

ENVIRONMENT COMMITTEE

Commissioning Plan 2015 – 2020

2017/18 addendum & targets

This document is an addendum to the **Environment Committee Commissioning Plan 2015 – 2020**, which sets out a revised narrative and updated indicators/targets for 2017/18. The full Commissioning Plan can be found here: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

1. CONTEXT FOR COMMISSIONING PLAN (SUBJECT TO CHANGE)

Delivering quality services

Barnet is growing, with the highest population of any London borough. Our vision is for a council that works to ensure everyone can benefit from the opportunities that growth and investment will bring. This means helping people to help themselves whilst still protecting what people value in Barnet – its excellent schools, its parks and open spaces, and the character of the borough.

We will need to change the way we work over the next few years to ensure we remain in a stable financial position, while delivering the savings required. We will take this opportunity to do things differently so that we achieve better outcomes for residents and become more efficient.

Barnet is an ambitious council, and we strive to continuously improve the quality of our services. Delivering services that our residents value most to a high standard will ensure that Barnet continues to be a great, family friendly, place to live.

In practice, this means keeping our neighbourhoods and town centres clean and safe, maintaining our parks and open spaces, ensuring that our roads and pavements are well looked after and that we are reaching the highest possible standards of air quality – all whilst ensuring value for money for the Barnet taxpayer.

To support this, we are taking a strong enforcement approach against those who litter and fly-tip. We will ensure that developers pay for any damage that they cause to our roads and pavements through a deposit scheme. We will also outline an approach to vehicle fees and charges based on environmental impact to help us improve our air quality.

Responsible growth, regeneration and investment

As the funding we receive from the government reduces to zero, growth is necessary to increase the local tax base and generate income to spend on local services.

The council's regeneration programme will see £6bn of private sector investment over the next 25 years, which will create around 20,000 new homes and up to 30,000 new jobs. It will also generate £17m of additional income annually for the council by 2020, with one-off income of £55m.

Through our capital investment programme we will invest £772m in the borough between now and 2020. We will use the proceeds of growth to re-invest in infrastructure, not only delivering quality housing – including affordable homes – but also providing essential community facilities such as community hubs and transport.

We will work to ensure that our residents and businesses get the most out of the opportunities presented by growth. We will do this by improving our town centres, supporting small businesses to thrive, and bringing more jobs and easier access to skills development.

We have already put in place services to support our residents into work, for example, the Burnt Oak Opportunities Support Team (BOOST) which has helped nearly 200 people into work since its launch in June 2015.

Building resilience in residents and managing demand

Barnet council is facing a £61.5m savings gap to 2020, and this is not simply due to continued reductions in Government funding. Changing demographics, a growing population – particularly increased numbers of children and young people and older people – and a rising cost of living are putting pressure on the public services we offer.

We will always protect our vulnerable residents. Our aim is to target our resources at those most in need, and support residents to stay independent for as long as possible. In Children’s and Adults’ social care where there is significant pressure due to increasing numbers of vulnerable residents, we are focusing on building on strengths and opportunities to improve outcomes.

This means equipping residents to help themselves and intervening early to address and respond to issues as they arise, rather than waiting until they reach a critical stage. We are working with other parts of the public sector to achieve this through more joined up services that will deliver better outcomes for residents, as well as costing less by working together more efficiently.

An example of this is the Barnet Integrated Locality Team which is being trialled in the west of the borough and which coordinates care for older adults with complex medical and social care needs. This integrated health and social care approach helps vulnerable adults to stay well and living in their own home, easing demand for costly residential care and reducing pressure on the NHS.

Transforming local services

For all of our services, we are considering the case for delivering differently in order to meet our priority outcomes. As a Commissioning Council our focus is on reaching the best outcomes for our residents whilst delivering value for money to the taxpayer through working with a range of public, private, and voluntary sector organisations.

For some services, this has meant a partnership with the private sector, for example our contracts with Capita to provide our back office and customer services.

