



Sustainable Communities Overview and Scrutiny Committee

Date:	Monday, 30 January 2012
Time:	6.00 pm
Venue:	Committee Room 1 - Wallasey Town Hall

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AGENDA

1. MEMBERS CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members are asked to consider whether they have personal or prejudicial interests in connection with any item(s) on this agenda and, if so, to declare them and state what they are.

Members are reminded that they should also declare, pursuant to paragraph 18 of the Overview and Scrutiny Procedure Rules, whether they are subject to a party whip in connection with any item(s) to be considered and, if so, to declare it and state the nature of the whipping arrangement.

2. MINUTES (Pages 1 - 10)

To receive the minutes of the meetings held on 23 November 2011

3. CORPORATE PLAN (Pages 11 - 40)

In accordance with Council minutes 77 and 78 (12 December, 2011), the Committee is requested to consider those parts of the Corporate Plan within its remit.

3A COUNCIL MOTION (Pages 41 – 42)

The attached motion was referred to all Overview and Scrutiny Committees by the Council at its meeting on 12 December 2011 (minute 76 refers) and is to be considered in connection with the Corporate Plan.

4. **REVIEW OF EMERGENCY RESPONSE TO THE GAS SUPPLY DISRUPTION AFFECTING LEASOWE/MORETON IN NOVEMBER 2011 (Pages 43 - 48)**
5. **STREETSCENE ENVIRONMENTAL SERVICES CONTRACT 5TH ANNUAL REVIEW (Pages 49 - 104)**
6. **CORPORATE GOAL PROGRESS REPORT - "MINIMISING WASTE BY ENCOURAGING WASTE REDUCTION AND RECYCLING" (Pages 105 - 136)**
7. **CORPORATE GOAL PROGRESS REPORT - "HAVE HIGH STANDARDS OF ENVIRONMENTAL QUALITY ACROSS WIRRAL" (Pages 137 - 152)**
8. **WIRRAL CLIMATE CHANGE GROUP ANNUAL REPORT (Pages 153 - 182)**
9. **LIBRARIES STRATEGY (Pages 183 - 200)**
10. **DECISION TAKEN UNDER DELEGATED POWERS - TENDER ACCEPTANCE FOR HIGHWAYS ASSET AND CONDITION SURVEYS FRAMEWORK (Pages 201 - 206)**
11. **DECISIONS TAKEN UNDER DELEGATED POWERS - DIRECTOR OF TECHNICAL SERVICES (Pages 207 - 212)**
12. **DECISIONS TAKEN UNDER DELEGATED POWERS - DIRECTOR OF LAW, HR AND ASSET MANAGEMENT (Pages 213 - 214)**
13. **FORWARD PLAN**

The Forward Plan for the period February to May 2012 has now been published on the Council's intranet/website. Members are invited to review the Plan prior to the meeting in order for the Sustainable Communities Overview and Scrutiny Committee to consider, having regard to the work programme, whether scrutiny should take place of any items contained within the Plan and, if so, how it could be done within relevant timescales and resources.

14. **REVIEW OF SCRUTINY WORK PROGRAMME (Pages 215 - 218)**
15. **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)**

16. EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC

The public may be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information.

RECOMMENDED – That in accordance with section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by the relevant paragraphs of Part 1 of Schedule 12A (as amended) to that Act. The public interest test has been applied and favours exclusion.

17. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 2)

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SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 23 November 2011

Present:

Councillor	J Hale (Chair)	
Councillors	D McCubbin	A Sykes
	KJ Williams	J Walsh
	R Wilkins	S Whittingham
	P Hackett	S Williams
	C Jones	

In attendance:

Councillors	G Davies
	B Kenny
	C Meaden
	H Smith

44 MEMBERS CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members were asked to consider whether they had personal or prejudicial interests in connection with any item(s) on this agenda and, if so, to declare them and state what they were.

Members were reminded that they should also declare, pursuant to paragraph 18 of the Overview and Scrutiny Procedure Rules, whether they were subject to a party whip in connection with any item(s) to be considered and, if so, to declare it and state the nature of the whipping arrangement.

Councillor S Whittingham declared his personal interest in agenda item 10 – Wirral Heritage Strategy (see minute 53 post), by virtue of his involvement in the Wirral Transport Museum.

45 MINUTES

The Director of Law, HR and Asset Management presented the minutes of the meeting held on 26 September, the Special Meeting held on 12 October and the Call-In Meeting held on 20 October 2011.

The minutes of the meeting in relation to the call-in of Cabinet minute 117 (22 September 2011) – Parks and Countryside Service Procurement Exercise (PACSPE), had been presented to the Cabinet on 3 November 2011 (minute 173 refers), who had considered carefully the resolution of this Committee submitted to it. However, the Cabinet had re-affirmed its original decision and re-iterated its confidence in the ability and commitment of the workforce to deliver an excellent service, with proper support and good management, over the next ten years.

The Chair expressed his personal view that the minutes of the call-in meeting held on 20 October 2011 were somewhat at odds with his recollection of part of the proceedings of the meeting. He referred also to comments made by Anna Klonowski in relation to governance and anticipated that the issue of costs and the value for money of the PACSPE would continue to be subject to scrutiny.

Resolved – That the minutes of the meetings held on 26 September, 12 and 20 October 2011 be approved.

46 **DOMESTIC ABUSE**

The Director of Law, HR and Asset Management reported that the Council's Corporate Plan 2011-2014 included a goal to reduce anti-social behaviour and improve community safety. The goal was focused upon the provision of advocacy and support to protect survivors of domestic abuse and it built upon the effective partnership working that had led to Wirral having the greatest reductions across Merseyside of repeat incidences of abuse in the highest risk cases.

The Director's report was part of the Committee's agreed scrutiny work programme in its role as the scrutiny body for the activities of the Crime and Disorder Partnership. It provided information on the scale of domestic abuse in Wirral compared to nationally published data and the Director commented that although not all domestic abuse was reported, the reported levels in Wirral indicated a rising trend. Of particular note was that 80% of cases involved child protection issues. He reported upon the role of the Family Safety Unit (FSU) and provided a brief analysis of the work undertaken by the Children's Safeguarding Officer. He reported also upon the work undertaken by Wirral's domestic abuse Multi Agency Risk Assessment Conference (MARAC), which had been recognised by the Merseyside Police Public Protection Unit as being the best performing in Merseyside. Although the estimated cost to agencies of every case taken to MARAC was £20,000, the Director reported that by preventing further abuse to victims who had been supported by MARAC, the FSU had potentially saved Wirral agencies a total of almost £22m of additional costs over the last three years.

In response to a comment from a Member who noted that Department of Health figures had indicated that nationally, between 16% and 24% of violent crime was domestic violence related, the Director agreed to provide to Members direct, comparative data for Wirral against the national average.

Resolved – That the report be noted.

47 **WIRRAL TRADER SCHEME**

The Director of Law, HR and Asset Management provided an update on the progress of the Wirral Trader Scheme (WTS) that was launched in 2003. It was a non-statutory function of Trading Standards and acted as a preventative measure to tackle consumer detriment, support vulnerable people and educate and support businesses in fair trading. The Scheme had proved to be a success with over 84 approved active members and Wirral consumers carrying out 11,675 trader searches in the last 12 months. He commented that the Scheme assisted in delivering key priorities of the Council, including the promotion of sustainable, economic, social, neighbourhood and environmental regeneration, the improvement of the health and well being of

Wirral residents and the provision of opportunities for community and business development.

The primary target market for the Scheme was the Home Improvement sector and he commented that the promotion of the Scheme to local communities and traders was vital to its future development. He set out a number of actions to attract new members and a number of improvements to retain existing members.

Resolved – That this Overview and Scrutiny Committee –

- (a) notes the success of the Wirral Trader Scheme and the high levels of consumer demand;**
- (b) notes the improvements currently being made to the Wirral Trader Scheme**
- (c) recognises the importance of the Wirral Trader Scheme in supporting Wirral residents and businesses, specifically vulnerable people.**

48 **CONSUMER LANDSCAPE REVIEW**

The Director of Law, HR and Asset Management reported upon proposed changes for the Trading Standards Service, following a major review of consumer protection by the Department of Business Innovation and Skills (BIS), which proposed radical changes to the provision of consumer information, advice, education, advocacy and enforcement. The new proposals aimed to simplify the confusing and overlapping provision of consumer protection, strengthening the effectiveness of consumer enforcement, with more cost-efficient delivery that was closer to the consumer front line.

The Director reported that the BIS issued its consultation paper on 'Empowering and Protecting Consumers' on 21 June 2011 and Wirral's Trading Standards Service participated in the Trading Standards North West (TSNW) regional response, which closed on 21 September 2011. He set out the key proposals within the consultation and the options for stakeholders to consider, those being: Information, Advice and Education; Consumer Codes Approvals; Consumer Advocacy and Enforcement of Consumer Protection legislation.

The Director set out the Trading Standards North West response to the proposed reforms and focused on the changes in enforcement and responsibilities within the proposals. He reported also upon the impact of changes for Wirral, which would be dependent upon the Government's adoption of the proposals set out in the consultation document.

Resolved – That the proposed changes for the Trading Standards Service following the consultation: Empowering and Protection Consumers, be noted.

49 **SMOKE FREE PLAY AREAS**

Further to a Motion agreed by the Council on 17 October 2011 (minute 62 refers), the Director of Law, HR and Asset Management reported upon proposals for the introduction of a voluntary code to make children's play areas in Wirral Smoke Free,

as part of an initiative with other North West authorities that aimed to de-normalise smoking amongst young children and reduce the likelihood of them becoming smokers in the future, thereby improving the health of the next generation in Wirral. He reported that a survey of 168 park users across Wirral, undertaken during September/October 2011, had revealed strong public support for a voluntary smoke-free code for play areas and he commented upon similar initiatives both in the UK and internationally.

Children from Oakfield primary school in Widnes had designed signs and slogans that would be used for the smoke free play areas and it was intended that the design would eventually be used across Merseyside by authorities who adopt the scheme. The Director reported that, at the request of the Cabinet Member for Environment, a Wirral school would also be asked to design signage to promote the initiative locally, in addition to the signs and slogans that would be used across Merseyside by participating authorities.

Resolved –

- (1) That the proposed voluntary code to make Children’s Play Areas in Wirral Smoke Free be supported.**
- (2) That the selection of any posters and slogans to promote the initiative in Wirral be agreed with the Chair and spokespersons and the Cabinet Member for Environment.**

50 **REDUCING THE COUNCIL'S CARBON FOOTPRINT - PROGRESS REPORT 4**

The Director of Law, HR and Asset Management presented an update report on the various carbon reduction and energy saving projects currently being undertaken across the Council to ‘Reduce the Council’s Carbon Footprint’, which promoted the Council’s Corporate Priorities as set out in the Corporate Plan. The Council was committed to delivering a 60% reduction in carbon emissions by 2025 and he indicated that with an expected spend of around £10m on energy costs in 2012/2013, there were significant financial savings to be made through carbon emission and energy efficiency projects and initiatives. He commented that by endorsing the initiatives contained within his report, Members would be reaffirming their commitment to reducing the Council’s carbon footprint.

Members referred to the Carbon Reduction Programme Project Plan and expressed their concern in relation to the effect on the Solar Photovoltaic PV Project of changes to the Feed In Tariff, proposed by the Government.

On a motion by Councillor J Williams and seconded by Councillor P Hackett, it was –

Resolved –

- (1) That the performance and progress of the various Council ‘Carbon Footprint Reduction’ and energy efficiency projects undertaken to date across Council Departments be noted and the further initiatives proposed in the report, be endorsed.**

- (2) However, Committee also notes that the Government is consulting on changes to the Feed In Tariff.
- (3) Therefore, Committee requests that a report be presented to the Cabinet at the earliest opportunity outlining the effect to the Solar Photovoltaic PV Project, should there be changes to the Feed In Tariff.

