on optimising route efficiency and minimising journeys, especially expensive out-of-borough trips. The result of all of this activity has reduced the transport spend by £177k in the year ending September 2015 from September 2014.

The following tasks have been completed by the Greenspaces Operational Team as part of the programme of works as we move from the summer operations to the winter - All playgrounds that have a Enviromulch safety surface have been cleaned and topped up with over 50 Tonnes of new mulch and all the winter football and rugby posts have been installed and pitches marked out ready for the start of the new season. These works were delivered whilst continuing with the grass cutting regime with over 4.9 million square metres of grass cut during September.

3 new outdoor gyms have been installed at Hollickwood Park, Lyttleton Playing Fields and Sunnyhill Park. This means that residents can now enjoy the use of 11 outdoor gyms across Barnet at no cost. Each gym has a mix of equipment designed for strength, flexibility and cardio in order to aid residents to live a healthier lifestyle.

Key Challenges	Actions required
<p>Waste recycling still continues to be a major cause for concern. The percentage of household waste recycled, composted or reused in 2014/15 was 37.95% against an overall target of 41%. Although this represents an increase of 5% and a significant improvement against previous performance, the challenging target of 42% is not being achieved. This has been affected by a reduction of 17.8% in garden waste tonnages in 2014/15 compared to the average tonnage for the previous three years. Thus reducing the overall 2014/15 recycling rate outturn by 2.28%. Comparing Quarter 1 2015/16 with Quarter 1 2014/15, residual waste tonnage has increased by 3%, recycling/composting/reuse tonnages have decreased by 8.2% (the majority of this reduction is due to decreases in garden waste tonnage), and total household waste tonnage has decreased by 1.69%.</p>	<p>All future and current actions are being brought together into a Waste Action plan which is due to go to November Environment Committee. It is anticipated that this will determine a programme of next steps, over the next 6 – 9 months, that can be undertaken in order to support residents to improve the amount of waste they recycle.</p> <p>Further longer term measures will be framed within the Waste Strategy which will bring together all aspects of waste management in order to plan for Barnet's waste through to 2030.</p>
<p>Further plans are still being explored for bases for further operational services, for Parks and opens spaces, street cleansing and transport staff. Recent staff briefing sessions have highlighted that this is becoming a cause for concern to staff who are worried about how their service will be provided in the future. Sensitivities and nature of operations, practical space, equipment needs and working protocols aren't being readily transferred and understood by project team.</p>	<p>Further sites are being explored by the project team and agreed plans and options are being discussed and approved by project board. Further aspects of the depot relocation still require sites to be identified and although the project team are committed to delivering these, no real plans have been have been provided.</p>

Key Challenges	Actions required
<p>Procurement of day to day service basic functionality services continues to be a draw on resources. This was originally resourced independently by the delivery unit, further continued resource is required.</p> <p>The support delivered by corporate procurement does not have the capacity to match the service requirements and needs to change to reflect more modern approaches to procurement to be fit for purpose.</p>	<p>Further procurement support is required to deliver significant service contracts. Plans are in place for medium / long-term, but interim resources are urgently required</p>

### 1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Street Scene performance has continued positively this quarter.

The current forecast position for Street Scene at the end of quarter 1 projects an overspend of £69k. This will continue to be managed throughout the year to bring in line with budget. This activity is expected to be delivered through Q3 and Q4.

Waste recycling still continues to be a major cause for concern. All future and current actions are being brought together into a Waste Action plan which is due to go to November Environment Committee. It is anticipated that this will demonstrate the various steps that are being undertaken in order to support residents to improve the amount of waste they recycle.

Further measures and changes to collection frequencies may well be necessary in order to further improve / step-change performance to deliver Barnet ambition.

Initial results show that Street Scene services are still considered the two highest rated services for Barnet with refuse collection at 77% and doorstep recycling at 75%.

There has been a continued reduction in customer contacts across Parks and open spaces, trees and street cleansing services since the introduction in April 2015 of the new service offer. This shows a really positive response to services being delivered and received on the front-line. This equates to a reduction of approximately 50%, in customer requests and complaints received, through May to September 2015.

