

Committee: Port Health & Environmental Services	Date: 15 January 2019
Subject: Department of the Built Environment (Cleansing Services) Business Plan Progress Report for Period 2 (August – November) 2018	Public
Report of: Carolyn Dwyer, Director of the Built Environment	For Information
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Summary

This report sets out the progress made during Period 2 (August – November) against the 2015/18 DBE Business Plan for Public Conveniences, Waste Collection, Street Cleansing, Waste Disposal and Transport Services. It details what has been achieved, and the progress that has been made against the departmental objectives and key performance indicators.

At the end of the November 2018, the Department of Built Environment was £308k (6.3%) overspent against the local risk budget to date of £4.867m, over all the services now managed by the Director of Built Environment covering the Port Health & Environmental Services Committee. Appendix B sets out the detailed position for the individual services covered by this department.

Overall the Director of Built Environment is currently forecasting a year end overspend of £349k (5%) for her City Fund services within Port Health & Environmental Services Committee, although this will be fully offset at year end by savings within other Committees she supports.

Recommendations

Members are asked to:

- note the content of this report and the appendices
- receive the report.

Main Report

Background

1. The 2015-18 Business Plan of the Department of the Built Environment was approved by this committee on 05 May 2015. As agreed, periodical progress reports will be provided. A high-level business plan for 2017-18 was approved by this committee on 09 May 2017 which did not address any changes to the KPI targets set out in the previous plan.

Key Performance Indicators

2. During Period 2 (August – November) of this Business Plan, the management team is monitoring five Key Performance Indicators (KPIs) relevant to the work of this Committee (shown in Appendix A). Performance against the departmental KPIs was mixed, with performance against NI191 (the amount of residual domestic waste per household) remaining only slightly under target for the

quarter, NI192 (percentage of domestic waste recycled) continuing to be significantly under target, and TPR1 (the number of failing KPIs on the Street Cleansing, Waste Collection and Ancillary Services contract) passing for all four months.

3. Based on the results of this period the overall figure for NI191 for the year would be within 40kg of the rigorous local target. This does not consider any upward adjustment of the housing stock figure used to calculate this KPI which may take place during the year as new residential properties are added.
4. The steady progress of the Recycling Action Plan put in place to improve NI192 performance has continued. The Barbican garden waste trial saw a minimal increase in the overall recycling rate. The bin weights available following the chipping programme have enabled Officers to target specific campaigns and interventions aimed at improving recycling rates. A new approach to waste from short term let apartments has been approved and will see the removal of this waste from the domestic figures in the new year.
5. Over the past 18 months there had been a regular failure of the management and administration of the contract which has resulted in financial penalties for Amey. Officers and managers from Amey have worked hard to turn this around and the KPIs have been consistently achieved for this period. This return to stability should assist in enabling a smooth transfer to the new contractor in April. Officers will continue to closely monitor the services and assist as necessary.