51 **IMPLEMENTATION OF THE FLOOD RISK REGULATIONS 2009 AND THE FLOOD AND WATER ACT 2010 - PROGRESS REPORT**

The Director of Technical Services reported that the Flood and Water Management Act 2010 and the Flood Risk Regulations 2009 had established Wirral Council as a Lead Local Flood Authority (LLFA). He commented that Wirral faced a significant risk from local flooding, with a substantial number of domestic properties identified as at risk from potential future flooding. LLFAs were required to lead the strategic management of local flood risk, arising from surface water, groundwater and ordinary watercourses, and the Director commented upon the substantial new burdens placed upon the Council in its LLFA role. Those new duties and responsibilities would be directed through the Flood and Water Management Partnership, the Sustainable Communities Overview and Scrutiny Committee and finally to the Cabinet for approval.

The Director presented a progress report in relation to the Preliminary Flood Risk Assessment (PFRA) that was now completed and he reported also upon progress in the implementation of the Flood and Water Management Act 2010. He reported upon the work of the Flood and Water Management Partnership and presented a copy of its action plan, which captured the key flood risk activities that would be undertaken over the coming 12 months. He reported that the additional duties and responsibilities were, in general, being funded through financial grants, initially through Defra, with an allocation of £20,000, which was received in October 2010 to begin the work on the PFRA. In addition to this initial grant, Defra had made available nationally some £36m to fund the significant new burdens that had been placed on LLFAs. Wirral Council had additionally received £122,800 in 2011/2012 and would receive subsequent funding of £167,900 annually in years 2012/2013, 2013/2014 and 2014/2015. (Cabinet (date) minutes 84 and 354 refer). In response to a question from a Member, the Director indicated that Defra expected the allocation to be fully utilised as the costs had been calculated based on a model of the significance of the risk to the LLFA and the level of resource required to address that risk.

In addition, he outlined the work of the Operational Flood Group, which provided for operational issues between the Council, United Utilities and the Environment Agency to be progressed on a monthly basis and for responsibility for flooding incidents to be apportioned to the appropriate flood risk management partner.

Resolved –

- (1) That the report be noted.
- (2) That the report be accepted by the Committee as meeting its responsibilities under the flood legislation to produce an annual report on Flood Risk Management progress.

52 **SERVICE LEVEL AGREEMENT BETWEEN WIRRAL COUNCIL AND UNITED UTILITIES GROUP PLC**

The Director of Technical Services reported upon progress in formalising the working arrangements between the Council and United Utilities for the identification and correction of defective manhole covers and frames in Wirral. A draft Service Level Agreement was being prepared by the Council based on a generic agreement United Utilities had with other Authorities, but with specific conditions in relation to their apparatus in Wirral and their obligations under the New Road and Street Works Act 1991. He set out new working arrangements that were being developed between the Council and United Utilities, which aimed to improve reporting procedures and ensure that works would be undertaken on a prioritised basis thereby reducing the Council's exposure to potential public liability, highway related insurance claims.

He anticipated that the Service Level Agreement would be finalised early in the New Year subject to continuing negotiations with United Utilities, with the new working arrangements to commence in April 2012.

On a motion by Councillor Hale and seconded by Councillor McCubbin, it was –

Resolved –

- (1) That the content of the report and the proposal to enter into a Service Level Agreement with United Utilities be noted.**
- (2) That the officers be instructed to monitor performance in relation to repairs being undertaken and present an update in 12 months.**

53 **WIRRAL HERITAGE STRATEGY**

The Director of Technical Services presented Wirral's first Heritage Strategy 2011-2014 'Making Our Heritage Matter', the purpose of which was to set out a comprehensive and integrated Heritage framework that would form the basis for heritage activities in the short and medium term and establish principles to be followed in the longer term. The overall vision was *"To ensure that Wirral's heritage is protected, managed, enhanced and used to meet the educational, recreational and sustainable needs of local people, visitors and potential investors to the borough."* The Director set out the strategy objectives and reported that it identified key issues and proposed actions for five thematic areas –

- **Stewardship and Protection** – conserving Wirral's heritage for future generations;
- **Regeneration** – using heritage as a driver for economic development, inward investment and supporting sustainable communities;
- **Learning** – maximising the role of heritage in supporting education, training and life-long learning;
- **Participation** – ensuring that everyone has the opportunity to access, enjoy and participate in heritage;
- **Celebration** – recognising and utilising the part heritage can play in promoting local identity, social cohesion and civic and community pride.

The document also contained an action plan, which expanded on the actions identified in the main strategy. It was envisaged that the action plan would be an evolving document that would be regularly updated as targets were achieved and new initiatives were fed into it. The Strategy and its action plan would be regularly reviewed and monitored and it proposed a Heritage Steering Group composed of officers and key external partners to drive the Strategy forward.

Members referred to Wirral's rich heritage and welcomed the Heritage Strategy which was vital to ensure that Wirral was able to protect its heritage and did not lose out on the opportunity to secure available funding for heritage restoration and preservation. Members praised the officers for engaging local people and organisations throughout the strategy development process and commented also upon the significant educational work being undertaken and the involvement of young people in heritage activity.

On a motion by Councillor J Williams and seconded by Councillor C Jones, it was –

Resolved –

- (1) That the Wirral Heritage Strategy 2011-2014 and action plan, be approved.**
- (2) That the thanks of the Committee be accorded to the officers and to the various organisations, associations and individuals who have been involved in the production of the Wirral Heritage Strategy.**
- (3) That a working group of officers be established to monitor the implementation of the Wirral Heritage Strategy.**
- (4) That a scrutiny working group be established to include the Chair and spokespersons of the Sustainable Communities O&S Committee and the Cabinet Member for Culture, Tourism and Leisure, to meet on a quarterly basis to discuss where the plan is going and to monitor any outcomes or issues within the plan as and when they arise, and to bring back updated reports to scrutiny.**
- (5) That the post of Heritage Officer be made permanent.**

54 **WIRRAL MUSEUMS SERVICE FORWARD PLAN 2011 - 2016**

Further to minute 133 (10 March 2011), the Director of Technical Services presented the Wirral Museums Service Forward Plan for 2011-2016, which had been subject to a consultation process involving consideration by focus groups of stakeholders, existing/potential partners, schools and the Museums Service staff team. The outcomes of the consultation had informed the re-writing of the document and he outlined its core and strategic aims. The disposal process of a number of sites was ongoing and a tender process was being undertaken to find a new operator for Wirral Transport Museum, the Heritage Tramway and Pacific Road Arts Centre. Until the tender process was complete the Museums Service was responsible for Wirral Transport Museum and the Heritage Tramway, including staff. The lease on Shore Road Pumping Station, housing the Grasshopper pump, had been returned to Network Rail and the building was no longer open to the public. No decision had

been made about the disposal or future of Egerton Bridge, although it was no longer a functioning visitor attraction and was currently secured against vandalism. He commented also that the Council's Asset Management team were developing alternative uses within Council ownership for the former Wirral Museum at Birkenhead Town Hall.

Consequently, the Museums Service was being restructured, centred on the Williamson Art Gallery & Museum and Birkenhead Priory, both of which were Accredited Museums under the current Museums Libraries and Archives Council (MLA) Museum Accreditation Scheme. He indicated that the service offered by the Museums Service, now and in the future, was governed by the requirements of the Museums Accreditation Scheme. Although the present scheme was under review, following the demise of the MLA nationally, the Director expected that Wirral Museums Service would aspire to retain Accredited Museum status.

Resolved –

- (1) That the Museums Service Forward Plan for 2011-2016 be adopted.**
- (2) That a restructure of the staffing of the Museums Service be carried out as soon as possible to support the implementation of the adopted Plan.**

55 2011/2012 SECOND QUARTER PERFORMANCE AND FINANCIAL REVIEW

The Director of Technical Services and the Director of Law, HR and Asset Management presented the 2011/2012 Second Quarter Performance and Financial Review, which set out the performance of the Corporate Plan for July to September 2011, in relation to Sustainable Communities. For each element of the Plan, the Directors set out what had worked well during the monitoring period and provided an overview of performance, resource and risk monitoring.

Resolved – That the report be noted.

56 TENDER ACCEPTED UNDER DELEGATED POWERS - THE HIGHWAY WINTER BUREAU AND FORECASTING SERVICES CONTRACT

The Director of Technical Services reported, in accordance with the Approved Scheme of Delegation, upon the procurement process and acceptance of a tender under delegated authority for the provision of Winter Service Bureau and Forecasting Services for the Merseyside Districts, including Wirral. The procurement exercise had been undertaken by Sefton Council on behalf of all five Merseyside authorities and he commented that the bureau services included the weather stations and computer software on which to view and interpret both the forecast and actual real time weather conditions data. Both were supported by a 24 hour consultancy service throughout the winter period and he indicated that the service had traditionally been procured collectively across the Merseyside region to ensure value for money and to minimise costs to each individual authority. There was also the added benefit of being able to share access to each others' forecast and site data which could be valuable in considering prevailing conditions.

Resolved – That the report be noted.

57 **DECISIONS TAKEN UNDER DELEGATED POWERS**

The Director of Law, HR and Asset Management reported, in accordance with the Approved Scheme of Delegation, of those instances where he had used delegated authority with respect to the appointment of contractors pursuant to Contract Procedure Rule 14.4.

Resolved – That the report be noted.

58 **FORWARD PLAN**

The Director of Law, HR and Asset Management reported that the Forward Plan for the period November 2011 to February 2012 had been published on the Council's intranet/website. Members had been invited to review the Plan prior to the meeting in order for the Sustainable Communities Overview and Scrutiny Committee to consider, having regard to its work programme, whether scrutiny should take place of any items contained within the Plan and, if so, how it could be done within relevant timescales and resources.

Resolved – That the Forward Plan be noted.

59 **SCRUTINY WORK PROGRAMME**

The Committee received an update in relation to its work programme and were asked to consider whether any additional topics should be added to it.

Resolved –

- (1) That the work programme be noted.**
- (2) That should Members wish that any additional matters be added to the work programme, they be requested to liaise with the Chair and appropriate officers.**

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WIRRAL COUNCIL

CABINET

8TH DECEMBER 2011

SUBJECT:	CORPORATE PLAN 2012-13
WARD/S AFFECTED:	ALL
REPORT OF:	CHIEF EXECUTIVE
RESPONSIBLE PORTFOLIO HOLDER:	CLLR STEVE FOULKES
KEY DECISION:	YES

1.0 EXECUTIVE SUMMARY

- 1.1 This report presents the Council's draft Corporate Plan for 2012-13 at Appendix 1.
- 1.2 The draft Corporate Plan reflects the needs of Wirral and priorities for local people. It also puts in place a clear commitment and actions to ensure that the Council's corporate governance failings are addressed through engaging the entire organisation in the challenge and opportunities this presents.
- 1.3 The Corporate Plan provides a clear framework for budget and departmental planning for 2012-13. The plan will directly inform the Council's budget for 2012-13 and departments will prepare individual business plans, which will set out in more detail how the actions in the Corporate Plan will be delivered.

2.0 RECOMMENDATION

- 2.1 It is recommended that Cabinet approves the draft Corporate Plan to be referred for adoption by full Council on the 12th December 2011 for implementation from the 1st April 2012.

3.0 REASON FOR RECOMMENDATION

- 3.1 On 17th March 2011, the Council agreed a three year Corporate Plan for 2011-14, with a focus on the activity that would be delivered during the current year (2011-12). In line with best practice, and to ensure that the changing needs and priorities of local people are addressed alongside the corporate governance challenges and opportunities faced by the Council, the Corporate Plan has been fully reviewed and refreshed to ensure that it is fit for purpose for 2012-13.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 The draft Corporate Plan at Appendix 1 describes the challenges for the Council and how we will address these.

4.2 The draft Corporate Plan demonstrates how the Council will respond to a number of key drivers. These are:

- The findings of the independent report considered by Cabinet on the 22nd September 2011 entitled 'Wirral Metropolitan Borough Council's Corporate Governance Arrangements: Refresh and Renew' and the subsequent development of a robust work programme and identification of key lines of enquiry to address these findings;
- The recent consultation undertaken across Wirral to inform the development of Neighbourhood Plans for each of the Council's eleven Area Forum areas;
- The development of a child and family poverty strategy for Wirral;
- The Council's revitalised Investment Strategy;
- The effective integration of the Public Health function and new leadership role for local authorities in health and wellbeing

4.3 Subject to approval by Cabinet and Council, the Corporate Plan at Appendix 1 will provide a clear framework for the Council's budget and departmental delivery plans for the period April 2012-13. The timetable for the production of departmental plans and the agreement of the Council's budget is set out in the appendix to the Comprehensive Work Programme report considered by Corporate Governance Committee on the 26th October 2011. Action is now being undertaken in line with this timetable to ensure that departmental plans and the Council's budget are in place by January 2012 and February 2012 respectively. The You Choose Consultation took place between 19 August 2011 and 30 November 2011 and is one element of the ongoing consultation process for setting the 2012/13 Budget. An overview of the process and a summary of the responses are the subject of a separate report on this agenda.

