

Street Scene– Q4 2014/15

1.1 DELIVERY UNIT DASHBOARD

Revenue budget projected year end variance £000	Capital actual variance £000	Corporate Plan Performance	Management Agreement Performance
42	(558)	0	6.5

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements

The Greenspaces Operations Team achieved the delivery of all their planned winter maintenance works by the end of Quarter 4 as well as the painting and refresh of 10 Playgrounds, 2 Pavilions and the distribution and spreading of 2,400 cubic meters of mulch ensuring all Barnet's Parks and Open Spaces looked their best ready for the Spring and Summer months.

The Greenspaces Development Team successfully achieved its target of 5 Adopt a Place agreements, with all 5 schemes up and running delivering new opportunities for volunteering in Barnet Parks and Open Spaces, helping residents to improve and enhance their local area.

Passenger Transport has been attending Transport Panels with the Special Educational Needs (SEN) team in Children's Services since October 2014. We provide expert advice in determining the most appropriate and cost effective way for children to travel to school. In the past six months the parents of 34 children have opted to take up personal budgets following this advice as opposed to traditional home to school transport provided by Passenger Transport Service. This has resulted in cost avoidance to the council of almost £340, 000.

Key Challenges	Actions required
<p>Gradual reductions in food waste tonnages collected for recycling.</p>	<p>50% by 2016 campaign - Phase 1 has so far included bus shelter posters (w/c 3 February), vehicle signage (mid February), leaflet (w/c 2 March) and Barnet First magazine (mid March). The service will monitor and assess the effect of the campaign on waste tonnages. Behaviour change project started as part of work with the West London Alliance and Impower, to understand barriers to participation in food waste recycling at houses, and help to develop approaches to increase future participation. Participation and usage survey ongoing to understand how residents are using current waste collection services, and inform future services.</p>
<p>There is considerable procurement activity needed across the Delivery Unit (DU), particularly in relation to vehicles and the parts and supplies they need to operate effectively.</p>	<p>Agency procurement manager appointed and working to progress a range of projects across the DU.</p>
<p>The Borough Cleanliness Project has been a considerable challenge to the Street Cleansing service in the last Quarter as it has put additional pressure on existing resources to help shape the new service model as well as to continue providing the existing service. This same pressure was felt by the front line staff as the new service model required a restructure with some staff at risk of redundancy or having to change their roles</p>	<p>Additional project resource was brought in to help manage the data that was being fed in to the new service modelling as well additional support systems and resources for all staff affected by the restructure in order to support them through the changes.</p>

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Street Scene performance has continued positively this quarter.

The current forecast position for Street Scene at the end of quarter 4 projects an underspend of £50k. Finance recovery plan from quarter 2 and 3 has concluded and demonstrates a balanced position for year end.

The transformation programme has now been allocated between commissioning and delivery which provides clarity through programme board and the future Management Agreement. It is recommended that Street Scene be reduced to level 1 escalation and becomes DU responsibility.

Indications from the current waste figures are that residual waste and waste arisings are increasing having plateaued / reduced during 2013/14. For Q3 residual waste tonnage increased disproportionately by 5.09%, while total household tonnage increased by only 0.84% compared with Q3 of 2013/14. For Q4 residual waste tonnage (*based on provisional data only*) has decreased only very slightly by 0.06%, while total household tonnage has decreased to a greater extent by 3.15% compared with Q4 of 2013/14. Indications are also that the changes to greenwaste will have impacted our recycling rate by 2.3%.

This early information suggests that residual waste tonnage does not directly align with any changes in total household waste, and that residual waste tonnages remain relatively high despite any overall decreases in the tonnage of household waste generated. This is an early indication but continues to be a cause for concern and will need to be understood as part of the financial business case that supports future waste decisions.

However, alternative methodologies agreed with North London Waste Authority have made a significant difference to the Landfill indicator which is showing a really positive outcome of 18.79% compared to a target of 26%.