We have also recently entered into a partnership with Cambridge Education, a specialist education company, to deliver our Education and Skills services. By 2019/20 this partnership is guaranteed to save the council £1.88 million per year through marketing and selling services to more schools and other local authorities, which will create income.

Through our Customer Access Strategy we are aiming to move towards a ‘digital by default’ approach, with a target of 80% of contact with the council being online or through other digital means by 2020. This is more efficient and flexible for the customer, and saves the council money. The money saved through moving towards digital by default allows us to free up resource which we can target at our customers who are most in need.

This will be underpinned by a Digital Inclusion Strategy which aims to help all those in the borough who are willing and able to get online, and ensure that there are special access arrangements for those who cannot.

We are also transforming the way we work within the council to allow staff to do their jobs more effectively and to make the council more accessible to those who use its services. The office move to Colindale is a key part of this and will support the ongoing regeneration in the west of the borough as well as bringing us closer to the community and reducing the amount we spend on accommodation.

Promoting community engagement, facilitating independence and building community capacity

We want to support residents and the wider community to become more independent, healthy and self-sufficient. This means residents having more of a say in the future of their local area, and where appropriate, taking on more responsibility for local services.

Our Community Participation Strategy will play a key role in this. We will increase our support for those residents and groups who want to take on a more active role in their community, and will work with them to make the best possible use of their knowledge and skills to deliver what is needed.

2. OUR APPROACH TO MEETING THE 2020 CHALLENGE

The council's Corporate Plan sets the framework for each of the Theme Committees' five year commissioning plans. Whether the plans are covering services for vulnerable residents or about universal services such as the environment and waste, there are a number of core and shared principles, which underpin the commissioning outcomes.

The first is a focus on fairness: Fairness for the council is about striking the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer and making sure all residents from our diverse communities – young, old, disabled and unemployed benefit from the opportunities of growth.

The second is a focus on responsibility: Continuing to drive out efficiencies to deliver more with less. The council will drive out efficiencies through a continued focus on workforce productivity; bearing down on contract and procurement costs and using assets more effectively. All parts of the system need to play their part in helping to achieve better outcomes with reduced resources.

The third is a focus on opportunity: The council will prioritise regeneration, growth and maximising income. Regeneration revitalises communities and provides residents and businesses with places to live and work. Growing the local tax base and generating more income through growth and other sources makes the council less reliant on Government funding; helps offset the impact of budget reductions and allows the council to invest in the future infrastructure of the borough.

Planning ahead is crucial: The council dealt with the first wave of austerity by planning ahead and focusing in the longer-term, thus avoiding short-term cuts and is continuing this approach by extending its plans to 2020.

3. CORPORATE PLAN PRIORITIES

The **principles** of **Fairness, Responsibility** and **Opportunity** are at the heart of our approach. We apply these principles to our **Corporate Plan priorities** of: **delivering quality services; responsible growth, regeneration and investment; building resilience in residents and managing demand; transforming local services; and promoting community engagement, independence and capacity.**

These priorities are underpinned by a commitment to **continual improvement in our customer services** and to be **as transparent as possible with the information we hold and our decision-making.**

Fairness

- fairness for the council is about striking the right balance between fairness towards more frequent users of services and to the wider taxpayer
- **building resilience in residents and managing demand** – between 2011 and 2016 we've successfully saved over £112m through effective forward planning. In order to meet the £61.5m budget gap to 2020, we will target resources on those most in need and support residents to stay independent for as long as possible
- this will require a step change in the council's approach to early intervention and prevention, working across the public sector and with residents to prevent problems rather than just treating the symptoms.

Responsibility

- the council will focus not only on getting the basics right, but also **delivering quality services**, and striving to continuously improve the standard of services
- **promoting community engagement, independence and capacity** - as the council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities
- in doing so, the council will facilitate and empower residents to take on greater responsibility for their local area.

