



City of Westminster

# Environment Policy and Scrutiny Committee Briefing

**Date:**

**Monday 7<sup>th</sup> March 2016**

**Portfolio:**

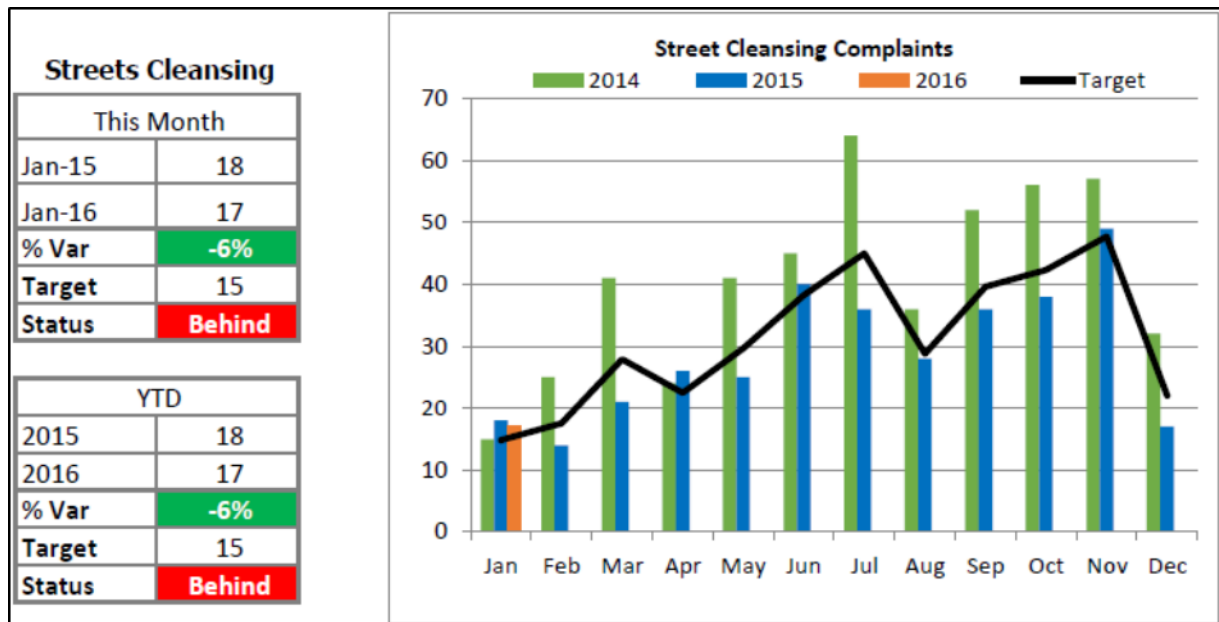
**Cabinet Member for City Management and  
Customer Services**

**Briefing Author and  
Contact Details:**

**Councillor Melvyn Caplan**  
**[mcaplan@westminster.gov.uk](mailto:mcaplan@westminster.gov.uk)**

## 1. Street Cleansing

### Cleansing Performance



- 1.1 Street cleansing services continue to perform to an extremely high level. As shown in the above table, complaints were **6% down** for January in 2016 against the same period in 2015. A total of 17 complaints were made during the month, against 18 by the same point in 2015.

### The Chinese New Year Clean-up

- 1.2 Chinese New Year celebrations in London are the largest of their kind outside Asia. Tens of thousands of people descended on the West End on the official public parade day, which was 14<sup>th</sup> February this year.
- 1.3 The City Council had 42 Veolia Staff and 10 vehicles on hand to facilitate the clean-up, following the festivities. Permission was given by the Police at 17:00 to start the clean-up, with the major thoroughfares being handed back for reopening by 18:15, with all cleansing finally completed by 19:10. An estimated 14 tonnes of waste was collected from this event.