4.4 Prior to the commencement of the 2012-13 financial year, Cabinet is requested to note that the work being undertaken to review and improve the Council's arrangements for policy, corporate and business planning and performance management will impact on the way the Corporate Plan is monitored in 2012-13, for example in respect of the frequency and content of reports to Cabinet and/or Scrutiny Committees, and the way in which corporate and business planning will be delivered in future years. This work, and related recommendations, will be considered by Cabinet as appropriate and in line with the governance arrangements established in respect of the Corporate Governance Committee.

5.0 RELEVANT RISKS

5.1 The corporate risk register will be revised in line with the draft Corporate Plan for 2012-13 to ensure that any risks to delivering the Council's goals are understood and mitigating actions put in place as appropriate.

6.0 OTHER OPTIONS CONSIDERED

6.1 Not applicable

7.0 CONSULTATION

- 7.1 As indicated in 4.2, consultation with local people about their priorities for services has been undertaken through the recent consultation on Neighbourhood Plans. This process engaged individuals and organisations in all areas of Wirral.
- 7.2 The draft child and family poverty strategy which has informed the Corporate Plan is based on consultation with local stakeholders about the needs of children and families in Wirral.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 The draft Corporate Plan sets out actions in relation to working with voluntary, community and faith sector organisations to improve outcomes for local people.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 9.1 The Corporate Plan informs the Medium Term Financial Strategy and the Annual Budget which seek to allocate available resources to deliver the priorities as set out in the Plan. By 10 March each year the Council has to agree a Budget, and set Council Tax levels, for the following financial year.

10.0 LEGAL IMPLICATIONS

- 10.1 Legal implications relating to the actions set out in the draft Corporate Plan will be addressed by departments as appropriate.

11.0 EQUALITIES IMPLICATIONS

- 11.1 An Equality Impact Assessment is attached as Appendix 2.
- 11.2 In developing individual business plans, departments will also be expected to address equalities implications as appropriate, including through undertaking Equality Impact Assessments in line with corporate requirements.

12.0 CARBON REDUCTION IMPLICATIONS

- 12.1 Carbon reduction is a specific goal in the draft Corporate Plan. Any carbon reduction implications relating to other goals and actions will be addressed by departments as appropriate.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 13.1 Planning and community safety implications relating to the actions set out in the draft Corporate Plan will be addressed by departments as appropriate.

**REPORT AUTHOR: Jim Wilkie
Chief Executive**

APPENDICES

Appendix 1: Draft Corporate Plan 2012-2013

Appendix 2: Equality Impact Assessment

REFERENCE MATERIAL

Previous Council and Cabinet reports as detailed in the subject history below

SUBJECT HISTORY (last 3 years)

Meeting	Date
Corporate Plan 2011-2014	Cabinet – 17th March 2011 Council – 18th April 2011
Independent Review	Cabinet – 22nd September 2011
Child Poverty Strategy and Action Plan – Progress Report	Cabinet – 13th October 2011
Neighbourhood Plans and Area Forum Funding	Cabinet – 24th November 2011

FOREWORD FROM THE LEADER OF THE COUNCIL

This Corporate Plan is about a journey we are all taking together – Councillors, Officers, Council Staff and the people of Wirral. Travelling with us are our partners from public, private and voluntary sector organisations.

Our destination is a Wirral that is healthy and prosperous with a sense of well being that permeates all levels of our society.

It sounds simple but conditions for the journey are not good at the moment. We are in the middle of a Global and European financial crisis. Money is in very short supply and resources for the Council will be very limited for the foreseeable future. Individuals are feeling the pinch too, with pay increases restricted, jobs in short supply and prospects for the future very uncertain.

You might think this was the time to get our heads down, retreat into ourselves and try to weather the storm quietly. Think again.

The ground breaking Education Act which provided free secondary education for all was passed in 1944 at a time of great financial hardship for the Nation. Four years later, in a period of post war austerity, the National Health Service was created, providing free health care for all. Great changes are not just about money. They are about dreams and aspirations and a fierce collective determination to make things work, whatever obstacles may be thrown in the way.

We've come a long way since that post war period, but we haven't come far enough. Over 60 years later, if you live in one of Wirral's poorest areas the statistics show that you are likely to die (ten years) earlier than your counterpart in one of Wirral's wealthiest areas. That has to change. That mortality gap should not be tolerated in a civilised society.

We have a unique opportunity to make that change. The Public Health role is moving from the Health Service to Local Authorities which will allow us to work very closely together, using all our joint facilities and infrastructure, to tackle some of the most challenging problems which mean that gap stubbornly resists any attempt to narrow it.

All the evidence shows that poverty is one of the key factors in physical and mental ill health. Poor quality housing, poor job prospects, unemployment, low levels of education, low aspirations, failing family relationships, poor parenting, poor nutrition, fuel poverty, anti social behaviour, all play their part in creating the conditions which take away any sense of well being and allow ill health to flourish.

As a Council we have traditionally reacted to problems when they became apparent. But we've all heard the saying "Prevention is better than Cure". Well, that's the journey we are setting out on now, and which we are ideally placed to undertake. Identify the causes of problems and tackle them before it's too late. Before the consequences show themselves. Before it costs a great deal more money to put things right.

But this is something we all have to agree on. Preventing things happening is usually not visible. If we are successful, and there are no problems to point at, people may well

ask what we are spending the council tax payer's money on. If we change our priorities to release more money into early detection and prevention activities, there may be other areas that have to manage on less than before, which won't be popular.

We will need to be absolutely clear what we are doing, and why, and we will need real, hard evidence to back up what we are doing. No more decisions based just on anecdotes! If we don't have the evidence, then we will need to set up pilot schemes which can be properly analysed and evaluated first, before we move into a larger arena.

This does not apply only to new initiatives. We have been criticised by the District Auditor for taking decisions to let contracts without having sufficient detailed information and costings in place about our own activities to allow us to prove that an external contract will provide better value for money. From now on we will make sure that the right information is collected and evaluated on all the Council services so we truly demonstrate we are providing value for money for the Council Tax Payer. At a time when resources are limited this is more important than ever.

This brings me to the final element of our journey. We know where we are headed. We know the route map we are using to get to our destination. But we also need to know how to travel that route safely and cost effectively.

It's like driving a car. If you ignore the highway code, crash the gears, stall the engine at stop lights, forget to signal, take short cuts which turn into long cuts, u-turn illegally when you're lost, you may still reach your destination - eventually. But you may well have had several accidents along the way. You are likely to be stressed and exhausted. Your passengers will have had a very uncomfortable ride, and the costs of your journey will have escalated because of your bad driving.

Well right now everyone involved in driving Council activities forward is being put through the equivalent of an advanced driving course. The formal name is a Corporate Governance Review. The aim is to make sure that the basic rules and procedures which govern the way the Council runs, (a kind of Local Authority Highway Code), are brought up to date, and are understood and followed by everyone. That bad habits which have become standard over a period of time are eradicated and replaced with good habits, and that the whole process eventually becomes as automatic to staff and councillors as changing gears becomes to an experienced driver.

It's not newsworthy. It's not particularly exciting. It's a lot of hard graft without any instant rewards. But it is very, very necessary. This way we travel safely. We make sure taxpayers get real value for their money. We make sure services are delivered fairly and consistently, and we avoid unnecessary disasters. And we reach our destination more quickly.

Welcome to our journey to a healthy and prosperous Wirral, where the well being of every resident matters.

Cllr Steve Foulkes

Leader of the Council.

The Destination

Our Vision for Wirral.

A Healthy and Prosperous Wirral where a sense of well being permeates every level of society and where the place you live and the amount you earn no longer effects how long you live.

- **A thriving society, with plentiful employment opportunities, and high levels of skills in the local workforce.**
- **A learning society with excellent nursery or pre-school facilities, excellent schools and excellent colleges for young people or older adults who want to re-train or improve their qualifications.**
- **A caring society that protects vulnerable people**
- **A decently housed society where warm, well insulated and affordable housing is readily available.**
- **A stress free society where no one lives in fear because of criminal activities, or anti-social behaviour, or excessive noise or threatening neighbours.**
- **A clean society with a rubbish and graffiti free environment and responsible dog owners.**
- **A relaxed society with plenty of opportunities for leisure and fitness activities.**
- **A greener society that works to reduce carbon emissions and protect the environment.**
- **A conservation minded society that respects its heritage and works together to protect everything that is best about Wirral, including our unique countryside, open spaces and coast line.**

The Journey

The route map we need to follow.

- We will focus on the new Public Health role given to Local Authorities.
- We will seek in everything we do to recognise the way in which Council activities can have a direct impact on the Health and Well Being of Wirral residents.
- We will listen to what local residents and communities tell us are the priorities to improve their neighbourhoods and we will respond by providing services that meet their needs and aspirations.
- We will continue to tackle anti-social behaviour and work with all our partners to reduce crime
- We will ensure that effective safeguarding procedures are in place to protect vulnerable adults and children.
- We will work with our partners to reduce the numbers of children and young people living in poverty and support them and their families to build the foundations for prosperous, healthy and happy lives.
- We will respond quickly and effectively to local circumstances and needs and any potential impact of welfare reform.
- We will work actively to initiate and support early detection and prevention programmes for children and adults which seek to tackle potential problems before they develop.
- We will make sure those programmes are based on well researched evidence which can be analysed and evaluated in order to ensure the very best return in outcomes for any resources invested.
- Where evidence is not readily available, we will seek to run pilot programmes where outcomes can be properly assessed and used as guidance for future programmes.
- We will seek to raise the income of Wirral people by doing everything possible to build a strong and vibrant economy with high levels of employment and opportunities for Wirral residents to improve their skills and find work. We will focus on making sure our young people can achieve their full potential in education and in the workplace.
- We will work to improve the condition of Wirral's housing stock and improve the energy efficiency to reduce levels of fuel poverty.

Travelling Safely

Changing the way we do things. (Improving Corporate Governance).

- We will make sure that this Corporate Plan informs Service Development Plans and is reflected in the budget process.
- We will review and redraft the Council's Code of Corporate Governance
- We will make sure there is a clear understanding of roles and responsibilities between the centre of the organisation and individual departments.
- We will review the Council's Internal Audit Service and make sure any warnings they issue are acted on immediately.
- We will set up a Council Policy Unit to act as a think tank for the organisation, to link together new and established initiatives, to advise on best practice elsewhere and to give advance warning of the impact of any new legislation or policies.
- We will review the way information and advice is given to councillors, and the way in which reports are written, in order to create a democracy which is as open and transparent as possible.
- We will radically improve Corporate Performance Management so the cost of a Service, the way the Service is delivered, and the achievements of the Service are linked together so we can see exactly what the result is of any investment of Council Tax payer money. We will use this information to hold councillors and officers to account for the success or failure of service delivery and we will undertake effective staff training to help us change the culture of the organisation to one that is open, transparent and focussed on positive change.
- We will ensure that the Council meets best practice in respect of equalities and diversity legislation, in all areas of activity including policy development, service delivery, community needs and recruitment.
- We will create a fairer system by implementing a comprehensive schedule of fees and charges for all appropriate Council services in line with the law, the Council's Constitution, accepted best practice and the Council's objectives and we will review that schedule annually.
- We will make sure that anyone elected as a Councillor, on the back benches or in the Cabinet, receives the proper help and training to allow them to carry out their roles and responsibilities effectively, to question and challenge, and be questioned and challenged themselves where necessary. We will ensure that any democratic structures reflect the best possible way of carrying out Council business in the interests of the Council Tax Payers.

Our Values

We will put the interests of all the people of Wirral above other considerations.

Elected members and staff will behave with honesty and integrity at all times.

We will practice openness and transparency and remain focussed on positive change.

We will welcome suggestions on how the Council can improve and positively encourage members, staff and the public to tell us when we have got something wrong.