Opportunity

- the council will capitalise on the opportunities of a growing local economy by prioritising regeneration, growth and maximising income
- **responsible growth, regeneration and investment** is essential for the borough – by revitalising communities and providing new homes and jobs whilst protecting the things residents love about Barnet such as its open spaces. New homes and business locations also generate more money to spend on local services, which is increasingly important as the money received directly from government reduces to zero
- we will use the proceeds of growth to invest in local infrastructure and maintain Barnet as a great place to live and work as we continue to deal with budget reductions to 2020
- we will explore the opportunity this presents to **transform local services** and redesign them, delivering differently and better
- we will focus on making services more integrated and intuitive for the user, and more efficient to deliver for the council and the wider public sector.

The Equality Act 2010 and the Public Sector Equality Duty impose legal requirements on public organisations to pay due regard to equalities. The Corporate Plan is fundamental to the council's approach to deliver equalities. It enables the principles of equalities and valuing diversity to be reflected and mainstreamed into all council processes. It also outlines the council's Strategic Equalities Objective (SEO) that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

Through the SEO, Barnet aims to provide the best start for our children and access to equal life chances to all our residents and taxpayers who live, work and study in Barnet. Progress against the SEO is monitored annually in an Annual Equalities Report which is publicly reported to Council and the SEO is also reflected through our Commissioning Plans and priorities for each Theme Committee. Management Agreements with our Delivery Units have a number of commitments which reflect the importance of equalities and how the Commissioning Plans will be achieved in practice, and performance indicators have been set and published for each Delivery Unit.

4. VISION FOR THE ENVIRONMENT

- Barnet is a green and leafy borough and this is one of the reasons people want to live here.
- Ensuring that our parks and open spaces are among the best in London will help to attract more people to the borough.
- We will meet the needs of our growing population by minimising waste for disposal and ensuring that collections are sustainable.
- We will support the prosperity of our growing borough by keeping the streets consistently clean and safe, day and night.
- Highways are maintained to a high standard and areas of high growth and strategic importance being progressively upgraded and improved.
- Meet the highest standards of air quality possible and develop policies to support this, for example, through emission-based permits and our Transport Strategy which is being developed to support moving people away from cars to other means of transport.

5. COMMISSIONING PRIORITIES

Summary

- We're **investing in our parks and open spaces** to put in place **better governance**, while exploring opportunities for **more sustainable funding** and **using parks as community assets**.
- We're **making it easier for businesses and residents in all types of accommodation to recycle**, while listening to their concerns in order to **maintain high levels of satisfaction with waste collection services**.
- We're **using new technology to clean the streets more efficiently** and make it **easier for residents to tell us where to focus our efforts**, and keeping them clean through **increased use of enforcement** with a particular focus on town centres.
- We're **improving the management of traffic flows and parking across the borough**, which will also help to maintain **road safety and air quality**, and working at regional and national level to **improve radial routes for public transport**.
- We are developing a **Transport Strategy** to support the move from cars to other modes of transport, together with an **approach to fees and charges based on environmental impact to help improve overall air quality**.
- **Highways and Network Management within Barnet delivers a high quality, responsive service that optimises travel times across the borough, and taking a strong enforcement approach against developers who damage highways and footways.**
- Working to deliver the **preferred option within the Street Services ADM**.

Parks and open spaces

Attractive suburban parks that promote health and wellbeing, conserve the natural character of the area, and encourage economic growth.

- We have carried out a thorough **assessment of our parks as community assets** and will now look at how residents use them and how they are likely to want to use them in the future, particularly as the density of housing in the borough increases.
- We are delivering major Parks and Open Spaces developments supported through the regeneration programme, drawing on private sector investment as well as our own

investment, for example, Montrose Playing Fields, Silk Stream Park, and Clitterhouse Park as part of the Brent Cross development.

- We will consult on the Playing Pitch Strategy and develop schemes with national bodies and local interest groups.

Recycling and waste

High levels of resident satisfaction with waste and recycling services and a green and clean borough.