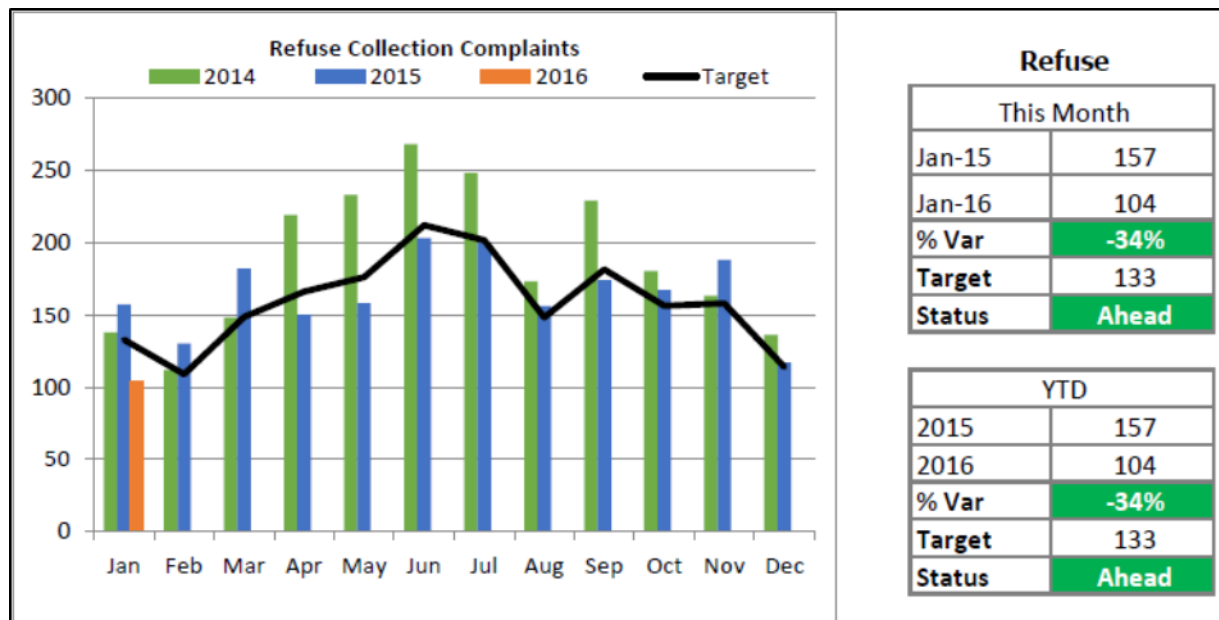
### The Winter Service Update

- 1.4 While the end of 2015 was largely mild and wet, the new year has seen relatively colder, but drier conditions. This has led to the mobilisation of the gritters on 16 separate nights so far this season to spread salt on our most exposed, coldest routes, mitigating the risks brought by hoar frost and ice. These mobilisations have issued a total of 85.7 tonnes of salt on our Public Highway so far. We do not know if or when it will snow, but we are on alert all winter and are ready to respond appropriately as soon as it does.

1.5 The City Council’s strategy for mitigating the impacts of adverse winter weather conditions, frost, ice and snow, is set out in a *Winter Service Plan*. This season, we have available: a full Salt barn in Brent, holding 1,500 tonnes of rock salt, over 20 tonnes of bagged white salt and specialist corrosion-inhibiting de-icer (for schools, estates, footbridges and council properties); 8 carriageway gritting vehicles, able to distribute between 5 and 8 tonnes of salt; 8 smaller vehicles for mechanically gritting the pavements; and almost 200 on-street salt bins across the City for sweepers to use to grit the pavements. Each gritting vehicle is fitted with a GPS unit, so where they are and when can be monitored, contemporaneously as well as retrospectively. Sensors also indicate whether or not the vehicles are actually spreading salt or just travelling along the road.

## 2. Waste and Recycling









### Waste Performance



2.1 Waste collection services continue to perform to a high level. As shown in the above table, complaints were **34% down** for January 2016 against the same period in 2015. A total of 104 complaints were made during the month, against 157 by the same point in 2015.

### 3. Highways





3.1 The following table shows the performance for highways reactive responses compared against the respective targets. For reference, the previous contract targets are also given.

	December & January Avg Performance		January Performance		Target from 1 April 14	Previous Contract Target
<b>Priority 1 (2 hr)</b>	95.5%		94%		98%	98%
<b>Priority 2 (24 hr)</b>	100%		100%		98%	95%
<b>Priority 3 (10 day)</b>	98.5%		100%		98%	90%
<b>Priority 4 (28 day)</b>	100%		100%		98%	83%

3.2 Performance on Priority 2, Priority 3 and Priority 4 responses has improved over the period, with all being above the target level of 98%. Performance for Priority 1 responses is reporting below target, although this is still 5% higher than the previous period. Of the eleven jobs were out of SLA, seven of which missed the target completion time by less than ten minutes. Two of the jobs were raised in the early hours of the morning indicating that the contact process between the Contact Centre and out of hour's crew was not followed. Measures are being put in place to ensure that jobs are being issued to the emergency crew in a more efficient manner so performance targets can be met and this will continue to be monitored by the contracts team.

### 4. Public Lighting

4.1 Reactive performance continues to be good and has exceeded the required level for both 2 hour and 48 hour responses in December and January.

	December to January Avg Performance		January Performance		Target from 1 April 14	Previous Contract Target
<b>Priority 1 (2 hr)</b>	100%		100%		98%	98%
<b>Priority 3 (48 hrs)</b>	99%		100%		98%	90%

## **Outages**

- 4.2 The year to date percentage of outages as of the end of February 2016 is recorded as 3% which is at the top end of our target of 3%. Officers are investigating whether this is a seasonal variation due to the festive holiday period or due to other causes. The average time to fix a light under local authority control is also well within the target 12 days at 7.3 days. The total time to fix a light where UKPN also need to carry out work is 43 days, which is outside of the 40 day target and we will be seeking to bring this work within this margin as soon as possible.

## **Long Term Faults**

- 4.3 At the end of November, there were 36 jobs more than 40 days old, the same as in the previous report. 34 of these jobs required work by UKPN and the increase is reflective of the current UKPN response times. It should be noted that there are always a small number of more complex cases to fix which will take longer and this number is small in comparison to the 14,000 lighting columns that make up our network.

## **Remote Monitoring System ('Smart Lights')**

- 4.4 The first jobs generated using data from the Smart Light system were piloted in January 2016 using a semi-automated interim process. The fully automated process is not currently possible due to some data matching issues between the Smart Light software system and the job generation system that have been identified and which would lead to the service provider being despatched to the wrong lighting assets. While this issue is resolved, an interim process has been developed. The pilot has proved largely successful with some minor issues emerging. These are being worked through and the service is now planning a roll out across the city to use this interim process on a permanent basis. The lessons learnt from this will be fed into the fully automated process roll out.

## **5. Highway Capital Programme Delivery**

### **2015/16 Carriageway Programming**

- 5.1 The 2015/16 carriageway programme is now complete with the exception of three sections of anti-skid works which could not be completed due to weather conditions. These three anti-skid sections are programmed to commence in March and will be completed this financial year.

As a result of a review of the TfL funded principal road programme and the City Council's carriageway programme, we are able to deliver a further four schemes this year. The proposed schemes and their extents are listed below. Completion is currently scheduled before the end of March 2016, subject to any co-ordination issues that may arise:-

Warwick Avenue Phase 1 - Formosa Street to Sutherland Avenue, Phase 2 - Clifton Villas to Formosa Street

Chesham Place - Junction with Pont Street

St Stephen's Gardens - Chepstow Rd to Shrewsbury Rd

Russell Street – Bow Street to Drury Lane

- 5.2 The list of schemes for the 2016/17 carriageway programme has now been approved and published. A provisional programme is in place with a start date of April 2016 and an estimated completion date of September 2016. Stakeholder liaison meetings with TfL, London Buses, Metropolitan Police and our internal Parking and Permit teams are underway. Consultation with Ward Members, Local Businesses, Residents and Key Stake Holders will also be carried out prior to works commencing.