Service profile:

- 145,000 homes services provided every week to deliver waste and recycling collection services, over 72,000 homes delivered with garden waste collections
 - 6,300 infirm, vulnerable and elderly residents are provided with assisted collection services.
 - 1700 homes receive clinical waste services

- Approximately 124 educational establishments and 57 places of worship, and over 2,300 local businesses receive waste and recycling collection services
- The Civic Amenity & Recycling Centre at Summers Lane is open 7 days a week, and accepts over 40 different materials for recycling or reuse. The site is well used by residents with an average weekly visitor rate of over 4,600 collectively delivering approximately 320 tonnes.
- 730 km of residential streets cleaned every 2 weeks and 20 town centres cleaned daily. 981 flytips removed between 1st January and 31st March 2015.
- Maintain and inspect 8 outdoor Gyms each week and 54 playgrounds.
- There are 203 parks and open spaces. Litter picking/bin emptying visits carried out weekly. The frequency of visits for each park change throughout the year to respond to EPA standards, hot spots and the weather conditions.
- On average, taking into account weather conditions, cut around 240,000 m² of grass each week.
- Maintain and inspect 8 outdoor Gyms each week and 54 playgrounds.
- 29,237 street trees surveyed every 3 years.
- 890 children transported to and from school every day and 150 adults transported totalling over 1,000,000 passenger journeys each year.

DELIVERING THE CORPORATE PLAN

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

CPI NO	Indicator Description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
4002 (A)	Increase the percentage of household waste sent for reuse, recycling and composting to 41%	October 2014 – December 2014	39.48%	40.9%	$\frac{127745.96}{35610.63}$	35.8%	12.5%	Worsening	Ranked 14th out of 29 reporting London Boroughs (Waste DataFlow extracted as at 16/04/2015)
4003	Launching 5 new 'Adopt a place' community schemes at different locations within the borough	01/04/2014 - 31/03/2015	N/A	5	N/A	5	0%	N/A	Not suitable for benchmarking - local indicator

*The relevant previous outturn used will either be the previous quarter, or the same quarter of the previous year. The same quarter of the previous year will be used for annual indicators, cumulative indicators (where the numbers add up during the year and are reported as 'year to date') and if the indicator is affected by seasonal fluctuations.

2.2 Interventions & Escalations

CPI NO	Comments and Proposed Intervention
<p>4002 (A) Increase the percentage of household waste sent for reuse, recycling and composting to 40%</p>	<p>Level 1 - No intervention required</p> <p>Tonnages of recycling collected from households were slightly lower than the previous quarter, and Q3 of the previous year, which may reflect the lower level of publicity and awareness around recycling compared to the period when the new service was being launched. Q3 2013/14 target for comparison was 31.71%</p> <p>Tonnage of garden waste for April to December has fallen by 16.5% compared to the average tonnage for the same period the previous 3 years. Tonnages of food waste continue to show a gradual decline.</p> <p>The tonnage of residual waste in Q3 has increased by 5.09% compared with Q3 the previous year, while total household tonnage in Q3 has increased by 0.84% compared with Q3 the previous year.</p> <p>In general the trend is for the quarterly recycling rate to be highest in Q1 and to reduce in each subsequent quarter, partly reflecting the seasonal availability of garden waste for collection, which supports the recycling performance.</p> <p>Proposed interventions are underway including the 50% campaign to improve resident's knowledge and ability to recycle better and the WLA behaviour change project which enables a better understanding of the barriers to recycling and what things can influence and change this behaviour.</p> <p>To further address this area of concern, further analysis is underway using the waste composition statistics, information from the participation surveys and mapping of insight data in order to utilise a segmented approach to further and future interventions.</p>