- Recycling is better for the environment and cheaper for the council than disposing of waste; we have set a target to **recycle 50% of all waste by 2020**.
- We're **focusing our efforts on 'hot spots'** where the majority of waste for disposal comes from because recycling facilities are often not easily accessible, such as blocks of flats and commercial centres.
- We believe businesses should recycle as much as households so we are transforming our commercial waste service to offer all of our customers comprehensive recycling services
- For those who fail to deal with their waste responsibly enforcement action will be taken to ensure fairness to all residents.
- We will work with the North London Waste Authority (NLWA) and the other six constituent boroughs in the delivery of new and replacement waste facilities:
 - The existing Energy from Waste plant, which is coming to the end of its operational life, will need replacing. This will bring financial challenges, and we will then need to ensure we have the most effective way to fund the construction costs of the new replacement facility
 - As part of the Brent Cross Cricklewood regeneration scheme the existing NLWA waste transfer station, which Barnet Council uses, will be relocated, and may bring the opportunity of increasing the types of waste that can be delivered to the transfer station, improving service efficiency.

Street cleansing

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

- The biggest cost associated with running the street cleansing service is staff. Therefore, we are **investing in new technology** where this can be used in place of human resources to help the service do its bit to make the necessary savings.
- The efficiency of street cleansing services is being improved by using new technology to allocate more resources to areas that tend to get dirty quickly and less to those that tend to stay clean for longer.
- It is fair that those who create demand for street cleansing services, for example by littering and fly tipping, should have this behaviour discouraged with **enforcement and fines**. This is particularly important in busy town centres where a lack of **street cleanliness can have a detrimental effect on the local economy**.
- There will be a **reduced demand for services** if a stronger line of enforcement is taken, and a small contribution of income from fines will help support the service.

Roads and transport

A high quality, responsive, service that optimises travel times across the borough; and which is safe for users and reflects the growing nature of the borough.

- The population of the borough is growing, and with it the need to **keep the roads safe and well maintained** while addressing congestion and air quality issues and we will do this through the development of a borough wide **Transport Strategy**.
- **Investment in key junctions** will improve traffic flows and safety for pedestrians.
- It is fair that **motorists should have to compensate for the pollution and congestion their vehicles cause** through CPZs, emissions based parking permits and other charging mechanisms.
- Barnet's public transport links in and out of central London are strong, but **radial routes across the borough need to be developed** and made more reliable, so residents across the borough can travel to town centres without using their cars.
- **Car free development** is becoming a higher priority for the local planning authority.
- We will make **strategic investment** in our **highway network** and will focus on good **value for money from a whole life costing approach**.
- We will work with the public and private sector to improve accessibility to car clubs and electric vehicle charging points.
- As part of the Transport Strategy we will look to **improve facilities and infrastructure for cyclists and pedestrians**.
- We will ensure that we **protect the borough's infrastructure by enforcement against developers who damage highways and footways**.

Parking

Parking is an important service to residents and initiatives are in place to enable the parking service to fulfil its aims of **keeping traffic moving, making roads safer, reducing air pollution, ensuring that there are adequate parking spaces on high streets and that residents can park as near as possible to their homes**.

- We have implemented a **Parking Database with improved customer experience** with online permit and PCN transactions and will continue to make improvements to the customer journey.
- We have introduced **CCTV enforcement in key locations** outside of schools and junctions **to keep traffic moving and** vulnerable road users safe and will continue to monitor local traffic issues.
- We have introduced **transparent parking information** including details of the number of penalty notices issued in which locations and we will publish an annual report.
- We will provide more effective and **customer focused web content** making it easier for our residents to perform parking transactions and find out information.
- We will continue to **improve our services for disabled residents** in terms of access to freedom passes and taxi cars whilst ensuring that we take a firm approach to **Blue Badge fraud**.

Regulatory Services

Effective, targeted, proportionate services that are easy to access and navigate by users. Breaches in regulatory services are effectively and efficiently enforced and costs recovered by the council. Regulatory services are directly contributing to public health and improved public safety.