### **2015/16 Footway Programming**

- 5.3 Only one programmed footway scheme remains to be completed, this is Victoria Street junction with Great Smith Street. Works are currently under way and are set to complete on the 11<sup>th</sup> March 2016.
- 5.4 The list of schemes for the 2016/17 Footway programme has now been approved and published. A provisional programme is in place with a start date of April 2016 and an estimated completion date of October 2016. Consultation with Ward Members, Local Businesses, Residents and Key Stake Holders will be carried out prior to works commencing.

## **6. Gully Service**

- 6.1 The routine programme is on target with 77.0% of the network cleaned to 100.0% of the network visited for January 2016. The service provider is now focussing on re-visits to the gullies that could not be cleaned on the first visit.
- 6.2 Bi weekly meetings between KIER highways and the highways client team are in progress and we are picking up exceptions as an in-month management task. This is now tracking and drilling down on the abortive visit causes experienced on the routine programme. This month has highlighted 47 abortive issues due to stuck lids which are now being resolved under the further works process. We are continuing to use this business intelligence approach to focus resources and address issues efficiently. Good working relationships with the City Council's parking services have also helped to achieve greater productivity across the programme and they have notified us of a recent policy change to enforcement which will positively impact service delivery for 2016-17 routine programme.

## 7. Gully Further Works

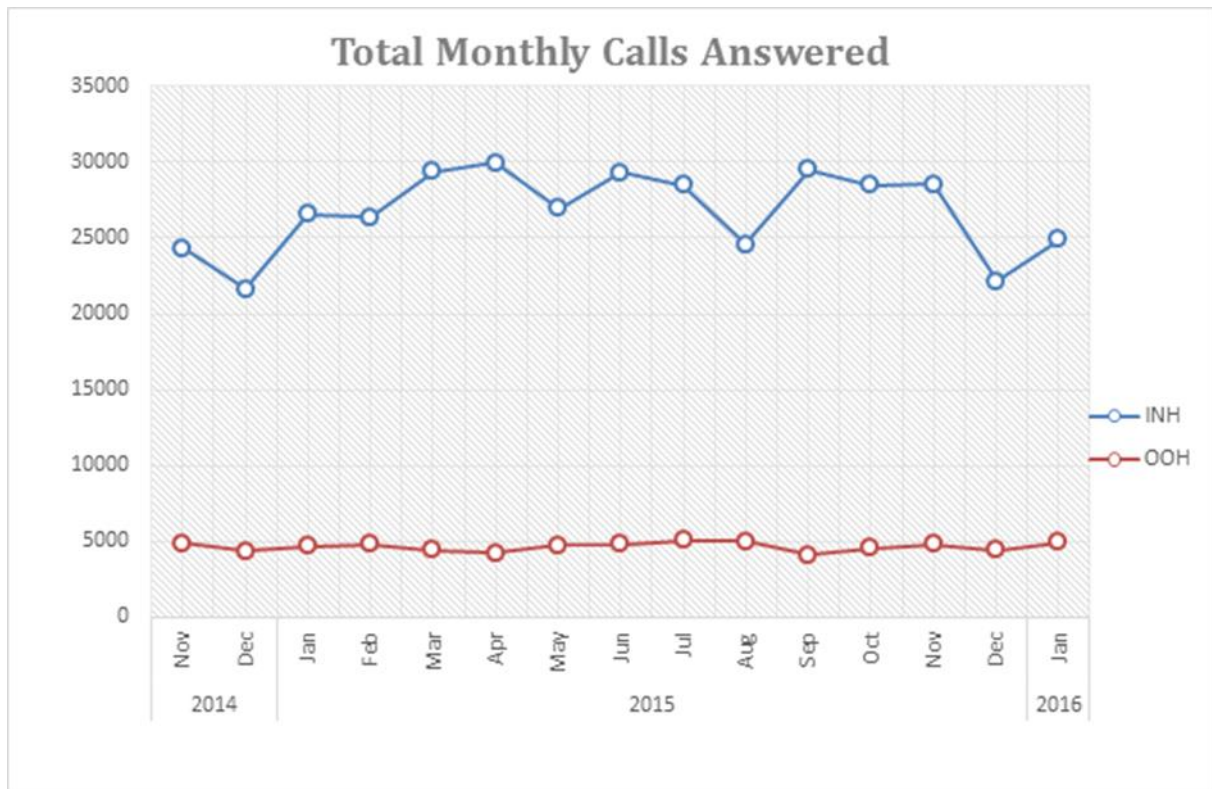
7.1 Further investigation of problem gullies is maintained by the service and works are put into phases to resolve, subject to prioritisation and budget management. We have achieved most of our targets on the further works programme to date with the major outstanding project for Maida Vale Station (Randolph Avenue) due to start in the next 28 days. The current phase of works is at the following stage:

Queensborough Terrace – Completed  
Westbourne Grove – Completed  
Victoria Street – Awaiting Permit to start  
Randolph Ave – Completed (2 sites)  
Oxford Street – Partially Completed  
Eaton Place – in progress