We will be a “learning” organisation, where good practice is captured and rolled out across the Council, and where we actively seek ideas from other local authorities and external agencies.

We will make sure our decisions are based on clear evidence.

We will welcome public involvement in the work of the Council and we will carry out effective consultation, where appropriate, with the public and key stakeholders.

We will make sure that Council services fairly and transparently take into account the needs of vulnerable and marginalised groups when changes are made and that the Council is responsive to the diversity of Wirral’s communities.

We aim to be excellent in everything we do.

Health and Wellbeing

In following our route map:

- We will focus on the new Public Health role given to Local Authorities.
- We will seek in everything we do to recognise the way in which Council activities can have a direct impact on the Health and Well Being of Wirral residents.
- We will work in partnership to develop clear priorities and joined up services for improving the health and wellbeing of Wirral residents.
- We will improve the health and wellbeing of children and young people and maintain a clear focus on tackling health inequalities that exist within Wirral. This is a priority area in our child and family poverty strategy to ensure that we increase the impact of our activities in partnership with others.
- We will make sure services are in place to help keep older people fitter for longer and that the value and contribution they can make to society is properly recognised and respected.

Child Poverty

In following our route map:

- We will work with our partners to reduce the numbers of children and young people living in poverty and support them to build the foundations for prosperous, healthy and happy lives.
- We will work actively to initiate and support early detection and prevention programmes for children and adults which seek to tackle potential problems before they develop.
- We will make sure those programmes are based on solid evidence which can be analysed and evaluated in order to ensure the very best return in outcomes for any resources invested.
- Where evidence is not readily available, we will seek to run pilot programmes where outcomes can be properly assessed and used as guidance for future programmes.
- In developing approaches to early detection and prevention, we will build on existing activity such as Wirral's involvement in developing Community Budgets around the needs of families with multiple problems.
- We have placed child poverty as a central theme of this Corporate Plan; we will ensure that Council services are developed in line with the needs of children and families in poverty.

- **The Council will also lead co-ordinated action to work with partners and local communities to improve the lives of children and families living in poverty and add value to existing services and activity.**
- **We will improve information sharing amongst partners about best practice, and ‘what works’ in identifying and addressing issues of poverty.**
- **We will take co-ordinated action with partners to engage more children and families experiencing issues of poverty**

Neighbourhood Plans

In following our route map:

- **We will listen to what local residents and communities across the borough, from the poorest to the wealthiest areas, tell us are the priorities to improve their neighbourhoods. We will respond by providing services that meet their needs and aspirations.**
- **We have recently completed a major consultation exercise with Wirral’s communities to listen to what local people like about their neighbourhoods, and what they would like to see improved. We will use this consultation to help shape our neighbourhoods and the services they receive and we will continue to listen to local people’s views as we do this.**
- **We will help each area to use the devolved funds available to improve and shape where they live.**
- **Local people overwhelmingly told us that they have pride in their community and that neighbourhoods in Wirral have strong senses of identity and community spirit. We will work to build on this positive asset to strengthen our neighbourhoods and engage local people to help make a real difference to where they live.**

Investment Strategy

In following our route map:

- **We will pay particular attention to Wirral’s revitalised Investment Strategy which aims to build a strong, vibrant economy, through increasing the competitiveness of our people, places and businesses.**
- **We aim to have a borough with high levels of employment and investment, where businesses flourish, and all residents have the skills and opportunities to work. We will place a clear focus on increasing the number of jobs and employment opportunities for Wirral residents alongside our efforts to ensure longer-term prosperity through our Investment Strategy.**

- **We will seek to address the high levels of economic inactivity in disadvantaged groups and in the most deprived parts of Wirral through improving access to employment and skills, and tackling barriers to work. We will ensure that our young people are engaged in education, training and employment and are developing the skills they need for the future.**
- **We will make Wirral one of the most business friendly Councils in the country and a leading, vibrant global location for businesses and visitors. The delivery of our Investment Strategy is supported by a clear investment package and brand, including support for Wirral's tourism and visitor economy and a strong focus on international investment marketing.**
- **The Wirral Waters investment opportunity is now being promoted on an international basis. The Wirral Waters site has been designated as an Enterprise Zone, which will assist businesses through tax incentives, superfast broadband, improved infrastructure and simplified planning rules. We will also work hard to maximise the opportunities presented by the proposals to develop an International Trade Centre on the Wirral Waters site.**

Your ECONOMY

- We will seek to raise the income of Wirral people by doing everything possible to build a strong and vibrant economy with high levels of employment and opportunities for Wirral residents to improve their skills and find work. We will focus on making sure our young people can achieve their full potential in education and in the workplace.
- As the global recession has impacted on Wirral’s economy, the Council has maintained a focus on supporting businesses and individuals during difficult economic conditions. We will make Wirral Council one of the most business friendly and supportive Councils in the country and develop the role of social enterprises in Wirral’s economy.
- If we are to deliver a better future for Wirral and eliminate poverty, we need to improve access to employment and skills and tackle barriers to work for our most disadvantaged communities. We will work with partners and local communities to identify innovative ways of achieving this.
- We will position Wirral as a leading, vibrant global location for businesses and visitors. We will continue to support international trade links and develop our relationships with the private sector, to maximise inward investment and enable Wirral businesses to access new markets, sectors and opportunities. We will support Wirral’s tourism and visitor economy and a strong focus on international investment marketing.
- We will work hard to deliver all of the opportunities presented by the Wirral Waters development.
- We will support the creation and growth of small and medium sized businesses.

Your ECONOMY	
Our goals for the next three years are to...	This year, we will focus on...
Improve access to employment and skills and tackle barriers to work	<p>Increasing the number of jobs and employment opportunities for Wirral residents</p> <p>Ensuring that new investment, economic and business growth is linked to tackling worklessness</p> <p>Tackling barriers to work and low skills in parts of Wirral and within disadvantaged groups, working with partners to ensure that pathways for skills and employment provide the best route out of poverty for local people and families</p> <p>Ensuring that our young people have excellent skills and opportunities into employment, including through Wirral’s Apprenticeship programme</p>

	<p>Ensuring that young people not in education, employment and training are effectively supported to access the opportunities available</p> <p>Working with our partners to provide sustainable transport opportunities to access centres of employment.</p>
<p>Position Wirral as a leading, vibrant global location for businesses and visitors</p>	<p>Promoting and expanding our portfolio of high quality opportunity employment sites through the facilitation of priority projects</p> <p>Supporting the start up and development of key sectors by facilitating investment into specific key projects such as the infrastructure for renewable energy opportunities.</p> <p>Continuing to improve our relationships with the private sector to increase levels of inward investment and increase jobs</p> <p>Developing and implementing the Wirral Waters Enterprise Zone to support the Wirral Waters proposals</p> <p>Market Wirral as a business and visitor location through supporting Wirral's Tourism Business Network and delivery of successful visitor attractions including the 2012 Women's Golf Open</p>
<p>Make Wirral Council one of the most business friendly and supportive Councils in the country</p>	<p>Maximising available resources by co-ordinating all business support services through Invest Wirral</p> <p>Supporting the development of successful businesses, particularly those in key growth sectors</p> <p>Enabling an increasing role for social enterprises in Wirral's economy</p> <p>Adopting a more targeted approach to promoting Wirral as an investment location on an international stage and supporting Wirral businesses to access new markets and opportunities</p>

YOUR FAMILY: CHILDREN AND YOUNG PEOPLE

- **Reducing child poverty is a priority for the Council and we are clear about what we will do to achieve this. We will have a strong foundation to achieve this on the basis of the excellent Children's Services we provide and history of strong partnership working in Wirral.**
- **We will continue to work with our partners to protect children and young people from harm and improve the lives of the children and young people already in our care.**
- **We promise to deliver Children's Services that give all children the best possible start in life. As we are clear from our commitment to work actively to initiate and support early detection and prevention programmes, we will provide early intervention and support for vulnerable children and families through projects and activities with a focus on identifying problems early and stopping them developing.**
- **We will ensure that the services provided through our Sure Start and Children's Centres deliver effective support based on the needs of our local residents and communities.**
- **We will pay particular attention to early intervention measures, including the need to make sure youngsters are school ready and that outreach work and the multi agency approach contained in the Roots and Wings programme are used to make contact with hard to reach families.**
- **The attainment of children who are affected by poverty and disadvantage is an area of focus for the Council and its partners. We will therefore focus on ensuring that these children and young people have the additional support they need to improve their attainment and achieve their full potential and that 16-18 year olds not in employment, education or training can access opportunities**
- **Local people have told us that activities for children and young people in their area are an important priority for them. We will ensure that children and young people have access to a range of activities.**
- **We will continue to engage with our children and young people through forums such as the Youth Parliament and the Children in Care Council to ensure that the views of children and young people are central to the design of the services we provide.**
- **Our success in designing services to divert vulnerable young people from crime and anti-social behaviour has received external recognition. We will continue to work in partnership to promote an integrated approach to supporting young people.**

Your FAMILY: CHILDREN AND YOUNG PEOPLE	
Our goals for the next three years are to...	This year, we will focus on...
Protect children and young people from harm and improve the lives of the children and young people already in our care	<p>Safeguarding children and young people in need of protection</p> <p>Ensuring that children in care and care leavers have appropriate support which best meets their needs</p> <p>Commencing the delivery of Munro reforms to ensure that systems are centred on the needs of children and young people</p>
Support schools and other settings to improve educational provision and attainment, maintaining a clear focus on outcomes for those children and young people affected by poverty and disadvantage	<p>Implementing and evaluating the new School Improvement Strategy; ensuring we meet our statutory duties and meet the needs of schools, including Academies, through effective traded services</p> <p>Improving educational outcomes for children and young people affected by poverty and disadvantage</p> <p>Improving the educational attainment of children in care</p> <p>Improving provision, choice and outcomes for children and young people with Special Educational Needs and/or disabilities</p> <p>Reviewing the provision of behaviour support and reducing school exclusion</p>
Provide early intervention and support for vulnerable children and families	<p>Commissioning effective support and intervention services, for example Sure Start, improving outcomes for vulnerable children and families through parenting programmes, children and young people with disabilities and tackling harmful behaviour in children, young people and families</p> <p>Implementing the national Children's Centre payment by results research pilot to further improve the quality of targeted provision</p> <p>Ensuring every child is school ready</p> <p>Further developing effective partnership working to deliver joined up services for vulnerable families with complex needs through the delivery of the Community Budget pilot</p>
Ensure children and young people have opportunities to	<p>Providing children and young people with access to a range of appropriate developmental activities which meet their needs and encourage take up by making activities easily accessible</p>

<p>participate in activities which will help them achieve their potential</p>	<p>Providing opportunities for children and young people to be actively engaged in community and democratic decision making processes</p> <p>Ensuring that all young people aged 16-18 particularly those in vulnerable groups are effectively supported to access the education, employment and training opportunities available and, as part of this, implement the strategy for raising the participation age to 18 by 2015</p>
<p>Improve the health and wellbeing of children and young people, maintaining a clear focus on tackling health inequalities</p>	<p>Effectively implementing the Child Health Strategy and so reducing inequalities in the physical and mental health of children and young people</p> <p>Encouraging and supporting all children and families to achieve and maintain a healthy weight and lifestyle</p>

YOUR FAMILY: ADULTS

- We will safeguard vulnerable adults in Wirral and seek to protect them from harm through working in partnership to ensure that our arrangements and policies for protecting are robust.
- The way the Council delivers social care services is changing. Wirral is now amongst the best in the country for the numbers of eligible people using Personal Budgets, which give adults more choice about the support they receive.
- We will build on these improvements to ensure that local people receive excellent standards of support and care and are protected and feel safe.
- We will listen to people who use services, their carers and communities, to enhance the quality of life of the people of Wirral who have care and support needs. We will work with our local communities to ensure that people can access services that meet their needs locally, and have greater choice and flexibility in the packages of support and care available to them.
- In circumstances where people develop care needs, we will work effectively with our partners to provide them with appropriate support to help them recover and regain their independence as quickly as possible.
- We will make sure that the services we commission from other organisations are high quality, cost effective and meet the needs of local people.
- We will place a specific focus on ensuring that when children with disabilities move into adulthood, they receive quality information, advice and support services to make sure this transition is seamless.

