

Street Scene – Q1 2016/17

1. SUMMARY

1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance		Capital Actual Variance			
	257 (1.9%)		(2)			

Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
• Indicators	45% (5)	9% (1)	18% (2)	27% (3)	50% (4)	50% (4)
• Key Actions	44% (4)	44% (4)	11% (1)	0% (0)		

1.2 KEY SUCCESSES AND CHALLENGES

Key Successes

Resident Satisfaction - Refuse and recycling remain the top 2 rated council services based on the latest Residents' Perception Survey data from spring 2016. Recycling is at 73% saying the service is "good/excellent" - this is 6.8% above the London average. Refuse is at 77% saying "good/excellent", 8.2% above the London average.

Successful commencement of the new Tree Maintenance and Tree Planting Contracts. The Contracts are a new approach to tree maintenance that were developed with the Contractors and other Local Authority Officers to better utilise contractors strengths and address areas of weakness which are apparent across the industry. The other main change in approach was the utilisation of the Localism and Social Value Legislation to engage local businesses and create a performance management framework that requires up to 20% of the contract value to be given to a local contractor in the absence of achieving the required contract performance levels.

Street Cleansing resident satisfaction has improved from 52% in autumn 2015 to 59% in spring 2016. The target for 2016/17 is 58%. The London average in 2014/15 was 55%.

Key Challenges	Actions Required
<p>The recycling rate outturn for the full year 2015/16 is 36.83%, falling 1.12% from 37.95% in 2014/15. Food and garden waste tonnages have decreased, while dry recycling tonnages have increased slightly. Residual waste has increased by 2.8%. There are a number of factors affecting the amount of material available for recycling including the light weighting of packaging such as glass, plastics and cans, and a decline in paper as consumers use more digital media.</p>	<p>The Waste Action Plan has been delivered, with a food waste pilot and the dry recycling service to flats is still being rolled out. However the Waste Action Plan has not delivered the uplift that was expected. The Municipal Recycling and Waste Strategy and associated Action Plan were agreed by the meeting of the Environment Committee on 12 May 2016. The Action Plan includes both short term actions such as review all recycling and waste policies, and review collection of difficult waste types, and medium term actions.</p>
<p>Weather conditions particularly through May, which saw above average levels of rainfall with very heavy and thundery showers interspersed with warm sunny spells, which resulted in a rapid growth rate in vegetation. This unsettled weather has generated challenging conditions and pressures in maintaining grass and weeds on street and throughout the parks.</p>	<p>Grass cutting operations were often suspended during May due to the saturated ground conditions. Following on from the poor weather conditions and rapid rate of grass growth caused by warm and moist ground conditions during recent months, conditions have improved and facilitated the grass cutting operations to operate continually. Extra resources have also been deployed on to grass cutting rounds over a period of four weeks from mid-June to 'catch up' and get on top of the growth, which has seen the length of grass return to the required standard.</p> <p>The second weed spraying treatment is currently underway and will be followed up with a responsive treatment by the contractor to tackle problematic areas that have seen growth following this round of treatment.</p>
<p>Submission of the ADM proposal on time and to a high standard.</p>	<p>The DU has contributed to the development of the Authority Requirements.</p> <p>A review of operations is underway.</p> <p>Working with The Barnet Group, unions, staff and partners to develop the submission.</p> <p>Completing a comprehensive finance model to prepare a pricing schedule.</p> <p>A visioning event with staff from across Street Scene will take place in Quarter 2.</p> <p>Progress is regularly report to the ADM Board meetings.</p> <p>ADM submission work is undertaken whilst carrying out business as usual.</p>

Key Challenges	Actions Required
Meeting the 15% corporate target on agency usage by reducing agency dependency. The key challenges are; the ability to recruit as in some sectors the salaries are not competitive, and the time lag from interview and offer to an individual starting.	Develop smarter ways of recruiting. Work with CSG to reduce the recruitment process timeline, through process mapping of the three parties (individual, Street Scene and CSG) involved.

1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

Finance

Street Scene is forecasting an overspend of £1.197m against the budget of £13.545m at the end of quarter 1 2016-17. The main reason for the overspend is staff costs within the recycling and waste service, which are expected to be £0.889m above budget. This relates to a £0.480m Unified Reward saving which cannot be achieved until Unified Reward is fully implemented. It also reflects the levels of staff (both permanent and agency) needed to ensure service delivery. A robust recovery plan is being developed to address the forecast overspend by year end.