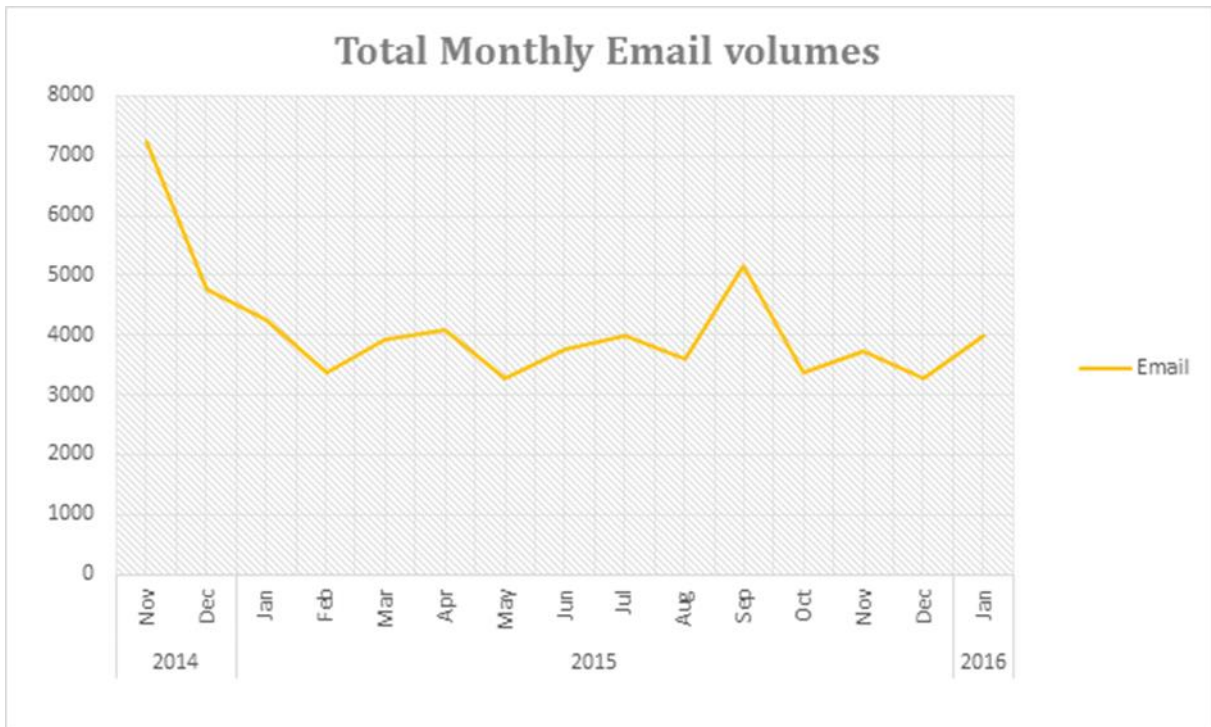
## 8. Customer Services

### Customer Contact Centres

8.1 Agilisys continue to handle a high volume of calls and emails: 470,686 calls were answered between November 2014 – end of January 2016 with 69,526 (14.77%) of these coming via the out of hours service.



During the same period Agilisys handled 61,689 emails.



## Targets

8.3 As Agilisys operate two sites: out of hours from Barking and in hours from Weston Super Mare, these are monitored separately for performance purposes but combined for the calculation of service credits and invoicing. Graphs below show performance against these targets.

Customer satisfaction is currently measured by a Gov.metric survey offered to customers at the end of a call for in hours services only. Satisfaction has been consistently over 99%. The participation rate for transfers to the survey has dipped slightly as it does rely on the advisors asking permission and the customer agreeing to participate but this is in line with the overall call volumes for these months. Shown below are the results for the last six months:

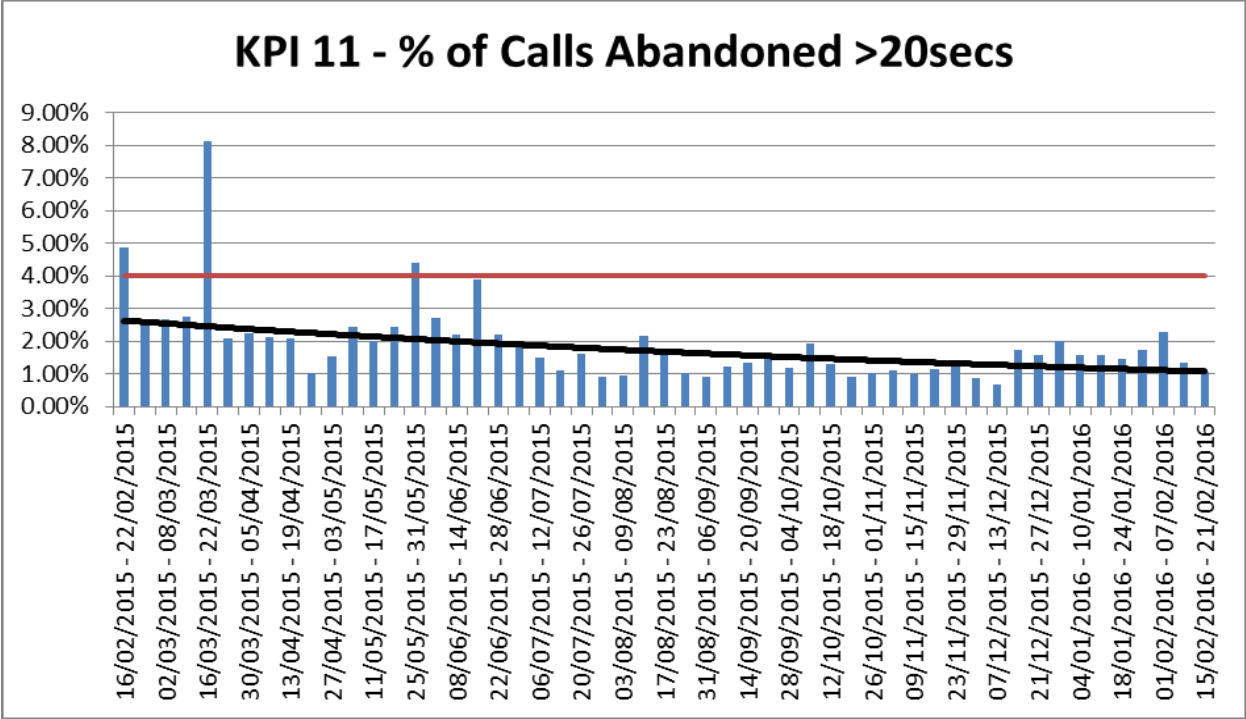
Month	Completed surveys	% very satisfied/satisfied
June	2622	99.20%
July	2385	99.40%
August	2071	99.30%
September	2074	99.10%
October	2446	99.20%
November	2540	99.20%
December	1456	98.70%
January	1703	99.20%