Your FAMILY: ADULTS	
Our goals for the next three years are to...	This year, we will focus on...
Enhance the quality of life of the people of Wirral who have care and support needs	<p>Transforming in-house day services through engagement with local communities, residents and carers</p> <p>Providing integrated, high quality services in local settings</p> <p>Ensuring that people can manage their own support as much as they wish so that they are in control of what, how and when support is delivered to match their needs</p> <p>Provide support for people with learning disabilities and mental health needs to access training and employment opportunities</p>

<p>Delay and reduce the need for care and support</p>	<p>Ensuring that when people develop care needs the support they receive enables them to recover and regain their independence</p> <p>Reduce the need for formal care by increasing the use of high quality cost effective preventions services</p> <p>Ensuring that services commissioned from the voluntary, community and faith sector are cost effective and appropriately targeted</p>
<p>Ensure that the people of Wirral who use services have a positive experience of care and support</p>	<p>Ensuring that children with disabilities are effectively supported with the transition into adulthood</p> <p>Providing universally accessible information and support to people and their carers so that they are able to make choices about the care that they need to remain independent</p> <p>Ensuring that people who use social care and their carers are involved in the planning and evaluation of services, and are satisfied with their experience of care and support services</p>
<p>Safeguard people in Wirral whose circumstances make them vulnerable and protect them from avoidable harm</p>	<p>Ensuring that there are robust arrangements and procedures in place and followed in order that vulnerable people are kept safe and protected</p> <p>Ensuring that the provision of support and care in the independent sector is of the highest possible quality</p>

YOUR NEIGHBOURHOOD

- In line with the results of the Neighbourhood Plans, we will continue to use devolved funding to allow each area to meet the specific needs of their own communities.
- We will continue to tackle anti-social behaviour and work with the police and other partners to reduce crime. Local people told us that feeling safe in their neighbourhood is an important priority.
- We will work with partners to improve the condition of Wirral's housing stock and improve the energy efficiency to reduce levels of fuel poverty.
- Reducing Wirral's carbon footprint is an important priority for us and we work in partnership with local residents, partners and the private sector to address this.
- We have made impressive year on year progress to improve the amount of waste recycled in Wirral. Forty per cent of all household waste is now recycled and we will continue to build on this success, improving our recycling rates and reducing waste being sent to landfill sites.
- Local residents in all parts of Wirral have told us that having streets that are clean and tidy is an important priority to them. We will ensure that we deliver a reliable street cleansing service in all parts of the borough and use feedback from local residents to help us maintain standards. Wherever possible we will trace and prosecute flytippers
- Local people also want us to focus on having safe and well maintained roads. We have seen reductions in accidents on some of Wirral's busiest roads and we will continue to make Wirral's roads safer and target our resources effectively and in line with what local people have told us about their areas.
- Wirral's parks and countryside are very important to local communities and we will secure their future by improving how they are managed. We will also create even more opportunities for people to get involved and benefit from using these well-loved facilities in the areas in which they live and elsewhere in the borough. We will also encourage greater use of our high, quality and value for money leisure and cultural facilities in Wirral.
- We will respond effectively to the impact of welfare reform on the availability of and access to housing, including close partnership working with landlords in the borough.
- We will support those who are experiencing or who are at risk of homelessness and we will continue to work hard to improve access to advice and information about the housing options that local people have.
- The Council recognises that vulnerable people, including some of our children and young people, have additional housing needs and we will review the services we deliver to ensure that support is effective and targeted appropriately.

Your NEIGHBOURHOOD	
Our goals for the next three years are to...	This year, we will focus on...
Reduce anti-social behaviour and ensure that people feel safe in their neighbourhoods	<p>Working in partnership to ensure that preventative measures to reduce anti-social behaviour are in place and that there is a quick response when incidents occur</p> <p>Engaging with the community to ensure that Community Safety interventions are effective</p>
Reduce Wirral's carbon footprint	<p>Delivering the Council's carbon budget</p> <p>Working with local residents, partners and the private sector to improve energy efficiency</p>
Minimise waste by encouraging waste reduction and recycling	<p>Educating and raising awareness to reduce the amount of household waste being sent to landfill and improving recycling rates</p>
Have high standards of environmental quality in all of Wirral's neighbourhoods	<p>Delivering a reliable street cleansing service to keep Wirral's streets clean and tidy</p>
Have a safe and well-maintained highway network for all users	<p>Maintaining and improving Wirral's roads through a programme of highway maintenance and road safety improvements</p>
Provide and maintain high quality parks and countryside in partnership with local communities	<p>Delivering an improved in-house parks and countryside service that is value for money</p> <p>Working with local communities to maximise the use and benefits of Wirral's neighbourhood parks and open spaces</p>
Provide high quality, value for money leisure and cultural facilities for Wirral residents	<p>Promoting the leisure opportunities available within Wirral to impact positively on health and well being</p>

<p>Prevent and alleviate homelessness</p>	<p>Providing a range of interventions to assist people who are at risk of homelessness</p> <p>Ensuring a co-ordinated partnership approach in response to welfare reform, including providing benefits advice</p> <p>Improving access to privately rented accommodation</p>
<p>Support for people, including those who are vulnerable, to access suitable housing options</p>	<p>Reviewing housing services for vulnerable people in order to deliver efficiencies and improved outcomes</p> <p>Developing a plan to address the housing needs of vulnerable children and young people, incorporating the review of housing services for at risk young people and young people in care</p>
<p>Provide high quality and affordable homes and make the best use of the existing housing stock</p>	<p>Responding to housing market failure and restructuring housing market with partner organisations</p> <p>Exploring alternative funding and delivery mechanisms to provide high quality new and affordable homes</p> <p>Improving housing standards in the existing stock to make a positive impact on people's health and wellbeing</p> <p>Bringing empty properties back into use</p> <p>Developing partnership working with landlords to respond to the impact of welfare reform</p>

YOUR COUNCIL

- We will complete the actions under the Corporate Governance Review, (outlined above under Travelling Safely.)
- We will subject the Council to an external peer review in the summer of 2012 in order to assess how effective those actions have been.
- We will make sure that we know what outcomes are being delivered for the level of investment in resources used, both within the Council and in the commissioning of external services.
- We will make sure that we collect and evaluate the appropriate information in order to allow sound judgements to be made on whether or not we are delivering Value for Money in house, and whether or not any planned external contracts would provide better Value for Money or not.
- In taking key decisions, or planning new initiatives, we will move away from the use of anecdotal based evidence to the use of well researched factual evidence which can be clearly used to demonstrate the benefits of a planned course of action.
- We will make sure that the democratic structures in place reflect the most effective way of delivering sound services.
- We will be a skilled, committed and flexible workforce that is willing to go the extra mile for our local residents.
- We will take into account the needs of all Wirral residents and communities and meet our statutory duties in relation to equalities.

Your COUNCIL	
Our goals for the next three years are to...	This year, we will focus on...
Ensure Wirral Council's Corporate Governance arrangements are robust, transparent and effective	<p>Ensuring members and officers continue to work together to build on the foundations put in place by the Corporate Governance Review</p> <p>Ensuring that the Council's policies and practices are fit for purpose, consistently applied and transparently used by everyone</p> <p>Implementing outcomes of peer review taking place in Summer 2012</p>

<p>Improve the efficiency and value for money of Council services</p>	<p>Improving the delivery of services within available resources</p> <p>Ensuring the information provided for all service delivery decisions includes value for money considerations</p>
<p>Ensure we have a well led, skilled, committed and flexible workforce working to deliver excellent services to Wirral's communities</p>	<p>Ensuring Council staff are engaged and supported through cultural change</p> <p>Ensuring Council staff have the skills, training and capacity to deliver the Council's priorities and policies</p> <p>Ensuring the effective integration of the public health workforce and function into the Council</p> <p>Embedding our approach to equalities to ensure the Council fully meets its statutory duties relating to employees</p>
<p>Ensure that Council services fairly and transparently takes into account the needs of vulnerable and marginalised groups when changes are made and that the Council is responsive to the diversity of Wirral's communities</p>	<p>Developing, consulting on and implementing the Council's Equality Scheme</p> <p>Ensuring that the Council publishes and uses information relating to customers who share protected characteristics to shape services.</p>

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Equality Impact Toolkit (new version July 2011)

Section 1: Your details

Head of Service: Jim Wilkie

Department: Policy Unit

Date: November 2011

Section 2: What Council function / proposal is being assessed?

The Council's Corporate Plan 2012-13

Section 3: Is the Council function / proposal relevant to equality? (please tick relevant boxes)

- In services**
- In the workforce**
- In communities**
- Other** (please state)
- None** (please stop here and email this form to your Head of Service who needs to email it to equalitywatch@wirral.gov.uk for publishing)

Section 4: Within the Equality Duty 2010, there are 3 legal requirements. Which of the following are relevant to the Council function / proposal? (please tick relevant boxes)

- To eliminate unlawful discrimination, harassment and victimisation
- To advance equality of opportunity
- To foster good relations between groups of people

Section 5: Will the function / proposal have a favourable or negative impact on any of the protected groups (race, gender, disability, gender reassignment, age, pregnancy and maternity, religion and belief, sexual orientation, marriage and civil partnership)?

Please list in the table below and include actions required to mitigate any negative impact.

Protected characteristic	Favourable or negative impact	Action required to mitigate any negative impact	Lead person	Timescale	Resource implications
All	Potential	Equality Impact Assessments identified / undertaken in relation to the specific actions identified in the Corporate Plan	Chief Officers / Heads of Service as appropriate and in conjunction with the Corporate Equality Group	By January 2012, in line with production of departmental plans	To be determined

Where and how will the above actions be monitored?

The Corporate Equality Group will monitor the programme of Equality Impact Assessments linked to the Corporate Plan. An initial exercise will be undertaken to identify the actions in the Corporate Plan which require EIA; some will be covered by existing assessments.

If you think there is no negative impact, what is your reasoning behind this?

-

Section 6: What research / data / information have you used in support of this process?

The Corporate Plan has been informed by a number of key drivers, including consultation with local people and evidence-based priorities for addressing child poverty. Both of these activities have been undertaken with a clear understanding of inequalities issues and the need to target and engage with protected groups.

Section 7: Are you intending to carry out any consultation with regard to this Council function / policy?

No – (please delete as appropriate)

If 'yes' please continue to section 8.

If 'no' please state your reason(s) why:

The Corporate Plan has been directly informed by consultation with local people and organisations.

(please stop here and email this form to your Head of Service who needs to email it to equalitywatch@wirral.gov.uk for publishing)

Section 8: How will consultation take place?

Once you have completed your consultation, please review your actions in section 5. Then email this form to your Head of Service who needs to email it to equalitywatch@wirral.gov.uk for publishing)

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COUNCIL – 12 DECEMBER, 2011

76. MOTION: COUNCIL PROCESSES AND PURPOSE

Resolved (35:29) (One abstention) –

- (1) Council notes the ongoing activity to improve the Council's Corporate Governance processes.
- (2) Council believes that as the activity to improve its processes continues it becomes even more important to restate our purpose.
- (3) Council therefore commits itself to the following principles:
 - A commitment to making Wirral a bigger and stronger society.
 - Creating the environment and developing the skills needed to make Wirral a place where local employers succeed and businesses choose to invest – an economy with high levels of private sector employment, which retains and attracts our young people and provides the job opportunities for all to realise their full potential.
 - Placing the views of Wirral, residents, employers, Community and Voluntary groups at the heart of all we do, providing opportunities for people to improve their neighbourhoods, lives and those of their families, ensuring that no part of Wirral is ignored.
 - Actively supporting the Coalition Government's commitment to ending child poverty by 2020, providing support services to children, young people and their families that help to alleviate the effects of poverty and, in the long term, break inter-generational cycles of deprivation.
 - Providing services that meet the needs and aspirations of all Wirral people, fostering a real pride in the borough, ensuring high standards of cleanliness, environmental protection and public safety, creating a clean, safe and sustainable environment.
 - Working everyday to keep children and vulnerable people safe and tackle the gross inequalities in health and education outcomes experienced by our residents. Services provided for our most vulnerable, disadvantaged or excluded citizens, wherever they may live, should be founded on fairness, raise aspirations, promote choice and improve quality of life.