- We will continue to inspect the **highest risk food businesses and new food businesses** and work with operators to ensure standards are improved or maintained.
- A large number of major roads and high levels of traffic passing through Barnet lead to poor **air quality**. We will work with neighbouring boroughs to implement project plans under the **Mayors Air Quality Fund**.
- We will continue to investigate **public health, noise, nuisance and anti-social behaviour** service requests and work with interested parties to resolve problems.
- The Trading Standards service will continue to investigate serious complaints of **unfair trading, fraud and consumer safety**.
- We work to ensure that **licensed premises** meet the licensing objectives.
- We will ensure that the **Pest Treatment Service** provides the highest standards of customer care and effective and reliable treatments at a fair and reasonable cost.

Cemetery and Crematorium

Highest possible standards in meeting the needs of the bereaved safely – including administration, burial, cremation, memorial management, and ground maintenance and cremation memorial options.

- We will seek to implement the **latest technology** to enable us to meet the needs of the bereaved and to ensure the funeral service offering is the best available locally.
- We will invest in the **repair and modernisation of the cemetery buildings** to provide a **modern and fit for purpose bereavement service office** and associated facilities, including **on-site catering facilities**.
- As available space at Hendon Cemetery becomes scarce, we will investigate means to **prolong the life of the cemetery** and to **provide additional burial space locally**.

6. KEY SUCCESSES IN PAST YEAR

Parks and open spaces

- The **Parks and Open Spaces Strategy** was published and plans to deliver the activities developed.
- A **Playing Pitch Strategy** is in development and will determine the other playing pitch work streams.
- The **Adopt a Place** initiative has progressed with new schemes in conjunction with community groups.

Recycling and waste

- The **Municipal Recycling and Waste Management Strategy** was adopted and published and plans to deliver the activities developed.
- **Resident satisfaction with refuse collection and doorstep recycling** is high, at 77% and 73%, 8 percentage points and 7 percentage points above the London averages respectively and **amongst our highest rated council services**.
- Achieved 37% recycling rate for 2015/16, placing the borough 9th in London.
- Continued **expansion of recycling scheme in flats**, including the provision of direct size bins to fit different circumstance.

Street cleansing

- The **Keep Barnet Clean** trial started in July 2016 with communications and an education campaign, and enforcement started at the end of July 2016. There was high level of public support for the council and encouragement to tackle behaviour that results in the degradation of the street scene. A number of community litter picks also took place.
- The first **Fixed Penalty Notices for fly tipping** (which were enacted in May 2016) were issued in Barnet as part of the trial.

Roads and transport

- **Footway relay works** are ongoing with paving slabs being replaced with asphalt in roads outside of Town Centres and Conservation Areas in line with the newly agreed policy.
- Awarded Cleaner Air Borough (CAB) status, for effectively monitoring and reducing air pollution.
- **114 trees have been planted** on streets close to busy junctions to help reduce pollution

Parking

- **Moving Traffic Contraventions** were installed at yellow box junctions, schools and banned turns.
- It was agreed that the NSL enforcement contract should be extended for a period of 18 months.
- Electronic renewal of residents permits was introduced.

7. STRATEGIC PARTNERSHIPS

We have a number of key partners who we work with to deliver our commissioning priorities.

- **Re Highways:** Working in partnership to keep the roads safe and well maintained. Investing in key junctions to improve traffic flows and safety for pedestrians. Also working with Re Highways who are contributing to the Long-term Transport Strategy and our plans to improve air quality by the reduction of congestion. Also we are making strategic investment in our highway network via focusing on a whole life costing approach.
- **Transport for London:** Working in Partnership to improve Barnet's public transport links and public transport reliability, so residents across the borough can travel to town centres without using their cars.
- **Office of Low Emission Vehicles:** Working in Partnership to improve accessibility to car clubs and electric vehicle charging points.
- **NSL Parking Services:** Working in partnership on effective enforcement to help keep traffic moving, reduce air pollution and improve road safety.
- **NSL Environment Enforcement:** Working in partnership on effective enforcement to help Keep Barnet Clean by ensure business, residents and visitors in Barnet dispose of waste and litter correctly
- **North London Waste Authority (NLWA)** – The NLWA is responsible for the disposal of waste for all of its seven members, of which Barnet is one. The authority also works in partnership with its the Boroughs to reduce waste through promotion of waste minimisation and recycling