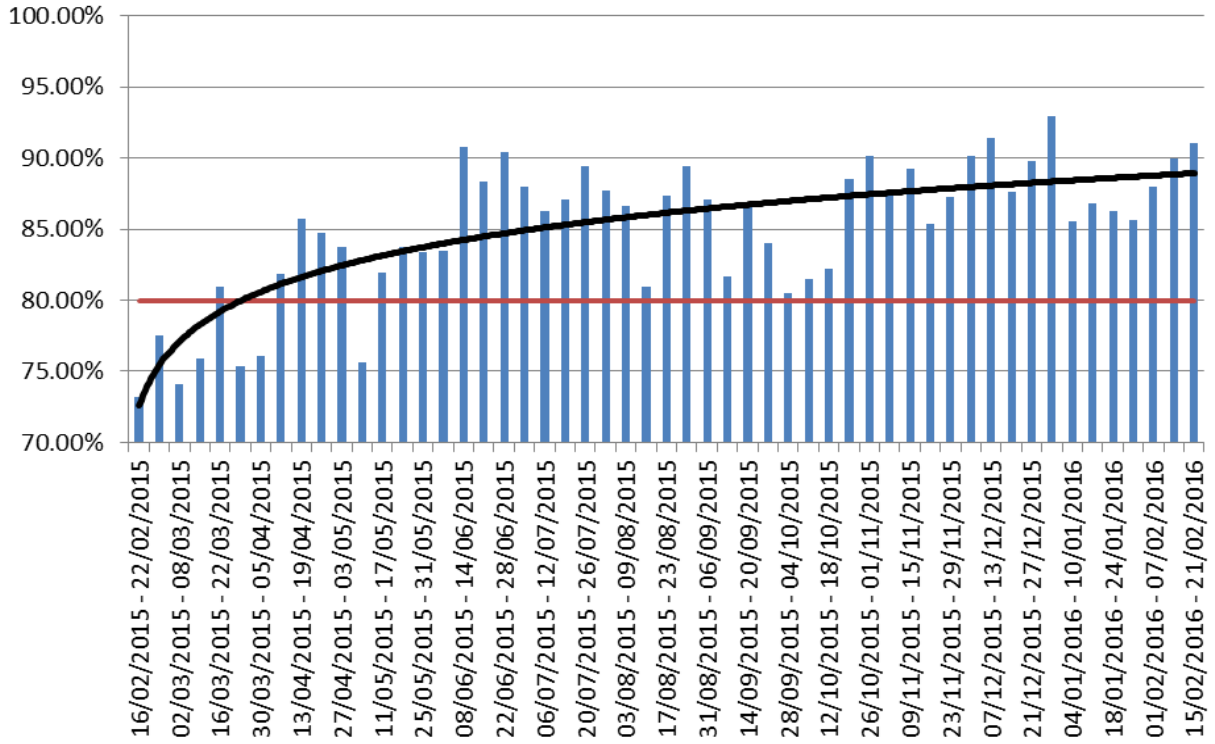
**Improvements/changes**

8.4 Quality is the one area where there is room for improvement across both sites. Common issues raised by services are around incorrect information being captured or not being checked with the customer before inputting and not enough information being captured. The contact centre manager at Weston has been focusing on continuous improvement and has been working with services to review and streamline processes and to support advisors with refresher training and guidance. Regular monthly meetings are held with most key services including call listening and scoring which highlights areas where further advisor training may be required or process improvements needed. This also highlights where advisors are performing well.

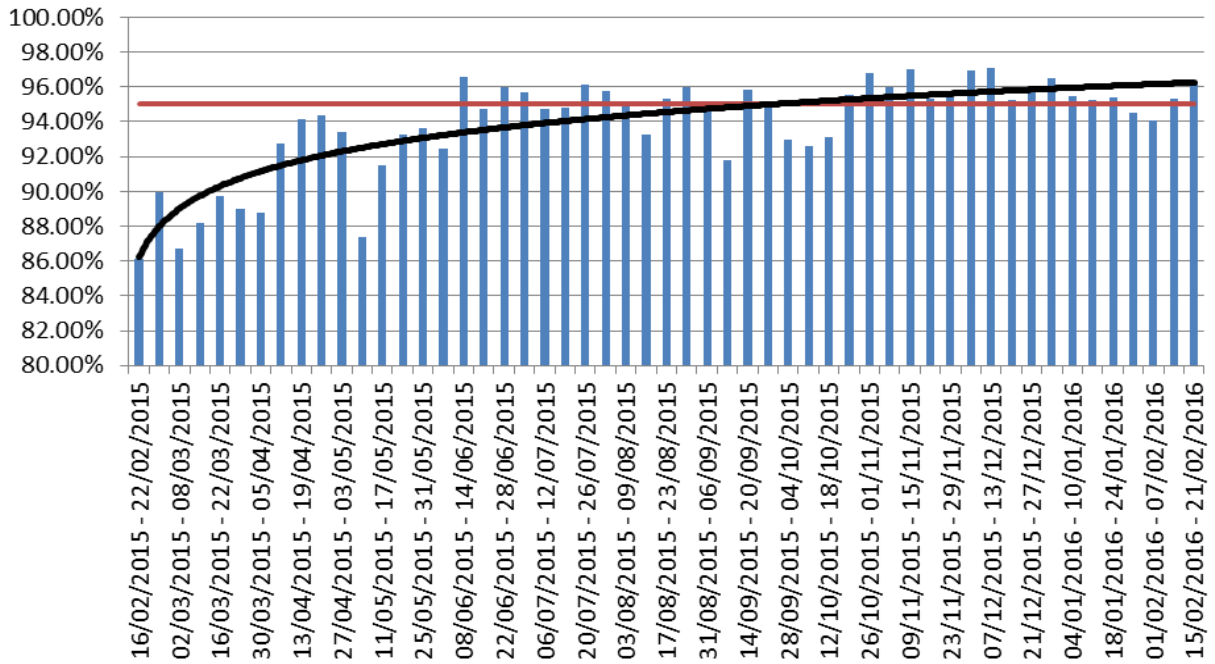
The out of hours team at Barking has caused some issues and concerns for WCC. Absenteeism continues to be an issue with reports of unexpected absences especially during the weekend. This has impacted performance and resulted in much longer wait times than should be expected. This was escalated with Agilisys Directors and an action plan is in place to deliver improved performance.