FOI responses have continued to be responded to monthly at 100% since the beginning of the financial year.

This Quarter's performance records the results of the first tranche of the tri-annual borough cleanliness surveys. This continues to be at a level where all cleanliness targets (litter and detritus) are met and exceeded. This confirms the positive and continued improvement due to change of service offer in April.

## 2. Performance

### 2.1 How the Delivery Unit is performing against its performance indicators

	RAG						Direction of Travel			No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red	Total RAG ratings	Monitor	Improving or the same	Worsening	No previous outturn	
Strategic	2	0	0	1	3	1	3	0	1	4
Critical	3	0	0	2	5	2	3	2	2	7
<b>Overall</b>	<b>63% (5)</b>	<b>0% (0)</b>	<b>0% (0)</b>	<b>37% (3)</b>	<b>100% (8)</b>	<b>27% (3)</b>	<b>55% (6)</b>	<b>18% (2)</b>	<b>27% (3)</b>	<b>11</b>

## 2.2a Performance Indicators that did not meet their target

Appendix A outlines the indicators which have met their target.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	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>
SS/S3	Percentage of household waste sent for reuse, recycling and composting	Strategic	Apr-June 2015	33.82%	43.70%	$\frac{15161.57}{38780.86}$	39.10%	10.5%	Improving	The data for the period Apr-Jun 2015 is currently unavailable due to changes to Waste Data Flow, the external data reporting system for all local authorities. Reports will be available, however Waste Data Flow are unable to provide a timescale for this. As soon as the reporting system is available local authorities will be informed.
SS/C1	Waste tonnage - residual per household (HH)	Critical	Apr-June 2015	160.39	154.16	$\frac{23619.29}{142950}$	165.23	7.2%	Worsening	
SS/C2	Waste tonnage – recycling per household (HH)	Critical	Apr-June 2015	115.60	119.64	$\frac{15161.57}{142950}$	106.06	11.3%	Worsening	
SS/S5	Recycling participation (blue bin)	Strategic	July – September 2015	Report not available for Quarter 2						

## 2.2b Comments and proposed interventions for indicators which did not meet target

Ref and title	Comments and Proposed Intervention
<p>SS/S3 Percentage of household waste sent for reuse, recycling and composting</p>	<p><b>Intervention : Level 2</b></p> <p>Comparing Quarter 1 2015/16 with Quarter 1 2014/15, total household waste tonnage has decreased by 1.69%, recycling/composting/reuse tonnages have decreased by 8.2%. This is mainly reflective of a significant decrease in garden waste tonnage at 13.05%. A reduction has also been seen across comparable London Boroughs demonstrating an underlying seasonal impact.</p> <p>The percentage of household waste recycled, composted or reused in 2014/15 was 38% against a target of 41%. This represents a continued improvement trend of 5% and is significant against previous performance; the challenging target of 42% for 2015/16 is not being achieved. This achievement of the target has been affected by a reduction in garden waste tonnages in 2014/15 (overall 17.8%) when compared to the average of the previous three years. Thus reducing the overall 2014/15 recycling rate outturn by 2.28%.</p>
<p>SS/C1 Waste tonnage - residual per household (HH)</p>	<p><b>Intervention : Level 2</b></p> <p>Comparing Quarter 1 2015/16 with Quarter 1 2014/15, total household waste tonnage has decreased by 1.69%, however residual waste tonnage has increased by 3%. This residual increase is therefore reflected in an increase in tonnage per household.</p>
<p>SS/C2 Waste tonnage – recycling per household (HH)</p>	<p><b>Intervention : Level 2</b></p> <p>Comparing Quarter 1 2015/16 with Quarter 1 2014/15, total household waste tonnage has decreased by 1.69%, recycling/composting/reuse tonnages have decreased by 8.2%. %. This recycling decrease is therefore reflected in a decrease in tonnage per household.</p> <p>The average weekly tonnage of garden waste in Q1 2014/15 was 436.49 tonnes compared to the average weekly tonnage of 379.89 tonnes in Q1 2015/16. This reduction in garden waste is primarily driven by seasonal factors; there have been no changes to the service.</p>

Ref and title	Comments and Proposed Intervention
SS/C7 % calls resolved at first contact	Data Currently awaited
SS/C9 Govmetric satisfaction	Data Currently awaited.