8. TRANSFORMATION PROGRAMME

The council's *transformation programme* will help to deliver the £12 million savings required by the Medium Term Financial Strategy, see second table below. The key benefits of the Environment Portfolio, along with the expected costs of delivery and financial benefits are outlined in the tables below.

Key benefits

Area	Key benefit
Street Scene ADM	Explore in house transformation, shared services and alternative models of delivery across the Street Scene Delivery Unit to deliver more effective and efficient services
Parks	Delivery of parks strategy and action plan and capital investment in parks
Recycling & Collection	Increase recycling rates, reduce waste tonnages and maintain high levels of satisfaction with the waste service, exploring behaviour change and greater efficiency
Street Cleansing	Develop an 'intelligence-led' approach to deploying resources which maintains standards of street cleansing in the borough, improves resident satisfaction and realises operational savings
Sustainable Transport Strategy	Improve the management of traffic flows and parking across the borough, to maintain road safety and air quality, and improve radial routes for public transport

Transformation Programme cost and Medium Term Financial Plan benefits

Project	Total cost	Total financial benefit
Street Scene ADM	£664,000	Saving of £0.7m
Parks Investment & Improvement	£310,000	Saving of £0.80m
Recycling & Collection Offer	£450,000	Saving of £2.50m
Street Cleansing Model	£200,000	Saving of £0.75m
Commercial Waste	£315,000	Saving of £1.2m
Sustainable Transport Strategy	£140,000	Non quantifiable savings generated by improving the quality of Barnet as a place to live and work by reducing congestion and journey times
Street Scene Efficiencies	£834,000	Saving of £1.19m (A number of Projects Completed)
Mortuary Shared Services	£70,000	Saving of £0.045m (Project Closed)
Parking service Transformation	£486,000	Improve service efficiency and customer experience
Revenue neutral CCTV service	£70,000	Saving of £0.24m (Project Closed)

9. INDICATORS FOR 2017/18

The tables below outline how the Committee contributes to achieving the priorities of the Corporate Plan: **Delivering quality services** (Responsibility); **Responsible growth, regeneration and investment** (Opportunity); **Building resilience in residents and managing demand** (Fairness); **Transforming local services** (Opportunity); and **Promoting community engagement, independence and capacity** (Responsibility).

Key:

CPI = Corporate Plan Indicator
SPI = Commissioning Plan Indicator

Delivering quality services (Responsibility)

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	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
CPI	SS/S1 (RPS - Biannual)	Percentage of residents who are satisfied with parks and open spaces	72%	72% (Autumn 2016)	73% (Autumn and Spring)	75%	Street Scene
SPI	NEW - TBC	Amount of external funding invested in parks (annual)	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	Monitor	Street Scene

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

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
CPI	SS/S6 (RPS - Biannual)	Percentage of residents who are satisfied with street cleaning	58%	51% (Autumn 2016)	60% (Autumn and Spring)	62% ¹	Street Scene

ROADS AND TRANSPORT - A high quality, responsive, service that optimises travel times across the borough; and which is safe for users and reflects the growing nature of the borough.