Objective Updates

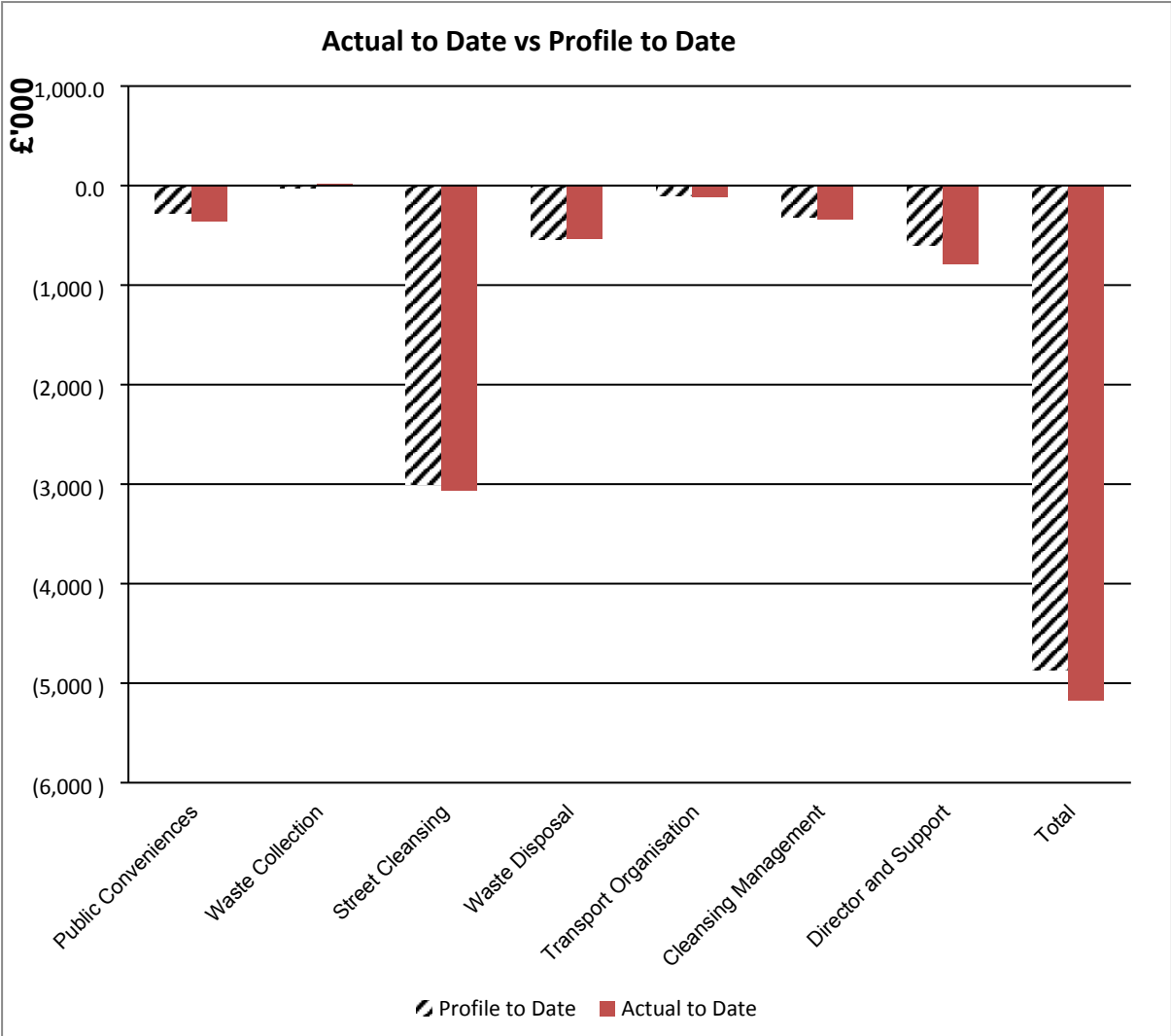
6. Alongside overseeing the performance of the Refuse Collection, Street Cleansing and Ancillary Services contract officers have been working with colleagues from across the organisation to procure a new contractor to start in April 2019. This process was successfully concluded in November 2018 and the new contractor, Veolia, was awarded the contract in December and are now the preferred bidder.

Achievements

7. Our NI 195 scores from Keep Britain Tidy, which indicate the percentage of streets with unacceptable levels of litter, detritus graffiti and flyposting, have remained consistently low at 0.87%, one of the best scores recorded by Keep Britain Tidy in the UK.
8. We have maintained our Gold Standard accreditation with Transport for London Fleet Operator Recognition Scheme (FORS) which acknowledges excellence in all aspects of safety, fuel efficiency, economical operations and vehicle emissions. This scheme recognises over 4,500 fleets that operate throughout London with only just over 100 of these organisations currently achieving Gold. The FORS scheme is closely linked with CLOCS (Construction, Logistics and Cycle Safety), TfL's work-related road risk scheme for lorries, which requires high levels of safety equipment and training for drivers. The City has exceeded the requirements of this scheme in fitting side guards, additional mirrors, audible alarms and cameras to all eligible City vehicles.