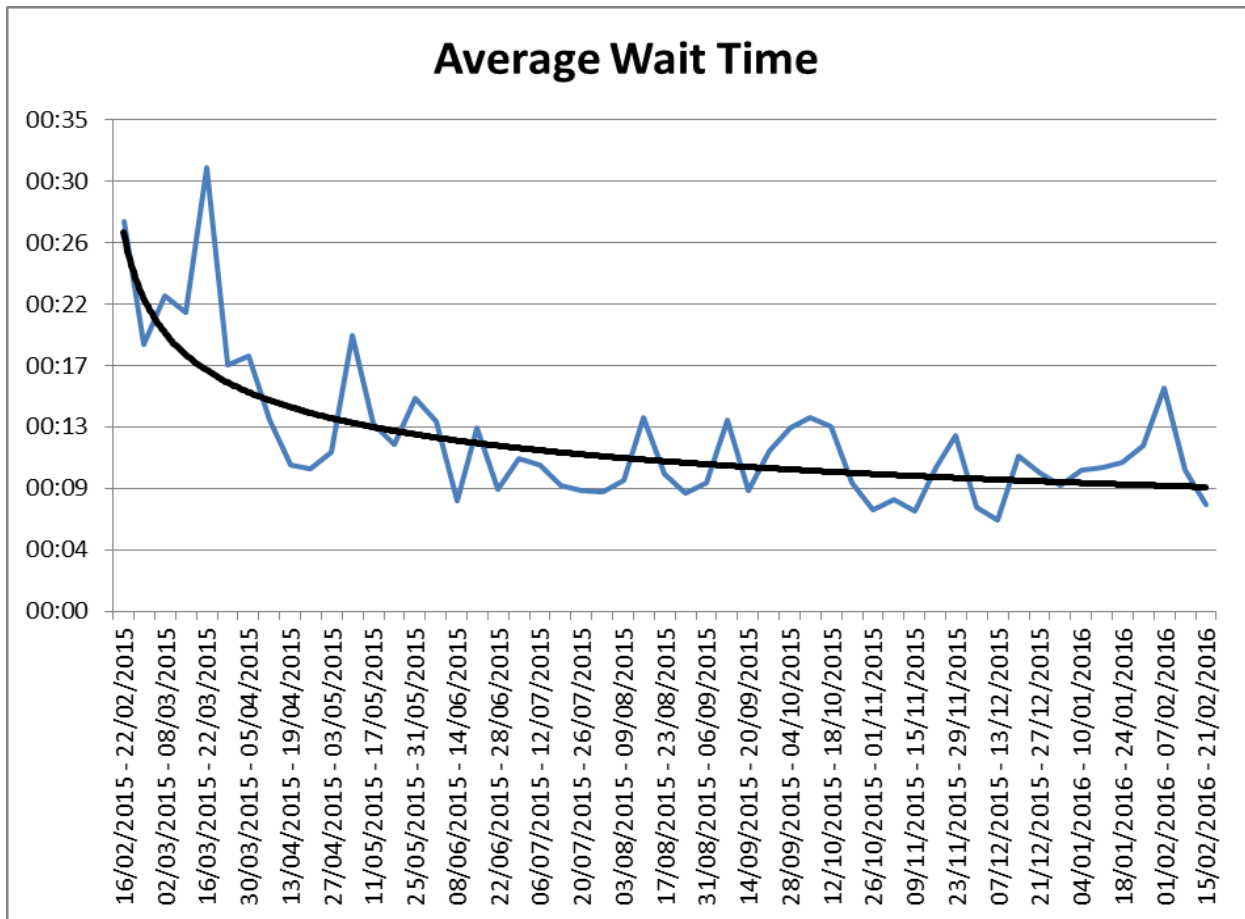


## KPI 1 - Total % Calls Answered within 20secs

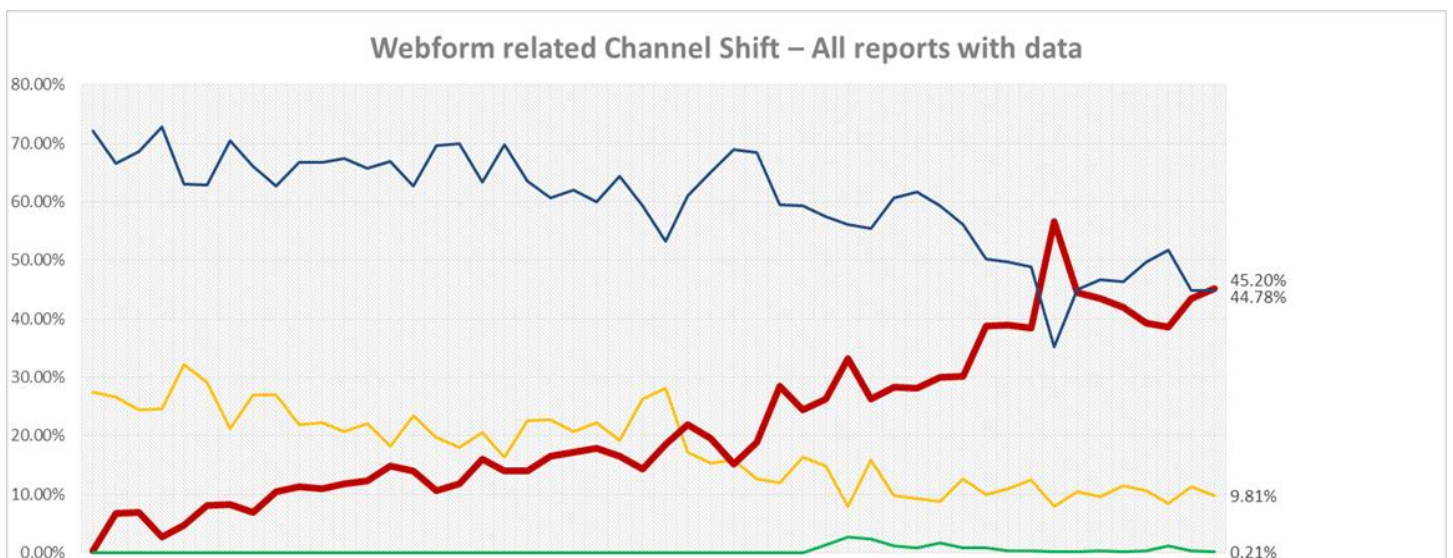