### 3. Commissioning Intentions

Theme committees have agreed the commissioning intentions for the council up to 2020, the tables below provide an update on the progress.

#### 3.1 Overview of progress against Commissioning Intentions

RAG ratings					No. of Commissioning Intentions
Green - Met	Green Amber - delayed, Low Impact	Red Amber - delayed, Medium Impact	Red - Risk of Not Delivering Or High Impact	Not Rated (Not due or N/A)	
9	1	1	0	0	11
82%	9%	9%	0%	0%	
82% (9)	9% (1)	9% (1)	0% (0)	0% (0)	11

Section 3.2, below, outlines the Commitments which were due to be completed this quarter, but have not been completed to schedule. Appendix B of this document outlines the Commitments which were completed to schedule.



## 3.2 Commissioning Intentions

RAG	Description
Green	Commitment Met
Green Amber	Commitment delayed, Low Impact
Red Amber	Commitment delayed, Medium Impact
Red	Risk of Not Delivering Or High Impact

Ref	Commissioning Intentions	Status	Comments
SS1	Waste - Reuse, recycle or compost 50% of all household waste by 2020	Green Amber - delayed, Low Impact	<p><b>No intervention</b>  <b>Complete future waste flow modelling and 2020 target achievement assessment</b></p> <p>Modelling of the future waste flow data to deliver the 2020 target has started with the base lining of all the municipal waste services. This baseline work will be included in the waste strategy. The development of the Waste Strategy includes the development of options for future service delivery, and once the assumptions for the strategy have been agreed the next step is to agree the options to model in the future. It is likely that an external party will be appointed to carry out the modelling work and this will take place during the development of the final waste strategy.</p>
SS5 & SS8	Waste - Provide waste services to local businesses that are cost effective and that allows them to manage their waste sustainably	Green – Met	<p><b>No Intervention</b>  <b>Complete ZBB project</b></p> <p>Staff establishment base-line agreed, revisions to be included quarterly.</p> <p><b>No Intervention</b>  <b>Review back-office arrangements for managing all non-statutory waste services.</b></p> <p>Back office review underway. Aspects included within the Business Plan are commercial waste, bin deliveries, data management. Further options required on clinical waste.</p>
SS6	Waste - Alternative delivery model contributing to £5.9m per annum savings by 2019/20 whilst improving performance and overall quality	Green - Met	<p><b>No Intervention</b>  <b>Waste: Contributions on SOC</b></p> <p>ADM PID in draft and workshop held to define scope.</p>

Ref	Commissioning Intentions	Status	Comments
SS12	Waste - Encourage residents to change behaviours in relation to waste	Green - Met	<p><b>No Intervention</b>  <b>Design and implement agreed WLA recycling behaviour change pilots (food waste &amp; estates recycling)</b></p> <p>Behaviour change pilots designed and underway, results expected towards the end of the year.</p>
SS17	Parks & Open Spaces (PAOS) - Create a high quality physical environment that contributes to the quality of life of residents and visitors	Green – Met	<p><b>No Intervention</b>  <b>Procure and implement capital investment projects</b></p> <p>Request bid for additional capital progressed through capital bidding process. Investment programme will be an output of the Parks and Openspaces Strategy.</p>
SS21	Parks & Open Spaces (PAOS) - Manage and maintain parks and open spaces that support healthy living and contribute to building a thriving local economy	Green - Met	<p><b>No Intervention</b>  <b>Complete Barnet Homes SLA review</b></p> <p>Barnet Homes SLA review underway. The funding gap for 2015/16 will be met from the Housing Revenue account.</p>
SS23	Parks & Open Spaces (PAOS) - Build stronger local communities by promoting volunteering and other forms of community engagement	Green - Met	<p><b>No Intervention</b>  <b>Draft relevant cost / service standard data</b></p> <p>All cost / service standard data for bowling greens provided to Lead Commission for Parks and Greenspaces in September. Delivery of community management of bowling greens prioritised late than events review. To be delivered later in 2015/16.</p>
SS26	Street Cleansing -Relevant and targeted enforcement that promotes prevention of forms of anti-social behaviour	Red Amber - delayed, Medium Impact	<p><b>Intervention Level 2</b>  <b>Document relevant operating procedures</b></p> <p>A waste enforcement policy and procedure has been drafted and is being considered internally to ensure all tools and powers across the council and partners are reflected. An overarching Council wide enforcement framework will bring these together for SCB and committee approval. Enforcement tools under the ASB Act are already being used as part of a multi-agency approach.</p>
SS29 & SS30	Customers and VFM - Deliver Mortuary Service	Green - Met	<p><b>No Intervention</b>  <b>Consortium partners agree IAA</b></p> <p>IAA signed by all parties.</p> <p><b>No Intervention</b></p>