The Street Scene Management and Business Improvement teams are forecasting a combined overspend of £0.175m, reflecting increased management capacity and service support. It is intended to be funded through a review of back office costs. This review is currently in progress. Parks and Street Cleansing are forecasting a combined overspend of £0.187m, largely due to the levels of staff needed to maintain service standards. A saving of £0.1m related to Unified Reward is contained within the forecast, which cannot be achieved until Unified Reward is fully implemented. A review is planned to address these staff costs by year end.

Transport Services are forecasting a £0.125m overspend related to service improvements which are still being fully developed. Trade Waste are forecasting a £0.179m surplus from its commercial waste collections.

Performance

Street Scene has continued to deliver services that are well received by elected members and residents; recent public satisfaction surveys indicate waste collection and street cleansing receive the top two satisfaction rates for the Council.

The service is continuing with its roll out of recycling provision to high-rise properties, which it is anticipated will mitigate some of the decline in performance. In addition plans are being prepared to run a trial using 140ltr bins for residual waste to ascertain the impact of reducing residual waste bin capacity while at the same time retaining weekly collections.

Preparations are well advanced for the development and delivery of the ADM which it is anticipated will afford Street Scene with a unique opportunity to show why the services provided by the team are best suited to be retained in-house.

In addition to the above a significant amount of work is being undertaken to ensure that the decant from Mill Hill Depot to a variety of alternative locations is completed on time without compromising the integrity of the service.

It is anticipated that the appointments of Head of Business Improvement and Commercial Waste Services Manager will provide a step change in quality and quantity outputs from Street Scene. Overall the team is responding well to the challenges being presented and are remaining positive to the opportunities.

Risk

Service risk registers are being refreshed for Q1 and will be available from 24 August when they are signed off by Delivery Board.

2. Finance

2.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q1 Forecast	Variation		
	£000	£000	£000	£000		
Business Improvement	264	275	324	49	This projected overspend is due to staffing cost pressures, including the use of agency staff. This projected overspend is due to staffing cost pressures.	17.7%
Green Spaces	4,330	4,422	4,455	33		0.8%
Mortuary	99	99	99	(0)		-0.1%
Waste & Recycling	7,281	6,597	6,647	50		0.8%
Street Cleansing	3,527	3,661	3,715	54		1.5%
Street Scene Management	652	658	784	126		19.1%
Trade Waste	(1,930)	(1,921)	(2,101)	(180)		9.3%
Transport	(328)	(246)	(121)	125		-50.9%
Total	13,896	13,545	13,802	257		1.9%

2.2 Capital

	Current 2016-17 Budget (including Slippage waiting approval)	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 Budget	2016-17 Forecast to year-end	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	£000	
Greenspaces	443	(2)	-	441	441	(2)	0%	
Waste	2,666	-	-	2,666	2,666	-	0%	
Fuel Storage	60	-	-	60	60	-	0%	
Street Scene	3,169	(2)	-	3,167	3,167	(2)	0%	

3. Performance

3.1 Overview of performance for Corporate Plan and Service indicators

	RAG						Long Term Direction of Travel			No. Indicators Reported in Quarter
	Green	Green Amber	Red Amber	Red	No. RAG Rated	Monitor	Improving / Same	Worsening	No Direction of Travel	
CPI	1	0	2	2	5	0	3	1	1	5
SPI	0	1	0	1	2	0	0	2	0	2
MPI or KPI	4	0	0	0	4	0	1	1	2	4
Overall	45% (5)	9% (1)	18% (2)	27% (3)	100% (11)	0% (0)	50% (4)	50% (4)		11

Key:

CPI	Corporate Plan Indicator
SPI	Commissioning Plan Indicator
MPI	Management Agreement Indicator
KPI	Contract Performance Indicator

3.2a Indicators

Responsible growth and regeneration (Opportunity)

PARKS AND OPEN SPACES - Attractive suburban parks that promote health and wellbeing, conserve the natural character of the area, and encourage economic growth.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q1 2016/17 Target	Numerator / Denominator	Q1 2016/17 Result	Q4 2015/16 Result	DOT Short-Term (From Q4 2015/16)	Q1 2015/16 Result	DOT Long-Term (From Q1 2015/16)	Benchmarking
SS/S1 (RPS)	Percentage of residents who are satisfied with parks and open spaces	Bigger is Better	72.0%	72.0%	N/A	66.0%	67.0%	Worsening	70.0%	Worsening	Previous 2014/15 London average 68%
SS/S2	Percentage of households which have used parks, playgrounds or open spaces in the last 12 months	Bigger is Better	86% or 87%	87.0%	N/A	82.0%	69.0%	N/A	82.7%	N/A	Local indicator. No benchmarking data available
SS/S9	Number of Adopt a Place achieved	Bigger is Better	7	2	n/a	2	4	N/A	N/A	N/A	Local Indicator - Not suitable for benchmarking
SS/C12	Number of active stakeholder groups	Bigger is Better	3	3	n/a	14	n/a	N/A	N/A	N/A	This information is not currently held. A benchmarking exercise will be undertaken with neighbouring boroughs.