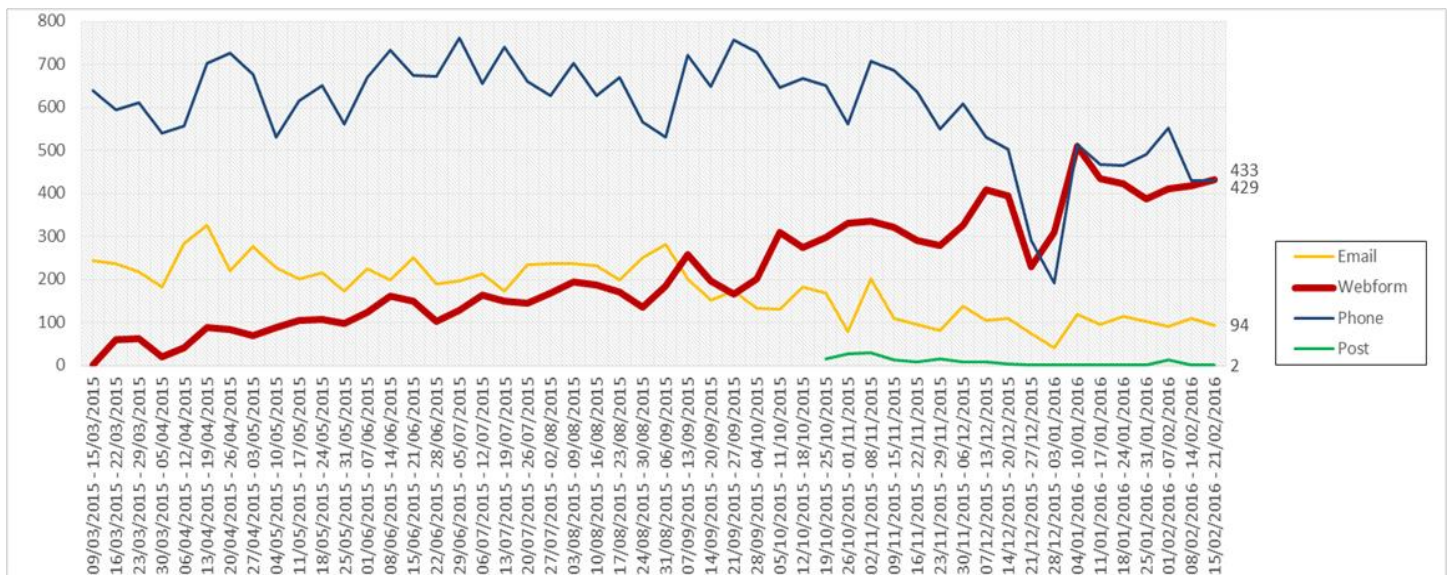
## KPI 2 - Total % of Calls Answered within 60 seconds