Ref	Commissioning Intentions	Status	Comments
			<b>Transfer / Go Live</b> To commence 1st October 2015.

For a detailed list of Street Scene commitments, refer to the [Street Scene 2015/20 Management Agreement](#)

## 4. Financial

### 4.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q2 Forecast	Variation		
	£000	£000	£000	£000		
Business Improvement	335	264	280	15	additional staffing costs and legal fees	5.9%
Green Spaces	4,712	4,630	4,655	25	overspend on the costs and repairs of King George playing fields	0.5%
Mortuary	141	144	144	-		0.0%
Recycling	70	1,101	1,100	(2)		-0.1%
Waste	6,157	6,620	6,685	65	high use of and cost of agency staff	1.0%
Street Cleansing	3,751	3,577	3,564	(13)	increased agency costs off set by savings in weed spraying costs	-0.4%
Street Scene Management	650	652	652			0.0%
Trade Waste	(1,623)	(1,930)	(1,952)	(22)	increased income	1.1%
Transport	(179)	(203)	(202)	1		-0.3%
<b>Total</b>	<b>14,014</b>	<b>14,856</b>	<b>14,926</b>	<b>70</b>		<b>0.5%</b>

The forecast outturn for 2015/16 for the Street Scene delivery unit is an overspend of £0.070m a slight increase of £0.016m compared to quarter 1. This continues to be driven by the use of agency staff in certain teams to ensure the service is able to continue to deliver critical services that are required to a high standard.

Business improvement is forecasting a small overspend of £0.015m on staffing and agency costs to deliver new service efficiencies.

Within the parks and open spaces service area, additional agency staff costs are being incurred to ensure a continued high level of service delivery. In addition, there have also been higher than expected repair costs for playing fields leading to an £0.025m overspend.

Street cleansing has now implemented a new more effective service delivery following a review and restructure in 2014/15. This has helped to achieve £0.350m of savings in 2015/16. The budget for weed spray is being managed in order to off-set increasing agency costs. Overall a £0.013m underspend is expected to be delivered in this area

The Waste and Recycling service are forecasting an overspend of £0.064m. This is due to the high use and costs of agency staff within the domestic refuse collection service. These are needed to ensure effective business continuity. However, to mitigate this financial risk recruitment is currently being undertaken to fill vacant posts, and staffing levels compared to agency usage continues to be closely monitored.

Trade waste is forecasting a modest overachievement of income in its service area of £0.022m reflecting service efficiencies being achieved.