Managing demand for services (Fairness)

RECYCLING AND WASTE - High levels of recycling and the low levels of waste compared with similar councils; resulting in high levels of resident satisfaction and a green and clean borough.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q1 2016/17 Target	Numerator / Denominator	Q1 2016/17 Result	Q4 2015/16 Result	DOT Short-Term (From Q4 2015/16)	Q1 2015/16 Result	DOT Long-Term (From Q1 2015/16)	Benchmarking
SS/S3	Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	42.0%	40.2%	11312.82/34044.11	33.2% (Q4 15/16)	36.6%	Improving	33.8%	Improving	Benchmarking data is only available at present for 22 of the 33 London Local Authorities. Barnet is currently ranked 6th out of the 22.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q1 2016/17 Target	Numerator / Denominator	Q1 2016/17 Result	Q4 2015/16 Result	DOT Short-Term (From Q4 2015/16)	Q1 2015/16 Result	DOT Long-Term (From Q1 2015/16)	Benchmarking
SS/S4 (RPS)	Percentage of residents who are satisfied with refuse and recycling services	Bigger is Better	80%	80%	N/A	75%	77.5%	Improving	77.0%	Improving	The result of the spring 2016 survey shows that refuse collection and recycling significantly outperform the London 2014/15 results. Satisfaction with the refuse service is 77%, +8.2 above the London average. Satisfaction with recycling is 73%, +6.8% above the London average. There has been a small decrease in these satisfaction figures compared to Autumn 2015, however these remain the two highest rated council services.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q1 2016/17 Target	Numerator / Denominator	Q1 2016/17 Result	Q4 2015/16 Result	DOT Short-Term (From Q4 2015/16)	Q1 2015/16 Result	DOT Long-Term (From Q1 2015/16)	Benchmarking
SS/S6 (RPS)	Percentage of residents who are satisfied with street cleaning	Bigger is Better	58.0%	58.0%	N/A	59.0%	52.0%	Improving	53.0%	Improving	Increase on the position of London average (2014/15) of 55%
SS/C1	Waste tonnage – residual per household	Smaller is Better	590.85kg per HH	139.51	22732.09/144290	157.54 (Q4 15/16)	162.49	Worsening	152.86	Worsening	Benchmarking data is only available at present for 22 out of the 33 London Local Authorities. Barnet is currently ranked 17th out of the 22.
SS/C2	Waste tonnage – recycling per household	Bigger is Better	427.97kg per HH	93.67	11312.82/144290	78.40 (Q4 15/16)	93.59	Worsening	78.11	Worsening	Local indicator - benchmarking data is not available
SS/C13	Reduce percentage of waste sent to landfill	Smaller is Better	22.0%	22.0%	25182.21/199136.37	12.6% (Q4 15/16)		Improving	N/A	Improving	Not applicable

Ref	Indicator	Polarity	Annual 2016/17 Target	Q1 2016/17 Target	Numerator / Denominator	Q1 2016/17 Result	Q4 2015/16 Result	DOT Short-Term (From Q4 2015/16)	Q1 2015/16 Result	DOT Long-Term (From Q1 2015/16)	Benchmarking
SS/C14	Percentage of complaints that are second or subsequent complaints (defined to exclude both duplicate complaints and at the other extreme those more than six months apart).	Smaller is Better	5.0%	5.0%	8/519	1.5%	N/A	N/A	N/A	N/A	Benchmarking information not available, it is a local indicator