3. BUSINESS PLANNING

3.1 Overview of performance against Management Agreement

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

3.2.1 How is the Delivery Unit achieving against Commissioning Priorities

Commissioning Priority	Subjective RAG	Commentary
Reduce the volume of waste presented for collection or sent to landfill and increase the efficiency of collection and disposal services	AMBER	<p>Commissioning work is underway on the Waste Strategy which will define and consult on future collection options.</p> <p>Delivery work is commencing on options for further efficiencies of use of fleet as well as various options on increasing commercial waste income and campaigns to improve recycling.</p> <p>Use of road transport rather than rail for landfill disposal from Hendon has delivered a £2.352M reduction to Landfill tax costs and further exploration of this initiative is being investigated</p>
Create and improve ambition, vision and capital investment options for parks	AMBER	<p>There has been widespread engagement across the Council to define the scope for the second phase of the strategy. However, this has caused some delays in producing the proposal for phase 2 Agreement has been received to establish a steering group consisting of Saracens, MU and the Council to determine options for Copthall.</p> <p>Approval from Regeneration has been received to secure £5M investment for Colindale Area</p>
Sustain borough cleanliness	GREEN	<p>Project planning and preparing underway and on programme for go-live of the new cleansing service for the 1/4/15.</p> <p>A short-term review and implementation of the enforcement policy required to support these operations is underway. This is alongside a broader review of the links with anti-social behaviour, including</p>

		managing demand to demonstrate the financial impact on service costs e.g. fly-tipping
Enhance Passenger Transport service delivery offer, customer experience, coherence of service offer and reduce costs	AMBER	<p>New effective Service level Agreements are now in place between Passenger Transport Services and our clients, the SEN team in Children's services and Adult & Community Services. These SLAs have clarified costs of the service and clearly identified responsibilities for management of contracts, customer care and Health & Safety. Regular monthly meetings are in place between PTS and the two clients which review the key performance indicators in the SLA and monitor the monthly budget spend. In addition each quarter the meeting with the Adult client includes the managers of the Day Centres.</p> <p>PTS are also engaged with the monthly transport panels held by the SEN team which consider a range of options for children travelling to school. Since our involvement the parents of 34 children have opted to choose individual travel budgets as opposed to traditional home to school transport resulting in a cost avoidance of almost £340,000.</p>

3.2.2 Commissioning Priority Indicators (CPs): Escalated CPs only

CP NO	Indicator Description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
4101	Number of kgs of residual household waste per household	April 2014 - December 2014	322.2	465.0	$\frac{68,916.29}{142,950}$	482.1	3.7%	Worsening	Ranked 18th out of 22 reporting London Boroughs (Waste DataFlow extracted)

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									16/04/2015)
4102	Number of kgs of recycled household waste per household	April 2014 - December 2014	221.1	320.0	$\frac{44,357.51}{142,950}$	310.3	3%	Improving	No benchmarking available
4108	Food waste (Tonnes diverted from landfill)	October 2014 - December 2014	1449.8	1560.0	N/A	1393.5	10.7%	Worsening	No benchmarking available - local indicator

CP NO	Comments and Proposed Intervention
4101 Number of kgs of residual household waste per household (cumulative)	Level 1 - No intervention required Residual waste is 5.09% higher in Q3 than the same period last year. This may be linked to the fact that there was intense publicity surrounding the launch of the new Waste and Recycling service in October 2013.
4102 Number of kgs of recycled household waste per household (recycled, composted and reused - cumulative)	Level 1 - No intervention required 35.79% of household waste was recycled, composted or re-used in Q3, as compared with 38.38% for the same period the previous year. A review of garden waste tonnage shows a 16.5% reduction compared to the average tonnage for the same period the previous three years, and this has adversely affected performance figures. The 50% Recycling by 2016 campaign may help to increase participation. Phase 1 of the campaign included bus