That the motion be deferred to the next Full Council meeting and that, in the meantime, the motion is referred to all the Council's OSCs for consideration, alongside the draft Corporate Plan. That the views of the OSCs on the motion be included in the report to the next Council on the Corporate Plan.

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WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW & SCRUTINY

COMMITTEE

30 JANUARY 2012

SUBJECT:	REVIEW OF THE EMERGENCY RESPONSE TO THE GAS SUPPLY DISRUPTION AFFECTING LEASOWE AND MORETON IN NOVEMBER 2011
WARD/S AFFECTED:	LEASOWE AND MORETON EAST AND MORETON WEST AND SAUGHALL MASSIE
REPORT OF:	DIRECTOR OF TECHNICAL SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR ADRIAN JONES CORPORATE RESOURCES
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 This report is provided at the request of Cabinet (Minute 195) for a review to be undertaken into the recent major gas disruption that affected the Leasowe and Moreton areas on the 11th November 2011.
- 1.2 The report informs Members of how this disruption occurred and also seeks to identify any learning points from the incident.
- 1.3 It is proposed that representatives from National Grid and United Utilities will be in attendance to offer a short brief from their Organisation's perspective and answer any questions.

2.0 RECOMMENDATIONS

- 2.1 That Members accept the report and thank all those who assisted both in the response to this incident and also in the post incident review.
- 2.2 That an Emergency Planning Information leaflet be prepared for all community centres and groups.

3.0 BACKGROUND

- 3.1 Gas supplies were lost to some 5000 properties in the Leasowe and Moreton areas on Friday 11th November 2011 after a water main fractured at the junction of Danger Lane and Hoylake Rd causing water to pour into the gas supply network.
- 3.2 Initial examination results indicated that the pressure from the burst water main

- fractured the gas main causing water to enter the gas network. National Grid immediately dispatched engineers to repair the broken gas main but to ensure safety, the gas supply to all properties in the area was immediately stopped.
- 3.3 In response to the incident National Grid also arranged for between 80 and 100 engineers from across the UK to initially shut off the gas and then subsequently begin the process of testing each individual property's gas supply and switching it back on if safe to do so. In a small number of cases this process took over a week to complete.
 - 3.4 A request was made by National Grid to the Council to identify a suitable logistics base for their response operation in close proximity to the incident. It was agreed that Leasowe Recreation Centre was the most suitable in terms of location, car parking space, hygiene facilities and also an office to locate their incident response team.
 - 3.5 A further benefit of choosing this location was its close proximity to the Leasowe Community Centre who offered to feed National Grid staff from their café. The Centre is also located next to 7 Waves Community radio station that provided ongoing media coverage and live interviews throughout the incident.
 - 3.6 National Grid issued and distributed electric heaters (free of charge) to all affected properties. Community members assisted in the delivery of these heaters. The use of these heaters created a local 'spike' in electricity use that resulted in an electrical power disruption from a blown cable on the Sunday afternoon. National grid contacted Scottish Power and they deployed a team to repair the fault immediately.
 - 3.7 National Grid had to obtain a number of Court Orders to allow them to gain access into properties where they were unable to contact the owners.
 - 3.8 Almost all properties had gas supplies restored with a 7 – 10 day period and nearly all properties were entitled to emergency payments as a result of this disruption to their gas supply.

4.0 COUNCIL RESPONSE

- 4.1 As per normal practice the Council were informed of the incident on the morning of the 11th November 2011 via the 24/7 CCTV control room (this facility acts as the Council's single point of contact for emergency planning purposes).
- 4.2 The Duty Mobilising Officer acted as per the All Hazards Plan and contacted the Senior Executive Officer (Deputy Director of Technical Services) to inform him of the situation. The Senior Executive Officer informed all Councillors and Chief Officers of the incident via email.
- 4.3 The Duty Mobilising Officer continued to update Councillors and Chief Officers on a daily basis after receiving situation updates from National Grid.
- 4.4 Whilst the gas disruption was clearly not a Council responsibility, the general health & wellbeing of our communities and residents are. We assisted National Grid in response to their requests including – accommodation, press officer liaison, parking facilities, etc. National Grid also made a request for assistance

in supplying food to their engineers but after discussions with the local community centre they arranged to be fed at the café located in the Community Centre.

- 4.5 Once the gas supplies were restored the Health, Safety & Resilience Manager was instructed by Cabinet (minute 195) to:
- Undertake a review of the incident and present a debrief report back to an Overview & Scrutiny Committee identifying any lessons learnt; and
 - To ensure that letters of thanks were sent to all those who helped in the response to this incident..
- 4.6 In addition to this both National Grid and United Utilities were invited to send representatives to attend an Overview & scrutiny Committee to answer any questions that Members may have in regards to this incident.

5.0 LESSONS LEARNT

- 5.1 Without exception, all those consulted fed back on how well they thought the response to this incident went. The community representatives, residents, café staff and National Grid engineers worked throughout the disruption delivering heaters and meals to vulnerable residents.
- 5.2 Local and regional media including radio and television provided a tremendous service, keeping residents up to date with events and hosting live interview sessions with National Grid representatives.
- 5.3 There is a clear role for established community groups and community representatives to assist in the humanitarian aspects of response to similar types of incidents.
- 5.4 A guidance document and training should be provided to all community groups so that they are aware of how an incident is likely to be responded to and understand all agencies' roles and capabilities.
- 5.5 It is suggested that National Grid should review their emergency compensation scheme, to ensure that the most vulnerable receive financial compensation as soon as is practicable to allay any financial worries. This is especially important when it comes to feeding and heating – anecdotal information was received during the review indicating that some of the more elderly residents affected by the gas disruption were worried to put their electric heaters on as they would not be able to afford the future fuel bills.

6.0 RELEVANT RISKS

- 5.1 Wirral continues to face risks to its utility and energy supplies given the age of the infrastructure and the increased consumer demands.
- 5.2 The multi-agency resilience community continue to exercise and plan for scenarios based upon disrupted power and utility supplies. These respective risks are contained within the Merseyside Community Risk Register, which is available to view on the Merseyside Fire and Rescue Service website

6.0 OTHER OPTIONS CONSIDERED

Not relevant.

7.0 CONSULTATION

7.1 In undertaking his review the Health, Safety & Resilience Manager consulted with the following groups:

- Ward Councillors
- Community representatives
- The Board of Leasowe Play, Youth & Community Association (LPYCA)
- Leasowe Community Homes
- Individual residents
- National Grid
- Council Officers – who responded to the incident.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 The excellent response by the local voluntary and community groups to this incident demonstrated the real benefit from having the community involved in response to incidents of this type in their localities.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

9.1 National Grid have indicated that they are willing to reimburse any costs experienced by the LPYCA or other agencies as a result of assisting them in response to this incident.

10.0 LEGAL IMPLICATIONS

10.1 There are no legal implications.

11.0 EQUALITIES IMPLICATIONS

11.1 There are no Equality implications.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are no specific carbon reduction implications.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no planning implications in relation to this report.

REPORT AUTHOR: **Mark Camborne**
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email: markcamborne@wirral.gov.uk

REFERENCE MATERIAL

Council Meeting	Date
Cabinet (Minute 195)	24 November 2011

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WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

30TH JANUARY 2012

SUBJECT:	ENVIRONMENTAL STREETSCENE SERVICES CONTRACT FIFTH ANNUAL REVIEW
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF TECHNICAL SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR BRIAN KENNY, ENVIRONMENT COUNCILLOR HARRY SMITH, STREETSCENE & TRANSPORT SERVICES
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

1.1 This report informs Members on the 2011/12 performance of the Environmental Streetscene Services Contract with Biffa, and updates Members on the progress made on a number of work streams that were endorsed by Committee on 20 January 2011 (minute 104 refers). This report also highlights the pending 7-year break clause opportunity that exists within the contract and requests Members to consider their current level of satisfaction with the standards of waste collection and street cleansing services, in order to inform Cabinet over their pending deliberation of the future of this contract. This report will be supplemented by a presentation to Committee by the Biffa Management Team on the night of the 30th January.

2.0 RECOMMENDATIONS

2.1 Committee is requested to:

1. Note the Key Performance Indicator information in Section 5 of this report and the corresponding high levels of service to which they relate.
2. Note and endorse the projects highlighted for attention in 2012/13 as described in section 11.0 along with any other areas identified by Members to further improve service reliability, customer satisfaction and enhance the environmental quality of Wirral.
3. Request the Director of Technical Services to report to the next meeting of this Committee with any proposed service changes that arise as a result of the conclusion of the Price Waterhouse Cooper contract review so that the strategic implications may be scrutinised before they are presented to Cabinet in April 2012.
4. Note that based on the details of this report, the Director of Technical Services intends to recommend to Cabinet that there are no current concerns over the

Environmental Streetscene Services Contract with regards to the quality of service delivery that should prevent the continuation of this contract with Biffa beyond the 2013 break clause should Cabinet wish to consider a future savings package presented by Biffa in return for securing the contract until 2020.

3.0 REASONS FOR RECOMMENDATIONS

- 3.1 The annual scrutiny of the Environmental Streetscene Services contractual performance and progress is part of the formal management and governance arrangements for the contract and gives Elected Members of the Committee an opportunity to engage directly with the contractor, in order to raise concerns and highlight areas of good practice. The annual review also ensures Members are well informed to make recommendations over the future delivery and management of waste and street cleansing services.
- 3.2 To ensure that proposed future projects have the full support of the Committee and are relevant to the current Corporate Goals, in particular to, *“Have high standards of environmental quality across Wirral”*, and *“Minimising waste by encouraging waste reduction and recycling”*.

4.0 BACKGROUND

4.1 Achievements

The Environmental Streetscene Services contract was awarded to Biffa Waste Services in May 2006 and came into force on 22nd August 2006. The contract runs to 2020, with a break clause option in 2013. The current value of the core contract with Biffa is £12.594m for 2010/11 consisting of £7.805m for waste collection and £4.789m for street cleansing.

Members are reminded of the notable achievements within the contract to date:

- A successful Gateway 5 Review within the first contract year;
- The borough wide rollout of the grey and green bin waste collection service to over 145,000 properties, including collections on Bank Holidays;
- The restructuring and expansion of the garden waste service to over 108,000 properties;
- The significant improvement in local environmental quality through better street cleansing and related activities resulting in achievement of the challenging Public Service Agreement (PSA) standard;
- A year on year improvement in service reliability, including response times and missed bin performance;
- Improved service quality highlighted within the last Comprehensive Area Assessment;
- Services given high acclaim in the 2010 “Living in Wirral” consultation exercise.

4.2 Contract Management and Governance Arrangements

The Environmental Streetscene Services Contract is managed at three levels. This enables operational and strategic decisions to be made at the appropriate hierarchy of management and presents an escalation procedure where

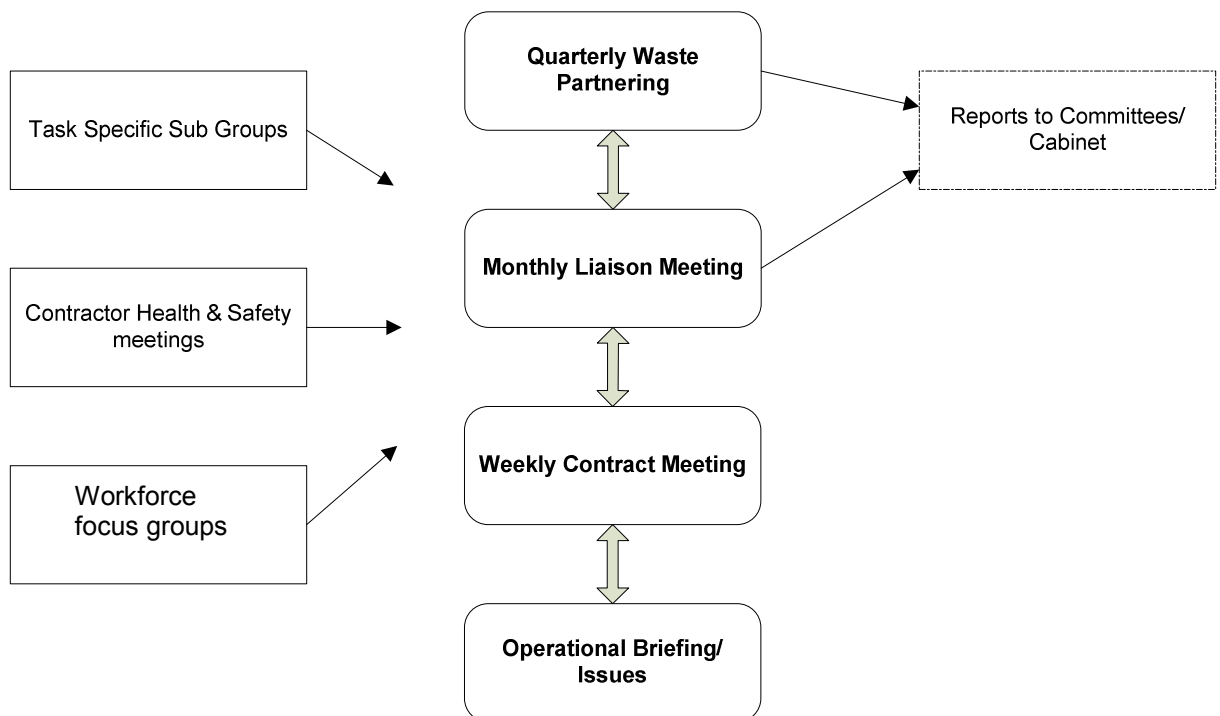
contractual matters require resolution. **Figure 1** below illustrates the management structure and how the partnering arrangement feeds into the wider Council business.