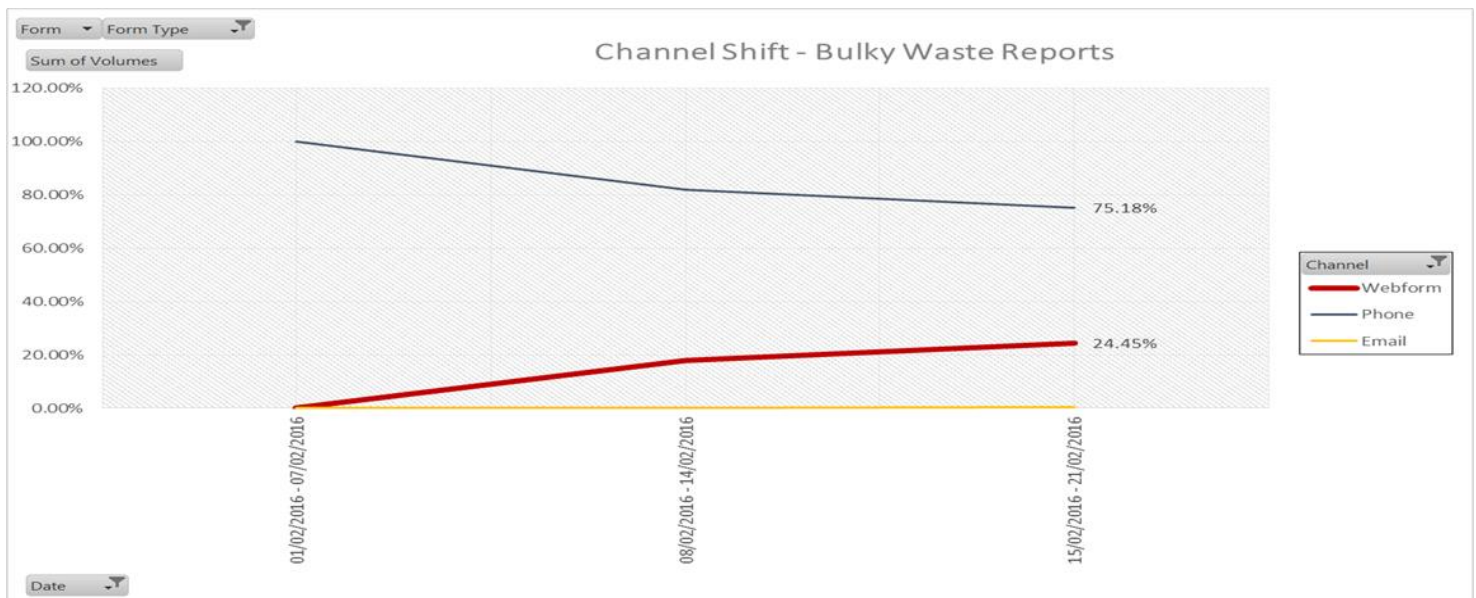


8.5 Online webforms continue to grow channel share, with the Bulky Waste form recently going live. The newly introduced webforms enable an automatic integration with back office systems eliminating the need for rekeying and re-entering data in the back office or in the contact centre. Fully integrated webforms result in less manual work, reduced failure demand and an expedited process from end to end. Webform channel share within the areas with a live webform is now 45%. Since the 1<sup>st</sup> Jan 2015, within the areas with a live webform the phone demand has fallen 33% and Email demand has fallen 60%.





New Form: Bulky Waste: 25% uptake within fortnight of going live:



8.6 Webform performance expansion continues to improve, with the final technical hurdle now overcome, allowing the next phase of forms to be rolled out.

Forms Rollout 2015/16		
Form Description	Form Package	Status
Dumped Rubbish	Cloudoko	LIVE
Abandoned waste (wardens)	Cloudoko	LIVE
Graffiti	Cloudoko	LIVE
Street Washing Request	Cloudoko	LIVE
Street Sweeping Request	Cloudoko	LIVE
Graffiti (wardens)	Cloudoko	LIVE
Street Washing Request (wardens)	Cloudoko	LIVE
Street Sweeping Request (wardens)	Cloudoko	LIVE
Dead Animal	Cloudoko	LIVE
Dog Fouling	Cloudoko	LIVE
Dead Animal (wardens)	Cloudoko	LIVE
Needles / Syringes (wardens)	Cloudoko	LIVE
Dog Fouling (wardens)	Cloudoko	LIVE
Planning - Pre Planning Enquiry	Victoria	LIVE
Planning - Report Unauthorised Development	Victoria	LIVE
Recycling Bags / Boxes	Cloudoko	LIVE
Bulky Waste Collection	Cloudoko	LIVE

## Forms Rollout 2015/16

Form Description	Form Package	Target Date
Licensing - Temporary Event Notice	Victoria	Feb-16
Licensing - Application for a premises licence	Victoria	Mar-16
Licensing - Business Proposal Form (Food/Non Food)	Victoria	Mar-16
Licensing - Crane Operations and Road Closures	Victoria	Mar-16
Licensing - Massage or other special treatments	Victoria	Mar-16
Licensing - Notification of Interest in a Premises	Victoria	Mar-16
Licensing - Register of Approved Temporary Traders	Victoria	Mar-16
Licensing - Street Trading Licence (inc Temporary)	Victoria	Mar-16
Licensing - Temporary Licence for the use of Tables and Chairs	Victoria	Mar-16
Licensing - Temporary Structure Licence	Victoria	Mar-16
Licensing and EH Pre Application Advice request form	Victoria	Mar-16
Licensing - Application for Renewal of Registered Approved Temporary Traders	Victoria	Apr-16
Licensing - Application for Temporary Street Trading Licence at Special Events	Victoria	Apr-16
Licensing - House in Multiple Occupation (HMO) Licence Application	Victoria	Apr-16
Licensing - Personal Licence (change of details)	Victoria	Apr-16
Licensing - Special Treatment - Renewal / Variation	Victoria	Apr-16
Licensing - Vary the use of Tables and Chairs	Victoria	Apr-16
Premises Licence - Application to Vary DPS	Victoria	Apr-16
Premises Licence (Transfer)	Victoria	Apr-16
Premises Licence (Variation - Minor)	Victoria	Apr-16
Premises Licence (Variation)	Victoria	Apr-16
Licensed Premises - Gaming Machine Notification	Victoria	May-16
Licensed Premises - Gaming Machine Permit	Victoria	May-16
Licensing - Application for a new gambling premises licence	Victoria	May-16
Licensing - Application For A Personal Licence	Victoria	May-16
Licensing - Application for a Street Trading Licence for the Exhibitions	Victoria	May-16
Licensing - Approval of Marriage Venue (Variation)	Victoria	May-16
Licensing - Approval of premises for civil marriage and civil partnership	Victoria	May-16
Licensing - Club Gaming Permit / Club Gaming Machine Permit	Victoria	May-16
Licensing - Dangerous Wild Animals	Victoria	May-16
Licensing - New Small Society Lottery	Victoria	May-16
Licensing - Notification of Intent to Operate Gaming Machines	Victoria	May-16
Licensing - Performing Animals	Victoria	May-16
Licensing - Pet Shop	Victoria	May-16
Licensing - Poisons List	Victoria	May-16
Licensing - Returning Small Society Lottery	Victoria	May-16
Licensing - Riding establishments	Victoria	May-16
Licensing - Scrap Metal Collectors	Victoria	May-16
Licensing - Scrap Metal Site	Victoria	May-16
Licensing - Sex Establishment (New)	Victoria	May-16
Licensing - Sex Establishment (Variation)	Victoria	May-16
Licensing - Sexual Entertainment Venue (New)	Victoria	May-16
Licensing - Sexual Entertainment Venue (Variation)	Victoria	May-16