	<p>shelter posters, vehicle signage, a leaflet and Barnet First magazine focusing on waste and recycling. The service will monitor and assess the effect of the campaign on waste tonnages.</p>
<p>4108 Food waste (Tonnes diverted from landfill)</p>	<p>Level 1 - No intervention required Tonnages of food waste have reduced by 14.2% between Q3 2014/15 compared to the same period the previous year. The service is currently working to understand various barriers to residents' participation in this service.</p> <p>A behaviour change project has begun as part of work with the West London Alliance and Impower. Following a survey to understand barriers to participation in food waste recycling at houses, a number of pilot projects will be taken forward to identify effective approaches to increasing future participation.</p> <p>A participation and usage survey is underway to understand how residents are using current waste collection services, and inform future services.</p>

4. RESOURCES AND VALUE FOR MONEY

4.1 Revenue

Description				% Variation of revised budget
	Budget V1	Provisional Outturn	Variation	
	£000	£000	£000	
Business Improvement	329	432	103	31.2%
Mortuary	142	259	117	82.4%
Parks, Street Cleaning & Groun	4,851	4,856	5	0.1%
Recycling	61	147	86	140.9%
Street Cleansing	4,188	4,252	64	1.5%
Street Scene Management	652	616	(36)	-5.6%
Transport	(40)	(167)	(127)	-319.0%
Waste	5,173	5,003	(170)	-3.3%
Total	15,357	15,399	42	0.3%

4.2 Capital

	2014/15 Latest Approved Budget	Additions/ (Deletions)	2014/15 Budget (including Quarter 4)	Forecast to year-end	Variance from Approved Budget	% slippage of 2014/15 Approved Budget
	£000	£000	£000	£000	£000	%
Greenspaces	776		776	1,079	303	39.1%
Waste	2,247		2,247	1,445	(802)	-35.7%
Fuel Storage	60		60	-	(60)	-100.0%
Street Scene	3,083		3,083	2,525	(558)	-18.1%

5. OVERVIEW OF DELIVERY UNIT

5.1 Managing the business

Resources and Value Money (Revenue)

The outturn for Street Scene at the end of quarter 4 is an overspend £42k. This represents a movement of £283k from the quarter 3 forecast underspend of £241k. The movement has largely been driven by the inclusion of costs related to a restructure within street cleansing and a new shared mortuary service with LB Brent. These will both help to deliver improved services and efficiency savings in the future.

Waste & Recycling

The final outturn for waste and recycling services has seen an underspend of £84k. There have been continued pressures on the income received from the North London Waste Authority (NLWA) for co-mingled recycling reflecting reduced market prices. The income per tonne is expected to continue to reduce in 2015/16. In order to address this the service have been focusing on mitigations. These include staff and supplies / services savings reflecting an efficient approach to managing resources whilst maintaining service delivery as well as an improvement on the achievement of trade waste income, reflecting new business that has been generated by the service during 2014/15

Greenspaces

The service area outturn is on budget. This is due to prudent purchasing of supplies and services and robust controls of staffing levels.

Street Cleansing

The street cleansing service has an overspend of £64k. Throughout 2014/15 the service has been developing a new improved delivery model to commence in April 2015. This is expected to deliver savings of £450k on annual basis. The 2014/15 overspend reflects the inclusion of additional costs related to this restructure.

Street Scene Management & Business Improvement teams

These teams have a combined overspend of £67k. Careful management of the delivery unit's equipment and training budgets has resulted in a saving in the management team. The overspend in the business improvement team has been due to additional staffing that has helped to support and deliver wider efficiencies within street scene.

Mortuary

The mortuary has overspent by £117k due to one off costs incurred as part of the shared service with LB Brent which will lead to longer term savings. A small proportion of these costs also relate to repair and maintenance costs needed to maintain the mortuary to a standard suitable for public use while the changes take place.

Use of Resources (Capital)

The capital programme of £3,083k reflects the latest agreed funding for the capital programme. The £60k for a new fuel storage tank to ensure improved service delivery within transport has been delayed and is dependent upon the new depot location. Greenspaces work on parks infrastructure and Kara Way pocket park has been accelerated in 2014/15. Waste has seen a re-profiling of the purchasing into 2015/16 for vehicles and bins from the capital fleet budget and the weekly collection support scheme grant.