## 4.2 Capital

	2015/16 Latest Approved Budget	BF Variance at Outturn	Addition/Deletion at Outturn	Additions/ (Deletions) at Quarter 1	(Slippage) / Accelerated Spend at Quarter 1	2015/16 Budget & all adjustments at Outturn and Quarter 1	Additions/ (Deletions) - Quarter 2	(Slippage) / Accelerated Spend - Quarter 2	Proposed 2015/16 Budget	Forecast to year-end	Variance from Approved Budget	% slippage of 2015/16 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	%
Greenspaces	547	(303)	323	20	-	587	120	(250)	457	457	(90)	-45.6%
Waste	1,218	802	-	-	-	2,019	-	(423)	1,596	1,596	379	-34.7%
Fuel storage	-	60	-	-	(60)	-	-	-	-	-	-	0.0%
<b>Street Scene</b>	<b>1,765</b>	<b>558</b>	<b>323</b>	<b>20</b>	<b>(60)</b>	<b>2,606</b>	<b>120</b>	<b>(673)</b>	<b>2,054</b>	<b>2,054</b>	<b>289</b>	<b>-38.1%</b>

The fuel tank storage planned for the depot at a cost of £0.06m has now been slipped to 2016/17 due to the pending depot relocation.

Following a detailed review of projects, the Greenspaces service is now forecasting slippage of £0.250m on a variety of infrastructure improvements into 2016/17. This reflects the levels of planning required for such a diverse range of service improvements.

Vehicles and refuse bin capital budgets are expected to be spent in full in 2015/16. The planned re-profiling under waste of £0.423m is related to the Weekly Collection Support Scheme grant (WCCS). This usage has been delayed to allow it to be used as effectively as possible as part of the new waste strategy.

## 5. Risk

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:

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

### Risk Commentary for Delivery Unit:

The DU continues to manage a number of significant risks, most notably the provision of a new depot; the impact on front line services of delay in implementing Unified Reward; and skills gaps in some critical areas. Mitigations are being worked through but overall risk scores are high.

The 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
SSC0006 - Failure to achieve the waste reduction and recycling targets in the Corporate Plan.	Moderate 3	Likely 4	Medium High 12	A new Waste Management Strategy is being developed and will be agreed in May 2016. It will be supported by a strong communications campaign aimed at raising the level of recycling to 50%.	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
SSC0010 - Fuel charges are continuing to rise, this will cause a pressure over this financial year, there will also be an annual inflation cost which is unknown at this stage.	Moderate 3	Likely 4	Medium High 12	Manage fuel procurement and minimise cost increases through the procurement of diesel fuel via the OGC Central Government fuel framework contact. Monitor fuel price movement and inflation on a weekly basis reporting and factors significant to the risk. Report to finance for contribution to fuel inflation from inflation contingency.	Treat	Quarterly	Moderate 3	Unlikely 2	Medium Low 6
SSC0073 - Procurement programme delays means savings do not materialise.	Major 4	Likely 4	High 16	<ul style="list-style-type: none"> <li>• Project Boards and resources</li> <li>• Forward Planning</li> <li>• Market Response</li> <li>• Recruitment</li> </ul>	Treat	Quarterly	Minor 3	Possible 2	Medium Low 6
SSC0078 - There is a risk that an alternative depot site will not be secured and operational to ensure business continuity to suit vacation of the existing depot by Dec 2016.	Catastrophic 5	Likely 4	High 20	<p>Current mitigation</p> <ol style="list-style-type: none"> <li>1. the pursuit of 2 different site options with Heads of terms and pre-planning discussions for both sites being prepared.</li> <li>2. weekly project meetings have ensured momentum is maintained, however these are now reduced to fortnightly so progress will need to be closely monitored to ensure necessary headway is achieved.</li> <li>3. key negotiations with third parties being robustly pursued.</li> <li>4. investigation of viability to extend current occupation</li> <li>5. alternative site opportunities continue to be explored</li> <li>6. Cost the option of 'no depot'</li> </ol>	Treat	Quarterly	Major 4	Possible 3	Medium High 12
SSC0080 - The re-provision of the Copthall Depot within the wider Copthall Master Plan	Major 4	Possible 3	Medium High 12	Delivery Unit to work with Commissioner, SPA Project Board, Parks Strategy Project Board and Programme Board to ensure the Copthall Depot is kept in scope.	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.	Major 4	Possible 3	Medium High 12	<ul style="list-style-type: none"> <li>Access to apprenticeship programme</li> <li>Training on new systems of work</li> <li>Succession planning</li> </ul>	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9
SSC0084 - That the implementation of the Council's Unified Reward initiative adversely impacts on operational effectiveness	Major 4	Likely 4	High 16	<p>On-going working relationships with staff and trade unions.</p> <p>Representation on the Unified Reward working group and attendance for lobbying purposes at Workforce Board.</p>	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8
SSC0085 - Of locating and securing a suitable site in the North/East area of Barnet to locate the Greenspaces and Streets HQ Depot. There is no provision of spaces for G&S in the proposed new Depot site in Oakleigh Road.	Major 4	Likely 4	High 16	Project Manager appointed and is working closely with Street Scene and Property Services Teams to find the right site.	Treat	Quarterly	Moderate 3	Likely 4	Medium High 12
SSC0087 - No provision of space for parking the council's bus fleet and small Passenger Transport team in the proposed new Depot site.	Major 4	Likely 4	High 16	The need for parking space and associated office and storage has been quantified and fed into the overall depot move project team. Potential costs of new parking facilities have been communicated to both Education & Skills (SEN transport) and Adults & Communities. Transport Services are keen for more active engagement from the depot move project team to identify a solution.	Treat	Quarterly	Negligible 1	Unlikely 2	Low 2
SSC0088 Waste Management and Sustainability: without consideration of alternative ways of improving recycling and changing behaviours around sustainability, costs will escalate in the future. Managing waste collection services needs to ensure quality services delivering optimum customer satisfaction.	Major 4	Likely 4	High 16	<p>Make progress at NLWA meetings, critical review of NLWA papers.</p> <p>Prepare information for members and Director's decision on Inter Authority Agreement.</p>	Treat	Quarterly	Major 4	Possible 3	Medium High 12