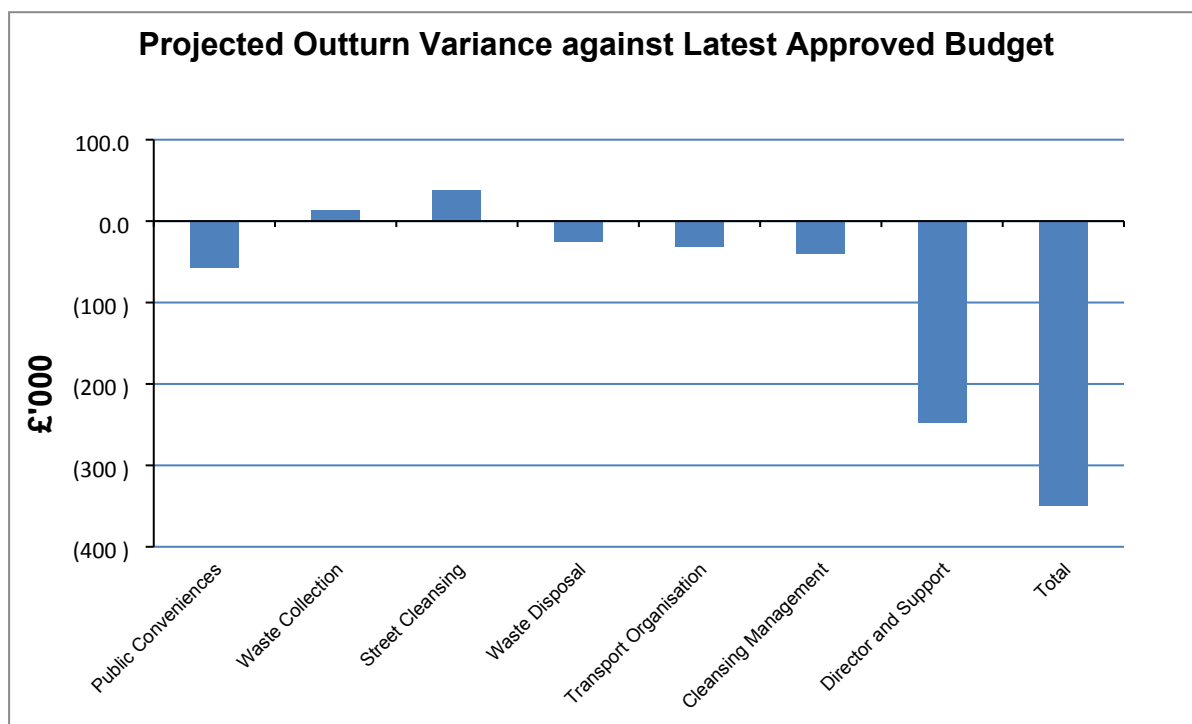
Financial and Risk Implications

9. The end of November 2018 monitoring position for Department of Built Environment services covered by Port Health & Environmental Services Committee is provided at Appendix B. This reveals a net overspend to date for the Department of £308k (6.3%) against the overall local risk budget to date of £4.867m for 2018/19.



1. Graph shows the actual local risk net position against the profiled budget to date for each Division.
2. A position above the baseline shows overall net income.
3. A position below the baseline shows overall net expenditure.
4. Total actual to date net exp of £5,175k is £308k over the profiled budget to date of £4,867k.

10. Overall the Director of Built Environment is currently forecasting a year end overspend position of £349k (5%) for her City Fund services.



1. Zero is the baseline latest approved budget for each Division of Service.
 2. Graph shows projected outturn position against the latest approved budget.
 3. A variance above the baseline is favourable i.e. either additional income or reduced expenditure.
 4. A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
 5. Overall the Department is forecasting an overspend of £349k at year end.
11. The reasons for the significant budget variations are detailed in Appendix B, which sets out a detailed financial analysis of each individual division of service relating to this Committee, for the services the Director of Built Environment supports.
 12. The worse than budget position at the end of November 2018 is mainly due to overspends within the Director & Support service relating to recruitment costs for the Transportation & Public Realm Director post; apprentice training costs; consultancy costs for Communications and Media Support Services; Talent Management Programme; revamp of CPAT co-working space; New London Architecture sponsorship; unfunded Programme Management posts; Building Your Potential Programme; London Festival of Architecture membership; media costs and Departmental accommodation moves from Walbrook Wharf to the Guildhall.
 13. Other overspends to date relate to shortfalls for the Public Convenience service for toilet barrier income and additional costs within Street Cleansing service relating to additional agency staff support required during the waste contract tender process and cover for long term sickness absence.
 14. The Director of Built Environment anticipates this current worse than budget position will continue to year end for the services she supports within Port Health & Environmental Services Committee, due to the additional costs mentioned above. However, savings within other Committees the Director of Built Environment supports, will fully offset these overspends at year end.

Appendices

- Appendix A – Period 2 KPI results
- Appendix B – Finance Report
- Appendix C – Debts Over 120 Days

Background Papers

DBE Business Plan 2015-18

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