5.2 Change projects

Project	Outturn	Direction of Travel	Commentary
Service & Performance Improvement	AMBER	Up	Phase 1 of service improvement completed, Phase 2 of this work which completed in March identified the technical changes required to the Lagan system as well as the service changes needed to realise efficiencies. This project will now move to full implementation from April 2015.
Waste Futures	AMBER	Same	Commissioning work is underway on the Waste Strategy which will define and consult on future collection options. 2030 visioning workshop has been arranged Delivery work is commencing on options for further efficiencies of use of fleet as well as various options on increasing commercial waste income and campaigns to improve recycling.
Borough Cleansing To review and revise Street Cleansing	GREEN	Up	MTFS savings achieved. New service went live 01/04/15. Residential pilot: New residential and deep cleaning model adopted on 01/04/15. Town Centre pilot: New cleansing model adopted in 11 Town

Project	Outturn	Direction of Travel	Commentary
services with a target of delivering MTFS savings c£450k 2015/16	GREEN		<p>Centres on 01/04/15.</p> <p>HR workstream: Selection process complete for Street Cleansing and Greenspaces. Those successful / unsuccessful have been informed.</p> <p>Project Closure and Lessons Learnt is being drafted and will be shared with SCB in May 2015.</p>
<p>Parks Futures</p> <p>This project will deliver a Parks and Open Spaces strategy for Barnet. The strategy is required to ensure that parks can support a variety of economic, social and environmental outcomes and ensure a sustainable financial basis for the service. The overall aim is to increase the level of satisfaction with Barnet's parks, playgrounds and open spaces.</p>	AMBER	Down	<p>There has been widespread engagement across the Council to define the scope for the second phase of the strategy. However, this has caused some delays in producing the proposal for phase 2. This may put pressure on the timescale for committee approval of the Parks and Open Spaces strategy in November, but this is still expected to be achievable. Site audits and consultation with the public and partners will commence in the next quarter.</p>
<p>Passenger Services Futures (joint with Education and Skills)</p>	GREEN	Up	<p>Four of the five work packages have been fully delivered with the fifth being partially delivered. Some additional work is required for implementation, (e.g. new IT system) and that has been devolved to Business As Usual. The project will seek approval to formally close from Street Scene Transformation Board early in Quarter 1.</p>

5.3. Risk Overview

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

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

Risk Commentary for Delivery Unit:

The major risk affecting Street Scene continues to be the risk that a new depot site is not secured in time for the planned closure of Mill Hill depot in December 2016. While some progress has been made in securing an alternative site, we still wait planning permission and the programme for the building schedule for works on the proposed new site is challenging.

The other significant risk affecting the DU is the implementation of the council's Unified Reward initiative. The exact implications and timeline for our workforce are still being determined and until these are known there is uncertainty among both front line staff, supervisors and managers about what the impact will be, which makes future planning difficult.

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

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
SSC0006 - Compliance Failure to achieve the waste reduction and recycling targets in the Corporate Plan.	Moderate 3	Likely 4	Medium High 12	Decision made at 4th April 2012 Cabinet Meeting on the future waste collection arrangements, which are designed to improve performance and reduce costs. These changes will be implemented at the end of the current recycling contract (at			Moderate 3	Possible 3	Medium High 9