Contract meetings are held every two weeks and sometimes weekly in response to the needs of the service. Reports covering that period and any outstanding day-to-day issues are dealt with at this level.

Liaison meetings are scheduled on a monthly basis. The agenda covers the Key Performance Indicators (KPIs) monthly report, operational considerations and any unresolved matters from the contract meetings. Partnering Board meetings are held quarterly. While there is a review of the operations for the last three months, the main discussions are concerned with the overall strategic approach.

In recent meetings the subject of the approaching 7-year break clause has been discussed at length due to the fact that the Council must inform Biffa no later than August 2012 if we intend to break from the contract in order to re-tender or to take services back in-house. Through consultation with the Council at these meetings, Biffa are preparing a proposal that offers a savings package on the condition that the Council do not activate its right to break from the 14-year contract early.

Figure 1: Environmental Streetscene Services Contract Management Framework



5.0 KEY PERFORMANCE INDICATORS

The KPI results for the year 2011/12 to date are located in **Appendix 1**. Although a number of the KPI elements currently stand at red (within red, amber, green status) this can be attributed to many of the corresponding targets being set with

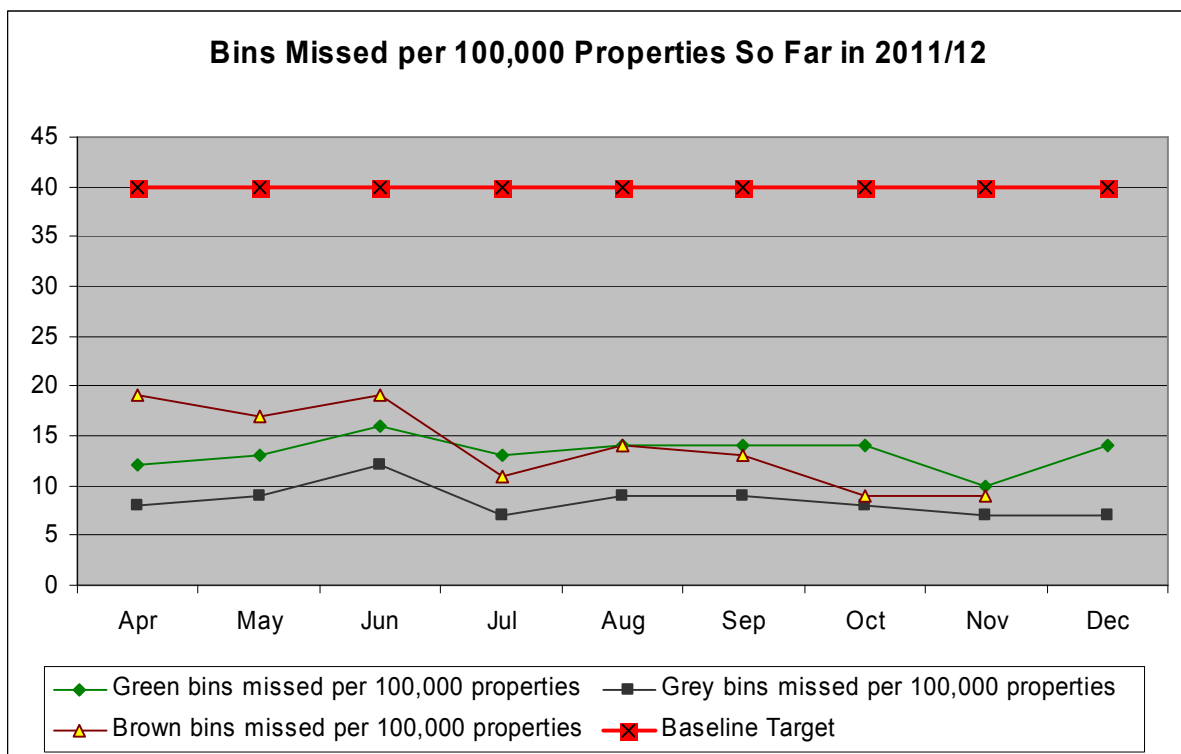
a non-existent tolerance level. For example many of the targets are either 100% or Nil failure.

A comprehensive review of the original KPIs was carried out by Council officers in conjunction with Biffa. This led to a number of new KPIs being produced and implemented from December 2011. A detailed list of these KPIs can be found in **Appendix 2**.

5.1 'WR1' Bins Missed Per 100,000 Properties

Chart 1 shows the number of bins missed per 100,000 properties in the 2011/12 financial year to date.

Chart 1



Appendix 3 details the progress made on reducing the number of bins missed per 100,000 since the beginning of the Biffa contract. Significant improvements have been achieved throughout the duration of the contract to date and missed bin figures are now consistently well below the 40/100,000 target specified in the contract, at no point in the last six months have more than 15 missed bins per 100,000 properties.

5.2 'SC1' Street Cleansing Inspections

As part of the work streams contained in the Technical Services Delivery Plan "Have high standards of environmental quality across Wirral" (TS2), a review was carried out on the process used to assess the cleanliness of various land classes across Wirral. The new approach commenced in June 2011, the results so far are contained in **Chart 2 below**. Despite achieving high standards of cleanliness and exceeding the Corporate target of no more than 8% of streets to fall below an

acceptable level of cleanse, this chart demonstrates that Biffa have continued to improve standards over the last 6 months. Only 3% of streets have fallen below an acceptable level of cleanse in October and November 2011.

Chart 2

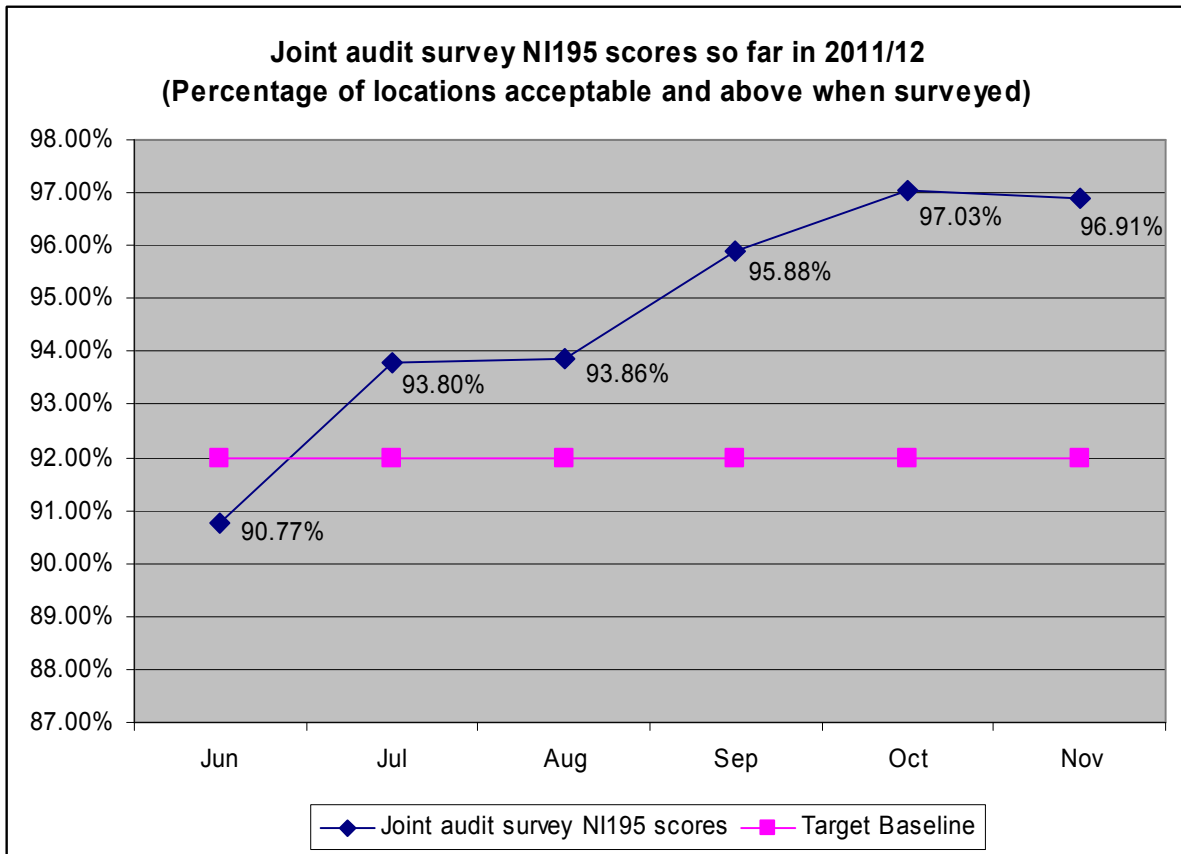
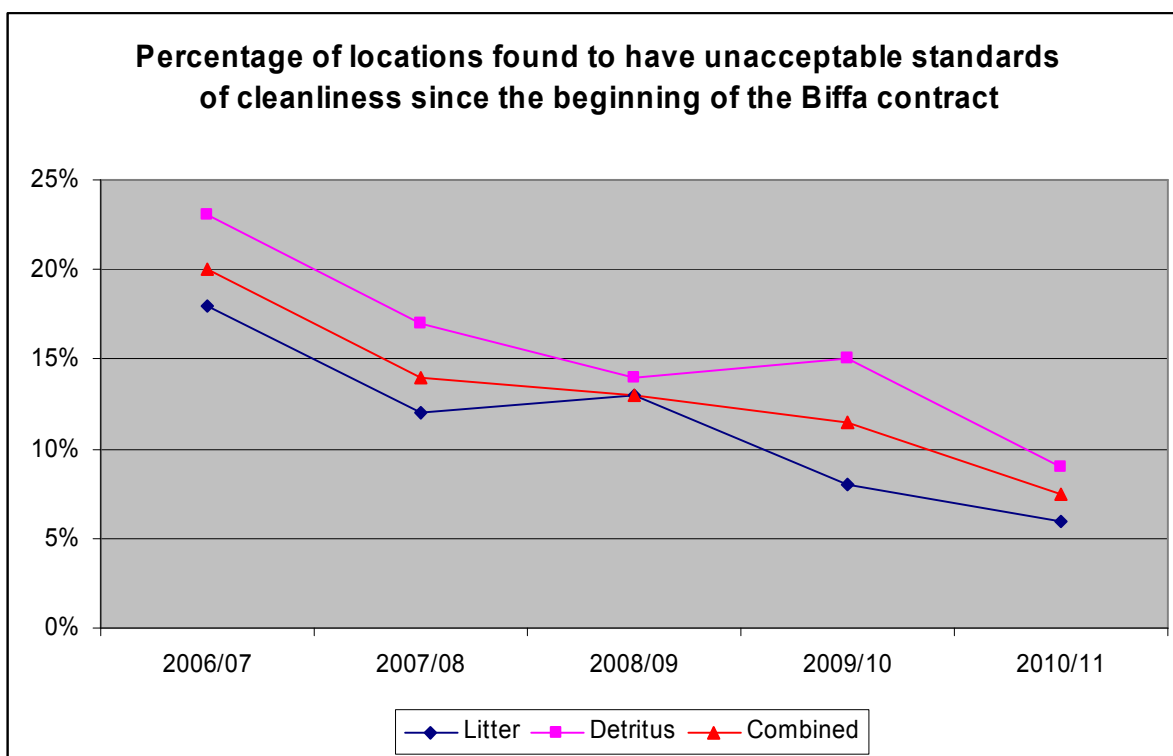


Chart 3 also details the survey results since the beginning of the Biffa contract. Significant progress has been made in reducing the numbers of locations found to have unacceptable levels of cleanliness. In 2006/7 20% of Wirral streets failed to meet cleanliness standards. This has fallen to just 6% so far in 2011/12.

