

	<h2>Environment Committee</h2> <h3>14 March 2018</h3>
<b>Title</b>	<b>Quarter 3 2017/18 Commissioning Plan Performance Report</b>
<b>Report of</b>	Chairman of the Environment Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	None
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### Summary

The report provides an overview of performance for **Quarter 3 (Q3) 2017/18**, including budget position for revenue and capital (where relevant), progress on key activities, indicators that have not met target, and high level risks for the Theme Committee in relation to the Commissioning Plan.

### Recommendations

- 1. The Committee is asked to review the finance, performance and risk information in relation to the Theme Committee's Commissioning Plan.**

### INTRODUCTION

- 1.1 This Commissioning Plan performance report is an extract from the Q3 2017/18 Performance Monitoring Report (Performance by Theme Committee) that was presented to Performance and Contract Management Committee on 27 February 2018. **Note that performance and risk information is reported by exception only, for example where indicators have not met target and high level risks (scoring 15 or above).**

## PERFORMANCE BY THEME COMMITTEE (COMMISSIONING PLANS)

- 1.2 The priorities for Environment Committee are parks and open spaces; recycling and waste collection; using street cleaning and more enforcement; parking and highways management.

### Budget position

Revenue							
Service	Original Budget £000	Revised Budget £000	Q3 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Move- ments £000	Variance after Reserve Move- ments Adv/(fav) £000	Variance after Reserve Move- ments Adv/(fav) %
Parking and Infrastructure	9,155	9,368	9,197	(170)	170	-	(1.1)
Street Scene	12,881	13,695	13,794	99	-	99	0.7

- 1.3 Parking and Infrastructure Delivery Unit budget (£9.368m) is currently on target.
- 1.4 The projected overspend of £0.099m for the Street Scene Service represents 0.7% of the total Delivery Unit budget (£13.695m). The overspend relates to increased costs of staffing and equipment and a project to reduce these costs has commenced. MTFP savings of £1.045 million allocated to Street Scene in 2017/18 have created an in-year pressure and services have been restructured to achieve the savings. This work is now complete and will deliver a full year effect next year. As such no additional savings pressure from the 2017/18 savings will transfer to 2018/19. In-year pressures have been largely mitigated by the commercial waste service which has over-achieved against its target.

Capital						
Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	Projected Outturn £000	Variance from Approved Budget Adv/(Fav) £000	Slippage %
Parking and Infrastructure	3,186	(800)	(139)	2,247	(939)	(4.4)
Street Scene	4,663	102	(1,471)	3,294	(1,369)	(31.5)

- 1.5 The forecast capital outturn for Parking and Infrastructure has reduced by £0.939m as the 2017/18 car park improvement and lines and signs replenishment projects have been deleted due to funding constraints. Other lines and signs projects will now not be completed until 2018/19.

The forecast capital outturn for Street Scene shows slippage of £1.369m. The data and works management system, vehicle purchases and fuel storage tank projects have all been slipped to 2018/19.

## Progress on key activities

1.6 Barnet is a green and leafy borough and this is one of the reasons people want to live here. The council is modernising environmental services to help keep the environment green, clean and safe; whilst delivering highways improvement and investing in parks and open spaces. A progress update on key activities has been provided below.

- **Modernising environmental services** - the modernisation of Street Scene services is being supported by a series of transformation projects, focusing on a new service offer for street cleansing, increased income via commercial recycling services and in waste collection by the introduction of time-banded collections, and environmental enforcement and education. A service-wide restructure is also underway to facilitate the rationalisation of staffing structures and service operations.

During the quarter, Street Scene commenced a significant restructure following the end of staff consultation in October 2017. Approval was given by the General Functions Committee in November 2017 and the move to the new structure has taken place. The final planning for the new street cleansing model has been completed, and staff have started training on the first of the new types of vehicles to be used. The commercial waste service has continued to expand its business, including offering more recycling collections. New routes are being worked up to allow further business to be taken on in the most efficient way possible.