¹ London average was 55% in 14/15.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
CPI	KPI 2.1-2.3 (NM)	Highways defects made safe within agreed timescales	100%	Fail (data not available)	100%	100%	Re
CPI	NEW - TBC	Highways service requests ²	NEW FOR 2017/18	NEW FOR 2017/18	TBC	TBC	Re
CPI	NEW - TBC	Satisfaction with repairs (from door knocking surveys) ³	NEW FOR 2017/18	NEW FOR 2017/18	TBC	TBC	Re
CPI	CG/S11 (RPS - Biannual)	Percentage of residents who are satisfied with repair of roads	35%	33% (Autumn 2016)	35% (Autumn and Spring)	London average (41% in 14/15)	Commissioning Group
CPI	CG/S12 (RPS - Biannual)	Percentage of residents who are satisfied with quality of pavements	35%	34% (Autumn 2016)	35% (Autumn and Spring)	London average (41% in 14/15)	Commissioning Group
SPI	PI/C6 (RPS - Biannual)	Percentage of residents who are satisfied with street lighting	72%	69% (Autumn 2016)	73% (Autumn and Spring)	74%	Commissioning Group – Parking & Infrastructure

PARKING - A more efficient parking database for permits and PCNs, a new Parking Policy and web-enabled GIS parking system, which displays all our parking restrictions and parking bays.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
CPI	PI/S3 (RPS - Biannual)	Percentage of residents who are satisfied with parking services	30%	24% (Autumn 2016)	30% Autumn and Spring	London average (33% in 14/15)	Commissioning Group – Parking & Infrastructure

² New indicator – targets will be set after methodology agreed and baseline identified.

³ New indicator – targets will be set after methodology agreed and baseline identified.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
SPI	CG/C17 (RPS -Biannual)	Percentage of residents who are concerned about traffic congestion	18%	23.0% (Autumn 2016)	20% Autumn and Spring	London average (23% in 14/15)	Commissioning Group

Building resilience in residents and managing demand (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	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
CPI	SS/S3	Percentage of household waste sent for reuse, recycling and composting	42%	39.90% (Q2 16/17) (Q2 Target 41.92%)	42%	50%	Street Scene
CPI	SS/S4 (RPS - Biannual)	Percentage of residents who are satisfied with refuse and recycling services	80%	75% (Autumn 2016)	82% (Autumn and Spring)	85% ⁴	Street Scene
SPI	SS/C1	Waste tonnage – residual per household	590.85kg per HH	159.90 (Q2 16/17) (Q2 Target 154.41)	602kg per HH	502kg per HH	Street Scene
SPI	SS/C2	Waste tonnage – recycling per household	427.97kg per HH	106.16 (Q2 16/17) (Q2 Target 111.44)	402kg per HH	502kg per HH	Street Scene

REGULATORY SERVICES - Effective, targeted, proportionate services that are easy to access and navigate by users. Breaches in regulatory services are effectively and efficiently enforced and costs recovered by the council. Regulatory services are directly contributing to public health and improved public safety.

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
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⁴ London average was 69% for refuse and 66% for recycling in 14/15.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
SPI	EH01A	Compliance with Environmental Health Service Standards (Priority 2)	95%	96.6%	95%	95%	Re
SPI	EH01B	Compliance with Environmental Health Service Standards (Priority 1)	100%	100.0%	100%	100%	Re
SPI	EH02D	Food and drinking water sampling inspections	100%	112.5%	100%	100%	Re
SPI	TSLKPI02	Appropriate response to statutory deadlines	100%	100%	100%	100%	Re
SPI	NEW - TBC	Air quality	NEW FOR 2017/18	NEW FOR 2017/18	TBC	TBC	Commissioning Group
SPI	NEW - TBC	Trading standards and environmental health e.g. food safety (outcome measures)	NEW FOR 2017/18	NEW FOR 2017/18	TBC	TBC	Commissioning Group

CEMETERY AND CREMATORIUM - Highest possible standards in meeting the needs of the bereaved safely - including administration, burial, cremation, memorial management, and ground maintenance and cremation memorial options.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
SPI	HCC01	Meeting religious burial requests	95%	100%	95%	95%	Re
SPI	HCC04 (Annual)	Charter for the bereaved	Gold	Not reported – due Q4	Gold	Gold	Re