3.2b Comments and proposed interventions for indicators that have not met target

Ref and Indicator Title	Comments and Proposed Intervention
<p>SS/S1 (RPS) Percentage of residents who are satisfied with parks and open spaces</p>	<p>Intervention level 1 The drop in satisfaction seen in the autumn 2015 survey continued through to spring 2016. The drop in satisfaction is thought to be attributable to a lower level of capital works during 2015, which prior to this period had seen high levels of capital investment including an extensive programme of play area upgrades and large improvement schemes such as the Dollis Valley Greenwalk; resulting in the highest ever satisfaction at 72%. The current level is more in line with previous satisfaction levels for Barnet and the London average of 68% (2014/15). The Parks and Open Spaces Strategy and its action plan to deliver the strategy were agreed by the meeting of the Environment Committee on 12 May 2016. The Commissioning Group and the SSDU will now develop plans and resourcing to deliver the activities that will include an extensive capital investment programme.</p>
<p>SS/S2 Percentage of households which have used parks, playgrounds or open spaces in the last 12 months</p>	<p>Intervention level 1 There has been a drop in park user levels from the autumn survey which would be expected as although the question refers to the previous twelve months people are more likely to consider their recent use which would be less over the winter months. Q1 16/17 performance at 82% is very similar to the performance in Q1 15/16, which was 82.7%.</p>
<p>SS/S3 Percentage of household waste sent for reuse, recycling and composting</p>	<p>Intervention level 1 The percentage of household waste recycled, composted or reused in Quarter 4 2015/16 was 33.22%. The percentage of household waste recycled, composted or reused in Quarter 4 2014/15 was 33.82%. The 0.6% decrease in performance compared to the same period last year is due to a decrease in garden, food and dry recycling tonnages within this quarter. The Municipal Recycling and Waste Strategy and associated Action Plan were agreed by the meeting of the Environment Committee on 12 May 2016. The Action Plan includes both short term actions such as review all recycling and waste policies, and medium term actions. To encourage greater food recycling in Quarter 1 a poster campaign took place and a new food waste campaign will commence in Q2/3. In Quarter 2 the delivery unit will attend the East Barnet and East Finchley festivals with a food focused roadshow, and a potential article in Barnet First on dry recycling is being investigated.</p>
<p>SS/S4 (RPS) Percentage of residents who are satisfied with refuse and recycling services</p>	<p>Intervention level 1 The results of the spring 2016 survey show that refuse collection and recycling significantly outperform the London 2014/15 results. Satisfaction with the refuse service is 77%, +8.2 above the London average. Satisfaction with recycling is 73%, +6.8% above the London average. There has been a small decrease in these satisfaction figures compared to Autumn 2015, however these remain the two highest rated council services. The delivery unit will continue to ensure it provides a high quality service, whilst looking at operational changes and how they could contribute to an improvement in satisfaction.</p>

Ref and Indicator Title	Comments and Proposed Intervention
<p>SS/C1 Waste tonnage – residual per household</p>	<p>Intervention level 1 Comparing Quarter 4 2015/16 with Quarter 4 2014/15, residual waste has increased to 157.54 kg/hh from 152.86 kg/hh. This represents a slight increase of 3.06%. Increases in residual waste could be linked to changes in economic conditions. The Municipal Recycling and Waste Strategy and associated Action Plan were agreed by the meeting of the Environment Committee on 12 May 2016. The Action Plan includes both short term actions such as review all recycling and waste policies, and medium term actions. The rollout of the new side waste policy is planned for Quarter 2, and it is proposed that a trial of 140 litre bins for refuse takes place this year.</p>
<p>SS/C2 Waste tonnage – recycling per household</p>	<p>Intervention level 1 Comparing Quarter 4 2015/16 with Quarter 4 2014/15, overall recycling (recycling, composting and reuse) has increased to 78.40 kg/hh from 78.11 kg/hh. However the dry recycling contamination rate has increased to 9.26% in 2015/16 so the actual tonnage is less in Q4 2015/16 compared to Q4 2014/15. There are a number of factors affecting the amount of material available for recycling including the light weighting of packaging such as glass, plastics and cans, and a decline in paper as consumers use more digital media. The Municipal Recycling and Waste Strategy and associated Action Plan were agreed by the meeting of the Environment Committee on 12 May 2016. The Action Plan includes both short term actions such as review all recycling and waste policies, and medium term actions. To encourage greater food recycling in Quarter 1 a poster campaign took place and a new food waste campaign will commence in Q2/3. In Quarter 2 the delivery unit will attend the East Barnet and East Finchley festivals with a food focused roadshow, and a potential article in Barnet First on dry recycling is being investigated.</p>

4. Key Actions

The tables below provide an update on progress in delivering the strategic and commissioning priorities, as set out in the refreshed Corporate Plan and Street Scene Commissioning Plan for 2016/17.