- **Delivering highways improvements** – substantial volumes of work have been completed for the Network Recovery Plan, including 67,444m<sup>2</sup> of resurfacing works at 40 sites (both footways and carriageways) in the borough; and the dedicated Proactive Patching machine has visited 112 roads and completed 706 patches to repair potholes and surface defects before they could worsen and present a greater risk to Highway users. Significant progress has been made on the LIP and Area Committee programmes, with approximately 30 schemes completed and 130 schemes being progressed, either in design or with the contractor for construction. There is an ongoing 'pipeline' of work available for implementation.
- **Investing in parks and open spaces** – the recommendations in the Playing Pitch Strategy have been developed into a prioritised 10-year implementation plan to assist in making bids for external funding and assistance in kind.
- The final draft of the Cophall and Mill Hill Open Spaces masterplan was delivered and is undergoing detailed analysis prior to publication and adoption. Invitations to tender for the West Hendon and Barnet Playing Fields Sports Hubs and the North West Green Belt Sites masterplans were published on the procurement portal with closing date for returns in first week in January 2018. The tender exercise for the improvements to Victoria Park was completed and consultants appointed. The work will be completed by July 2018. Final designs have been produced and costed for the improvements to Montrose Playing Field and Silkstream Park. A procurement strategy for improvements to Colindale and Rushgrove Parks has been developed and agreed.
- **Delivering regulatory services** – see paragraph C.17 of the Q3 2017/18 Performance Monitoring Report for an update on services delivered by the Re contract. The report is available on the council website at <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=9136&Ver=4>

## Performance indicators

1.7 The Q3 2017/18 position for the basket of indicators in the Theme Committee's Commissioning Plan has been set out in table 1 below. This shows that the majority of indicators (74%) have met target for the third quarter of the year; and two thirds (67%) have improved or stayed the same since last year.

**Table 1: Theme Committee Indicators (Q3 2017/18)**

Theme Committee	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	Monitored only	No. indicators
Environment	74% (14)	11% (2)	0% (0)	16% (3)	67% (12)	33% (6)	0	19

1.8 **Commissioning Plan performance is reported by exception only**, for example where indicators have not met the quarterly target (RAG rated as Amber and Red). Comments on performance are provided below.

1.9 The quarterly results for all Commissioning Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>.

1.10 Five Environment indicators have not met the quarterly target.

- KPI 2.1-2.3 (NM) Highways defects made safe within agreed timescales (RAG rated RED)** – Fail. The result for this composite indicator cannot be determined due to data still being reviewed for December 2017. Re have initiated process improvements with Conway Aecom, which will contribute to improvements in future performance. In addition, Re are conducting real-time tests of the customer-facing 'Fix My Street' and 'Barnet Report It' systems by logging defects on the website to check for data inaccuracies and timeliness of data transfer through the systems.
- SS/S3 Percentage of household waste sent for reuse, recycling and composting (RAG rated RED)** – 39.0% against a target of 43.7% for Q2 2017/18. There has been a slight drop in performance from the same time last year (39.9%) due to a decrease in kerbside dry co-mingled tonnages and food waste tonnages.
- SS/C1 Waste tonnage – residual per household (RAG rated GREEN AMBER)** – 157.88kg per household against a target of 154.41kg per household for Q2 2017/18. Residual waste has decreased by 2.02%, however tonnage being disposed of by households continues at a high level.
- SS/C2 Waste tonnage – recycling per household (RAG rated RED)** – 100.82kg per household was recycled against a target of 111.44kg per household for Q2 2016/17. Overall recycling (recycling, composting and reuse) has slightly decreased. The focus remains on reducing contamination of recycling and increasing recycling overall.
- TSLKPI02 Appropriate response to statutory deadlines in relation to the Licensing and Gambling Act (RAG rated GREEN AMBER)** – 99.7% against a target of 100%. 343 out of 344 applications were responded to on time. One application was delayed in October 2017 due to the consultation not being sent out within the statutory timescales.

Corporate Plan Indicators											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	SS/S1 (RPS – biannual)	Percentage of residents who are satisfied with parks and open spaces <sup>1</sup>	Bigger is Better	73%	73%	77% (Autumn 2017) (G)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	72% (Autumn 2016)	▲ (Improving)	No benchmark available
CPI	SS/S6 (RPS - biannual)	Percentage of residents who are satisfied with street cleaning <sup>47</sup>	Bigger is Better	60%	60%	60% (Autumn 2017) (G)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	51% (Autumn 2016)	▲ (Improving)	National 70% (June 2017, LGA)
CPI	KPI NM 2.1-2.3	Highways defects made safe within agreed timescales	Bigger is Better	100%	100%	Fail (data not available) (R)	Fail (data not available)	↔ (Same)	Fail (data not available)	↔ (Same)	No benchmark available
CPI	CG/S1 1 (RPS - biannual)	Percentage of residents who are satisfied with road maintenance <sup>2</sup>	Bigger is Better	35%	35%	42% (Autumn 2017) (G)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	33% (Autumn 2016)	▲ (Improving)	National 39% (June 2017, LGA)

<sup>1</sup> There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). This is reflected in the RAG rating and DOT for the indicators in the Corporate Plan and Commissioning Plans.