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
				the earliest, October 2013). Action plan to be prepared to track events ensuring delivery of sequenced activities leading to a programme of behaviour change interactions with residents					
SSC0001 - Financial Failure to engage with NLWA re-procurement results in a further failure to deliver long term disposal resources.	Moderate 3	Likely 4	Medium High 12	Progress monitoring at NLWA meetings and through review of NLWA correspondence and papers.	Treat	Quarterly	Major 4	Possible 3	Medium High 12
SSC0073 - Business Continuity Procurement programme delays means savings do not materialise.	Major 4	Possible 3	Medium High 12	Project Boards and resources Forward Planning Market Response Recruitment	Treat	Quarterly	Minor 2	Possible 3	Medium 6
SSC0078 - Business Continuity No viable contingency plans for alternative depot sites.	Catastrophic 5	Likely 4	High 20	Business Continuity Plans Cost up alternative options to raise profile	Treat	Quarterly	Major 4	Possible 3	Medium High 12
SSC0080 - Business Continuity The re-provision of the Copthall Depot within the wider Copthall Master Plan	Major 4	Possible 3	Medium High 12	Delivery Unit to work with Commissioner, SPA Project Board, Parks Strategy Project Board and Programme Board to ensure the Copthall Depot is kept in scope.	Treat	Quarterly	Major 4	Possible 3	

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
	Major 4	Likely 4	High 16						
SSC0084 – Staffing & Culture That the implementation of the Council's Unified Reward initiative adversely impacts on operational effectiveness				On-going working relationships with staff and trade unions. Representation on the Unified Reward working group and attendance for lobbying purposes at Work Force Board.					

5.4. Equalities

Equalities description	Comments and Proposed Intervention
Residents' Perception Survey	Detailed analysis of the Autumn 2014 survey still awaited to understand how protected groups were affected.

5.5. Customer Experience

Customer Experience description	Comments and Proposed Intervention
Residents' Perception Survey	Detailed analysis of the Autumn 2014 survey still awaited to understand how protected groups were affected
Customer Services Indicators	FOI's for 4 th Q responses performed at 100%, 98.3% for 2014/15 Members Enquiries Overall customer responses Complaints

Information is collected and collated from the Barnet website in order to report through the use of Govmetrics on residents' view of Street Scene services.

33,977 customer requests were managed through the Street Scene delivery unit.

Appendix

Commissioning Priorities

CP NO	Indicator Description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
4103	Landfill	April 14 - December - 14	13.41%	26%	N/A	18.79%	28%	Worsening	No benchmarking available
4104	Recovery rate (recycling and energy from waste)	October 2014 - December 2014	86.6%	84%	N/A	86.9%	3%	Improving	No benchmarking available - local indicator
4105	Missed bin rate – refuse	Jan - March 14	19	20	N/A	16	20%	Improving	No benchmarking available - local indicator
4106	Missed bin rate – recycling	Jan - March 14	15	20	N/A	11	45%	Improving	No benchmarking available - local indicator
4113	Improved street and environmental cleanliness: % of unacceptable levels of litter	16th March 2015 - 30th March 2015	7.7%	4.0%	$\frac{8}{300}$	2.67%	33%	Improving	LAPS benchmarking Quarter 4 2013/14. Ranked 7th out of 19 reporting boroughs. Group average 5.8%.
4114	Cleanliness of the borough: % of unacceptable levels	16th March 2015 - 30th March 2015	24.5%	14.0%	$\frac{27.5}{300}$	9.17%	35%	Improving	LAPS benchmarking Quarter 4 2013/14.

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	of detritus								Ranked 16th out of 18 reporting boroughs. Group average 6.2%.
4115	Cleanliness of the borough: % of unacceptable levels of graffiti	16th March 2015 - 30th March 2015	2.3%	5.0%	$\frac{4.5}{300}$	1.50%	70%	Improving	LAPS benchmarking Quarter 4 2013/14. Ranked 5th out of 18 reporting boroughs. Group average 3.8%.
4116	Cleanliness of the borough: % of unacceptable levels of fly posting	16th March 2015 - 30th March 2015	0.7%	2.0%	$\frac{3.5}{300}$	1.17%	42%	Worsening	LAPS benchmarking Quarter 4 2013/14. Ranked 12th out of 17 reporting boroughs. Group average 1.2%.