4.1 Overview of Key Actions

RAG Ratings					No. of Key Actions
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)	
44% (4)	44% (4)	11% (1)	0% (0)	0	9

Key

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

4.2 Progress on Key Actions

The section below outlines the Key Actions which were due to be completed this quarter.

Responsible growth and regeneration (Opportunity)

PARKS AND OPEN SPACES - Attractive suburban parks that promote health and wellbeing, conserve the natural character of the area, and encourage economic growth.

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
TBC	<p>Assessment of parks as community assets, looking at how residents use them now and how they are likely to want to use them in the future</p> <p>Explore alternative funding streams to sustain parks and open spaces</p>	Green Amber - delayed, Low Impact	<p>Intervention level 1</p> <p>The Parks and Open Spaces Strategy and its action plan to deliver the strategy were agreed by the meeting of the Environment Committee on 12 May 2016. The Commissioning Group and the SSDU will now develop plans and resourcing to deliver the activities. A new greenspaces board will be created in Q2 and consideration given to advice of a group of parks users and volunteers to deliver the strategy. The Playing Pitch Strategy is currently under development and due to be completed in September as per timetable, the strategy will determine the other playing pitch work streams. The seasonal bedding and park locking work streams are in progress, however the seasonal bedding review is not expected to deliver the identified savings.</p>
TBC	<p>One-off investment in new infrastructure for parks to reduce management costs and put them on a sustainable footing</p>	Red Amber - delayed, Medium Impact	<p>Intervention level 2</p> <p>The Parks and Open Spaces Strategy and its action plan to deliver the strategy were agreed by the meeting of the Environment Committee on 12 May 2016. The Commissioning Group and the SSDU will now develop plans and resourcing to deliver the activities. Work to aid the prioritisation of investment and funding based in the strategy's value quality matrix is currently under way. Service input into Colindale Parks designs is in place, the investment strategy and funding framework has not commenced.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
TBC	Assessment of parks as community assets, looking at how residents use them now and how they are likely to want to use them in the future	Green - Met	<p>No intervention</p> <p>The Adopt a Place initiative continues to progress well with two new schemes implemented and a further six are currently in development with community groups. In addition to the specific scheme there are fourteen active groups operating in the parks and open spaces. The Bowls Management project is progressing to schedule with a workshop scheduled with all the Clubs in Quarter 2.</p> <p>Service standards and options are being reviewed as part of the SS ADM project and will be submitted for review in October 2016.</p>

Managing demand for services (Fairness)

RECYCLING AND WASTE - High levels of recycling and the low levels of waste compared with similar councils; resulting in high levels of resident satisfaction and a green and clean borough.

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
TBC	Recycle 50% of all waste by 2020	Green Amber - delayed, Low Impact	<p>Intervention level 1</p> <p>The Recycling and Waste Strategy and the action plan to deliver the strategy were agreed at the meeting of the Environment Committee on 12 May 2016. The Commissioning Group and the SSDU will now develop plans and resourcing to deliver the activities. Modelling of waste flows and potential alternative household waste offer will require appropriate resourcing and will inform the ADM process. The review of the bring bank service has been completed, in December 2015, the Chairman of Environment Committee considered the outcomes of the review and decided on removing the 3 worst flytipped banks sites and retaining the rest of this part of the service in its current form.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
TBC	Focusing efforts on 'hot spots'	Green Amber - delayed, Low Impact	<p>Intervention level 1</p> <p>The Commercial Waste Transformation Project is underway with a report to Street Scene Strategic Partnership Board drafted, which includes the project governance and plan. An Interim Collection Services and Innovations Manager (CSIM) started in April 2016. Recruitment for a permanent CSIM has taken place and a person has been offered the role. An enforcement trial is due to commence in Quarter 2 which will include checking businesses in Barnet have appropriate trade waste agreements in place. A Dashboard has been developed in conjunction with Capita, to help identify potential customers.</p>
TBC	Invest in recycling to mitigate the impact of increase in levy to North London Waste Authority	Green Amber - delayed, Low Impact	<p>Intervention level 1</p> <p>The evaluation of the outcomes from WLA food waste recycling behaviour change project at houses has been completed, a report was circulated to Street Scene Management and Commissioning on 18/3/16. A questionnaire survey has also been completed by the DU – asking residents what has helped and what else would help to engage them in the food waste recycling service. The questionnaire survey results were analysed and a report was provided to Street Scene management on 10/6/16. There were no clear and cost/effective intervention options identified, therefore agreement of any changes for implementation requires more detailed consideration by the Delivery Unit and Commissioning. A focus on food waste was agreed with LBB Communications Team, and a Communications Plan and budget requirement are being prepared.</p>

STREET CLEANSING - Low levels of littering compared with similar councils; resulting in high levels of resident satisfaction and a green and clean borough.