<sup>2</sup> There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). This is reflected in the RAG rating and DOT for the indicators in the Corporate Plan and Commissioning Plans.

Corporate Plan Indicators											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	CG/S12 (RPS - biannual)	Percentage of residents who are satisfied with pavement maintenance <sup>48</sup>	Bigger is Better	35%	35%	39% (Autumn 2017) (G)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	34% (Autumn 2016)	▲ (Improving)	National 54% (June 2017 LGA)
CPI	PI/S3 (RPS - biannual)	Percentage of residents who are satisfied with parking services <sup>48</sup>	Bigger is Better	30%	30%	31% (Autumn 2017) (G)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	24% (Autumn 2016)	▲ (Improving)	No benchmark available
CPI	SS/S3	Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	42%	43.7% (Q2 2017/18)	39.0% (Q2 2017/18) (R)	39.3% (Q1 2017/18)	▼ (Worsening)	39.9% (Q2 2016/17)	▼ (Worsening)	No benchmark available
CPI	SS/S4 (RPS - Biannual)	Percentage of residents who are satisfied with refuse and recycling services <sup>3</sup>	Bigger is Better	82%	82%	79% (Autumn 2017) (G)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	75% (Autumn 2016)	↔ (Same)	National 77% (June 2017, LGA)

<sup>3</sup> There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). This is reflected in the RAG rating and DOT for the indicators in the Corporate Plan and Commissioning Plans.

### Commissioning Plan indicators (not met target)

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	SS/C1	Waste tonnage – residual per household	Smaller is Better	590.85k g HH	154.41k g HH (Q2 2017/18)	157.88k g HH (Q2 2017/18) (GA)	160.69k g HH (Q1 2017/18)	▲ (Improving)	159.9kg HH (Q2 2016/17)	▲ (Improving)	Rank 21 (out of the 25 London Boroughs) (Q1 2017/18, Wasteflow)
SPI	SS/C2	Waste tonnage – recycling per household	Bigger is Better	427.97k g HH	111.44k g HH (Q2 2017/18)	100.82k g HH (Q2 2017/18) (R)	104.09k g HH (Q1 2017/18)	▼ (Worsening)	106.2kg HH (Q2 2016/17)	▼ (Worsening)	No benchmark available
SPI	TSLKPI 02	Appropriate response to statutory deadlines in relation to the Licensing and Gambling Act	Bigger is Better	100%	100%	99.7% (GA)	100%	▼ (Worsening)	100%	▼ (Worsening)	No benchmark available



## **Risk management**

- 1.11 Environment risks are held on the Environment and Parking and Infrastructure risk registers. The Environment risk register includes 31 risks and Parking and Infrastructure risk register includes 14 risks, which are being managed in line with the council's risk management framework. None are high level risks with a residual risk score of 15 or above.

## **2 REASONS FOR RECOMMENDATIONS**

- 2.1 These recommendations are to provide this Committee with the necessary information to oversee the performance of the Commissioning Plan. This paper enables the council to meet the budget agreed by Council on 7 March 2017.

## **3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 None.

## **4 POST DECISION IMPLEMENTATION**

- 4.1 None.

## **5 IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The report provides an overview of performance for the quarter, including budget position for revenue and capital, progress on key activities, indicators that have not met target and management of high level risks.

- 5.1.2 The quarterly results for all Corporate Plan and Commissioning Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

- 5.1.3 Robust budget and performance monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan and Commissioning Plans. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximised.

- 5.1.4 Relevant council strategies and policies include the following:

- Corporate Plan 2015-2020
- Corporate Plan - 2016/17 Addendum and 2017/18 Addendum
- Commissioning Plans
- Medium Term Financial Strategy
- Treasury Management Strategy
- Debt Management Strategy
- Insurance Strategy
- Risk Management Framework
- Capital, Assets and Property Strategy.



5.1.5 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy.

## 5.2 **Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

### 5.3 **Legal and Constitutional References**

5.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

5.3.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.

5.3.3 The Council’s Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees. The responsibilities of the Environment Committee include:

- Responsibility for all borough-wide or cross-constituency matters relating to the street scene including, parking, road safety, lighting, street cleaning, transport, waste, waterways, refuse, recycling, allotments, parks, trees, crematoria and mortuary, trading standards and environmental health.
- To submit to the Policy and Resources Committee proposals relating to the Committee’s budget for the following year in accordance with the budget timetable.
- To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
- To determine fees and charges for services which are the responsibility of the committee.