## 7. Equalities

Equalities description	Comments and Proposed Intervention
Residents' Perception Survey	<p>All survey results have been examined for their impact and differential impact on the protected characteristics as the service provided by Street Scene are universally received services, although there appears to be a lower level of satisfaction from members of the community that are on lower incomes or have significant health issues.</p> <p>There is no marked differential impact for residents with protected characteristics.</p>

## 8. Customer Experience

Customer Experience description	Comments and Proposed Intervention
Residents' Perception Survey	<p>The Spring 2015 Residents' Perception Survey showed that satisfaction with the refuse collection service is 77% saying "good/excellent" (up 0.4% since Autumn 2014), and satisfaction with doorstep recycling is 75% (up 1.8% since Autumn 2014). These remain the two highest rated services, and are +8% and +9% above the London average respectively. Further analysis to be undertaken and reported in quarter 2.</p> <p>The Spring 2015 Residents' Perception Survey showed small decrease for both percentage of residents who are satisfied with parks and open spaces (at 70% which is a decrease of 1.7% since Autumn 2014) and satisfaction with street cleaning (at 53% which is a decrease of 0.1% since Autumn 2014). Previous survey results have trended Autumn scores better than those in the Spring. Both scores will be aggregated across the 2015 year and it is expected that the Autumn response will improve the overall result.</p>

## Appendix A

Performance indicators which have met or exceeded their target.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	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>
SS/S7	Percentage of unacceptable levels of litter	Strategic	28/09/2015 - 09/10/2015	2.67%	3.00%	6 300	2.00%	33.3%	Improving	TBC
SS/S8	Percentage of unacceptable levels of detritus	Strategic	28/09/2015 - 09/10/2015	9.17%	14.00%	27 300	9.00%	35.7%	Improving	TBC
SS/C5	% complaints resolved within SLA	Critical	July-Sept 2015	88%	80%	N/A	95%	18.8%	Improving	Local Indicator - Not suitable for benchmarking
SS/C6	% member enquiries resolved within SLA	Critical	July-Sept 2015	79%	80%	N/A	90%	12.5%	Improving	Not suitable for benchmarking - local indicator
SS/C8	Percentage webforms responded to within SLA	Critical	July-Sept 2015	69%	80%	N/A	82%	2.5%	Improving	Not suitable for benchmarking - local indicator