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
TBC	<p>Discourage poor behaviour and manage demand through enforcement and fines.</p> <p>Invest in new technology to improve efficiency and reduce staff costs</p>	Green - Met	<p>Intervention level 1</p> <p>Following approval in March 2016 by the Environment Committee a trial has been developed for increased street scene enforcement. A supplier has been found and it is anticipated that the trial will commence in Quarter 2 with a littering and fly-tipping campaign launched in conjunction with a Fixed Penalty Notice Pilot to influence behaviour.</p> <p>Potential new technology is being explored, with the focus on a holistic approach, so that current and new systems interface. Throughout Q1 trackers have been fitted to all Street Scene vehicles, which are used to monitoring, speeding, authorised routes and timings.</p>

STREET SCENE - Service-wide actions

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
TBC	<p>Street Scene Delivery Unit ADM submission</p>	Green - Met	<p>No intervention</p> <p>A PID and Programme Plan have been developed and agreed.</p> <p>Completing a comprehensive finance model to prepare a pricing schedule. The DU has contributed to the development of the Authority Requirements. A review of operations is underway. Working with The Barnet Group, unions, staff and partners to develop the submission. Completing a comprehensive finance model to prepare a pricing schedule. A visioning event with staff from across Street Scene will take place in Quarter 2.</p> <p>Progress is regularly report to the ADM Board meetings.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
TBC	Audit Reports 2015/16	Green - Met	<p>No intervention</p> <p>Good progress has been made on implementing the actions that have arisen out of the Internal Audit Report and the Section 13 Audit Report. For the Internal Audit Report; 16 actions have been fully implemented and 6 have been partially implemented. 5 of the partial are for trade waste and these will be covered in the Commercial Waste Transformation project.</p>

5. Customer Experience

Customer Experience Description	Comments and Proposed Intervention
Residents Perception Survey Spring 2016	<p>Intervention level 1</p> <p>Key findings from the Spring 2016 Residents' Perception Survey for the Street Scene Delivery Unit are:</p> <p>66% rated parks and open spaces as excellent to good. The drop in satisfaction seen in the autumn 2015 survey continued through to spring 2016. The drop in satisfaction is thought to be attributable to a lower level of capital works during 2015, which prior to this period had seen high levels of capital investment including an extensive programme of play area upgrades and large improvement schemes such as the Dollis Valley Greenwalk; resulting in the highest ever satisfaction at 72%. The current level is more in line with previous satisfaction levels for Barnet and the London average of 68% (2014/15).</p> <p>Refuse and recycling remain the top 2 rated council services based on the latest Residents' Perception Survey data from spring 2016. Recycling is at 73% saying the service is "good/excellent" - this is 6.8% above the London average. Refuse is at 77% saying "good/excellent", 8.2% above the London average.</p> <p>Street Cleansing resident satisfaction has improved from 52% saying the service is "good/excellent" in autumn 2015 to 59% in spring 2016. The target for 2016/17 is 58%. The London average in 2014/15 was 55%.</p>

Customer Experience Description	Comments and Proposed Intervention
Questionnaire to trial food waste interventions area	<p>Intervention level 1</p> <p>A trial was carried out in autumn 2015 to investigate the impact of a range of interventions to encourage participation in food waste recycling at houses. In March 2015 a questionnaire survey was distributed in the trial area to gather residents' views on the service and the effect of the interventions. The findings will be used to inform future delivery of the service and related communications plans.</p>

6. Risk

The service risk register is being refreshed.

7. Equalities

Equalities Description	Comments and Proposed Intervention
Food Waste trials	<p>Following the food waste recycling behaviour change trial, a questionnaire survey to gather residents' opinions on the trial and service was distributed to 641 houses in March 2015. 88 responses were received (a 13.7% response rate). The majority of respondents were those who are regular users of the service, and the results therefore did not represent a cross-section of residents who have access to the service. The responses showed that the interventions did not strongly encourage residents to recycle food waste, and confirmed that attitudes to food waste recycling continue to present a challenge to increasing participation. As a next step a Communications Plan is being developed to promote the food waste recycling service at all street level properties, it is hoped this will reduce any reduction in food waste tonnages collected, and ensure that all residents have access to the necessary information to take part in the service.</p>