5.3.4 The council’s Constitution, Financial Regulations Part 17, Financial Regulations section 4, paragraphs 4.4.9 - 11 state:

- Allocations from the central contingency relating to planned developments will be approved by the Chief Finance Officer (section 151 officer), in consultation with the Chairman of the Policy and Resources Committee, following the receipt from a Chief Officer of a fully costed proposal to incur expenditure that is in line with planned development (including full year effect).  
Where there is a significant increase in the full year effect, the contingency allocation must be approved by the Policy and Resources Committee.
- Allocations from the central contingency for unplanned expenditure, including proposals to utilise underspends previously generated within the service and

returned to central contingency, will be approved by the Chief Finance Officer in consultation with the Chairman of Policy and Resources Committee.

Where there are competing bids for use of underspends, additional income or windfalls previously returned to central contingency, priority will be given to the service(s) that generated that return.

- Allocations for unplanned expenditure over £250,000 must be approved by Policy and Resources Committee.

5.3.5 The Chief Finance Officer (section 151 officer) will report in detail to Performance and Contract Management Committee at least four times a year, at the end of each quarter, on the revenue, capital budgets and wider financial standing.

5.3.6 The council's Constitution, Financial Regulations section 4 paragraph 4.4.3 states amendments to the revenue budget can only be made with approval as per the scheme of virements table below:

Virements for allocation from contingency for amounts up to £250,000 must be approved by the Section 151 Officer in consultation with appropriate Chief Officer
Virements for allocation from contingency for amounts over £250,000 must be approved by Policy and Resources Committee
Virements within a service that do not alter the bottom line are approved by Service Director
Virements between services (excluding contingency allocations) up to a value of £50,000 must be approved by the relevant Chief Officer
Virements between services (excluding contingency allocations) over £50,000 and up to £250,000 must be approved by Chief Officer and Chief Finance Officer in consultation with the Chairman of the Policy and Resources Committee and reported to the next meeting of the Policy and Resources Committee
Virements between services (excluding contingency allocations) over £250,000 must be approved by Policy and Resources Committee

<b>Capital Virements</b>
Policy & Resources Committee approval is required for all capital budget and funding virements and yearly profile changes (slippage or accelerated spend) between approved capital programmes i.e. as per the budget book. The report must show the proposed: i) Budget transfers between projects and by year; ii) Funding transfers between projects and by year; and iii) A summary based on a template approved by the Section 151 Officer
Policy and Resources Committee approval is required for all capital additions to the capital programme. Capital additions should also be included in the quarterly budget monitoring report to Performance and Contract Management Committee for noting.
Funding substitutions at year end in order to maximise funding are the responsibility of the Section 151 Officer.

## 5.4 Risk Management

5.4.1 Various projects within the council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects, there is the risk that the associated grants will be lost. If this occurs

either the projects will be aborted or a decision to divert resources from other council priorities will be required.

5.4.2 The revised forecast level of balances needs to be considered in light of the risk identified in 5.4.1 above.

## 5.5 Equalities and Diversity

5.5.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advancement of equality of opportunity between people from different groups.
- Fostering of good relations between people from different groups.

5.5.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.5.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

5.5.4 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

5.5.5 Progress against the performance measures we use is published on our website at: [www.barnet.gov.uk/info/200041/equality\\_and\\_diversity/224/equality\\_and\\_diversity](http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity)

## 5.6 Consultation and Engagement

5.6.1 During the process of formulating budget and Corporate Plan proposals for 2015-2020 onwards, four phases of consultation took place:

Phase	Date	Summary
Phase 1: Setting out the challenge	Summer 2013	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation

<b>Phase</b>	<b>Date</b>	<b>Summary</b>
Phase 2: PSR consultation to inform development of options	October 2013 - June 2014	Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2014	Focus on developing commissioning priorities and MTFs proposals for each of the 6 committees Engagement through Committee meetings and working groups
Phase 4: Strategic Plan to 2020 Consultation	December 2014 – March 2015	A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users <sup>4</sup> of council services. An online survey (17 December 2014 – 11 February 2015)

## **6 BACKGROUND PAPERS**

- 6.1 Council, 3 March 2015 (Decision item 12) – approved Business Planning 2015/16 – 2019/20, including the Medium-Term Financial Strategy.  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7865&Ver=4>
- 6.2 Council, 14 April 2015 (Decision item 13.3) – approved Corporate Plan 2015-2020.  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7820&Ver=4>
- 6.3 Council, 4 April 2016 (Decision item 13.1) – approved 2016/17 addendum to Corporate Plan.  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4>
- 6.4 Council, 7 March 2017 – approved 2017/18 addendum to Corporate Plan.  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8819&Ver=4>

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<sup>4</sup> One "service user" workshop was for a cross section of residents who are users of non-universal services from across the council. The second workshop was for adults with learning disabilities.