Chart 3



6.0 PROGRESS ON KEY WORK STREAMS 2011/12

At the Committee of 20 January 2011 (minute 104 refers), five key work stream areas were approved that would aim to drive improvements in all aspects of service delivery. The work stream progress is monitored formally at quarterly Board meetings and challenges arising from the work streams are discussed at Liaison meeting level.

6.1 Street Cleansing: Improving environmental quality with particular focus on litter and detritus and the leaf fall removal programme.

This work stream was originally developed in response to the Public Service Agreement 8, which stipulates the cleansing standards Wirral had to achieve to secure the associated reward grant totalling £818k. Members will be aware that the standards were achieved in 2008/09 and the grant was awarded.

The work stream has been continued in order to drive continuous improvements and ensure that all aspects of the contract management support the delivery of Wirral's Corporate Goals.

2011 achievements from this work stream have therefore been reported in detail to this Committee as part of the Technical Services Delivery Plan update for the Corporate Goal, "Have high standards of environmental quality across Wirral". They are summarised below:

- NI195 new method:
Following an internal audit in January 2011 a recommendation was made to review the criteria for monitoring street cleansing standards giving consideration to the development of a more structured and equitable monitoring system.
- Leaf fall programme:
Wirral Council's waste and street cleansing contract management team worked closely with Biffa to agree a new approach to dealing with the seasonal issue of leaf removal.
- Cleansing database review:
Biffa street cleansing database updated to include previously omitted locations.
- Street cleansing operative forums:
Quarterly forums are held to gain an insight into the cleansing issues faced by Biffa's frontline. This initiative provides an excellent opportunity for two-way dialogue to resolve any issues raised.

The above initiatives have resulted in further improvement in cleansing performance, which is illustrated in the contract key performance indicators outlined within Section 5.2 of this report.

6.2 Compaction & Contamination of Collected Co-mingled Recycling – Risk Reduction

This work stream was developed in 2009 with the aim of reducing contamination 'at the kerbside' by residents and ensuring that loads of co-mingled recyclates are not compacted by Biffa prior to the delivery to the Materials Recovery Facility (MRF) at Bidston. This is because over compacted waste results in loss of recyclate during the waste segregation process, as well as affecting MRF productivity. DEFRA are currently reviewing their policies and definitions in relation to co-mingled recycling. This is likely to result in stricter targets being imposed on quality thresholds, meaning it is more important than ever to ensure our recycling is as free from contaminants as possible.

It is therefore proposed this work stream is continued in order to drive continuous improvement and ensure that all aspects of the contract management support the delivery of Wirral's Corporate Goals to recycle more.

2011 achievements from this work stream are being reported in detail to this Committee on 30 January 2012 as part of the Technical Services Delivery Plan update for the Corporate Goal "Minimising waste by encouraging waste reduction and recycling". They are summarised below:

- Working with the now permanent Assistant Recycling Officers to target over 22,000 properties and working alongside waste collection crews to educate on contamination procedures.

- Working at management level to produce an action plan to reduce contamination resulting in a 30% reduction in contamination from Quarter 1 to Quarter 2.
- Sharing data provided by the Merseyside Recycling and Waste Authority (MRWA) to report and monitor incidences of compaction. Resulting in a zero incidence rate for this year.
- Analysis of load sampling data supplied through the MRWA to identify and target rounds with high contamination.
- Re-issuing instructional information to all households on what waste Wirral Council can accept in the grey bins.

6.3 CRM Springboard Integration

PDA's (hand held computers) are now on board all waste collection and street cleaning vehicles and are used to provide real time data on most operational aspects of the contract. This data is available to front of office staff and is invaluable in helping to manage calls from the public. Missed bin reports (the highest call volume area for this contract) have been fully integrated into CRM so that the enquiries are automatically closed down via the PDA system. This efficient way of working gives the Council instantaneous access to information, reducing the need for resource intensive monitoring. Considerable administrative support is also reduced within Biffa as the manual closing of tasks is no longer required.

It was the aim in 2011 to integrate a wider range of services including bin deliveries, fly tipping, street cleansing and bulky waste collection jobs. The bin delivery project is almost complete. Biffa have devised an alternative solution that goes some way to improving the efficiency and responsiveness of their PDA system. It is therefore recommended that this work stream be discontinued at this current time.

6.4 Review of the Severe Weather Contingency Plan

The severe weather events that were experienced early in 2010 and over the Christmas period in 2010/11 has reinforced the need to have a robust and flexible plan in place to minimise the disruption to the delivery of the Council's environmental services during such periods. On 20th January 2011 this Committee specifically requested that the "Bad Weather Contingency Plan" be improved to reduce the risk of future missed bin reports and ensure that the service kept running wherever possible.

During 2011 the Contingency Plan was extensively reviewed as a 'lessons learned exercise' and has resulted in the following adaptations:

- Trial of snow tyres to four waste collection vehicles.
- Better use of the Council web-site and other communication outlets, to ensure that the best information, on the likely disruption and the contingency plans in place to maintain services, is provided in a timely manner to residents within Wirral, to include the confirmed use of temporary waste collection sites. This includes proactive press releases to inform residents of what to do with their bins if it does snow.
- Arrangements in place to ensure the Biffa depot is gritted in order to mobilise fleet.
- Personal Protective Equipment (PPE) review of the Biffa workforce to include the provision of “snow cleats” for use in icy conditions.
- Contingencies put in place to ensure communication outlets can be updated on bank holidays.

6.5 Biffa Environmental Policy / Sustainability Plan

Biffa have conducted a full carbon emissions modelling exercise using the Waste and Resources Assessment Tool for the Environment (WRATE) model, which has been developed by DEFRA as a tool for modelling carbon emissions. The project has identified improvements that can be realistically made to minimise environmental impact of service delivery. The project was reported to the Partnering Board on 10 May 2011 and demonstrated that the Council have reduced carbon emissions of our Waste Collection functions by around 31,000 tonnes per year since the introduction of the Biffa contract. Further carbon reduction opportunities will be available from August 2013 from the replacement of all fleet, where latest model refuse collection vehicles (Euro 6) and lighter street cleansing vehicles will be purchased to reduce fuel usage. A Biffa press release that was run in several trade magazines this year can be viewed in **Appendix 4**.

7.0 CONTRACT REVIEW

7.1 Price Waterhouse Cooper (PWC) Contract Review Update

PWC are currently undertaking a review of four major contracts let by the Council, including the Environmental Streetscene Services Contract, in an attempt to identify areas for financial savings. Through consultation with both the Waste and Environment Team and Biffa, they are examining all aspects of the contractual arrangements in order to identify opportunities to save Council money. Their findings are expected to be reported back to the Partnering Board by March 2012 and it is proposed will be the subject of a further Cabinet report in April 2012.

The contract review is being led by the Director of Finance.

7.2 Seven Year Break Clause Opportunity

The Environmental Streetscene Contract is a 14-year contract (i.e. to August 2020) with a 7-year Break Clause (effective at August 2013) and an option to extend the contract for a further 7 years (to August 2027). This presents the Council with the following options:

- Biffa “buy back” the 7-year break clause and continue with Biffa Waste Services until August 2020 (with an opportunity to extend until 2027)
- Re-tender waste collection and street cleansing services
- Bring the waste collection and/or street cleansing services in-house.

Biffa wish to secure the longer-term contract in advance in return for reducing the contract price. Whilst this option will realise financial savings without any reduction to services, it is important to note that pursuing this option would prevent the Council from testing the market in the next two years. Even so, it is important to note this does not preclude the Council taking action against the contractor in the event of poor contractual performance. Biffa’s satisfactory performance to date and the co-operative partnering arrangement we have nurtured gives the Director of Technical Services no reason to doubt their ability or dedication to this contract both now and in the future.

8.0 RELEVANT RISKS

- 8.1 Risks to the quality of delivery of the contract are identified and managed through the contract management and governance procedures as detailed in section 4.2.
- 8.2 Risks associated with the successful delivery of the Corporate Goal Delivery Plans that this contract is inextricably linked to are managed through the Technical Services Departmental Risk Register. Currently, contamination is flagged as a risk around the delivery of the Corporate Goal to Increase Recycling and is being managed accordingly.

9.0 OTHER OPTIONS CONSIDERED

- 9.1 Members are invited to submit further suggestions for 2012/13 work streams in addition to those proposed in Section 11 of this report.

10.0 CONSULTATION

- 10.1 All projects and work streams detailed in the associated plan show the key partners involved.

11.0 FUTURE CONSIDERATIONS: PROPOSED WORK STREAMS FOR 2012/13

Officers seek Members’ endorsement for the following proposed work streams for 2012/13:

11.1 Street Cleansing: Improving Environmental Quality with Particular Focus on Reducing Levels of Dog Fouling

Wirral's Environmental Streetscene Services Contract Management Team will be working closely with Biffa to ensure existing methodology for the removal of dog fouling is reviewed. This will ensure that contracted operatives are carrying out their work as efficiently and effectively as possible. Research into new developments in apparatus will also be carried out and the excellent education and awareness work carried out by the Community Safety Team will be complimented by both the operational and Eco Schools work carried out within Technical Services.

Other areas of focus will include the conclusion of the review of the street cleansing database that may provide opportunities to add areas of land to the contract with no additional revenue implications (For Example, Wirral's off-road cycle paths).

11.2 Contamination of Collected Co-mingled Recycling – Risk Reduction

Officers propose to continue this element of the 2011/12 work stream as contamination is still a widespread issue despite the improvements seen through the application of a number of successful strategies. The 2012/13 programme of work will include a trial of the distribution of re-useable storage bags to householders who are recorded by the crews as presenting good recycling, but trapped in plastic bags, which is classified as contamination.

11.3 Increasing Recycling (to Support the Council Notice of Motion passed on 12 December 2011).

The following actions will be monitored under this work stream to maximise recycling tonnage diverted from landfill:

- Continuation of the green (residual) bin take back project – This project tackles the widespread problem of households who are not recycling enough because they are using more green bins than what they are entitled. In some areas waste collection crews have reported up to one in five households to be presenting two or more green bins. Upon receiving a survey conducted by Biffa, every household is consulted to ascertain their correct entitlement and the Council records updated accordingly. The Biffa PDA's are then updated to record where crews can empty more than one green legitimately. Households who subsequently present more than one bin when they are only entitled to present one bin will not have additional bins emptied. In some cases, where repeat issues occur, bins may even be removed. Officers will also make sure these households have all the support they need to use the grey bin scheme effectively. Early indications show that recycling performance on rounds where this intensive work is carried out has increased significantly.

- Determination of recycling performance at round level for all households, in order to target intervention strategies more effectively and drive up recycling rates.
- Review and pilot of collection frequency changes and/or container type on lowest performing rounds (usually in high density housing areas such as terraced housing) with consultation with all effected residents.
- Introduction of Waste Electrical and Electronic Equipment (WEEE) to the kerbside service (subject to the successful trails in three other Local Authorities where Biffa operate).
- Expansion of the Garden Waste Kerbside Scheme to 3300 properties in April 2012.

11.4 Contract Review and Associated Benefits Realisation

As stated, Price Waterhouse Cooper and Council Officers are in the process of carrying out a full review of the Environmental Streetscene Services Contract. It is likely that there will be a range of recommendations from the review that will need to be implemented and this work stream will monitor the progress of this important piece of work. It is also recommended that should the Council decide to continue with the Biffa contract until 2020, that a new Benefits Realisation document be agreed by the Partnership in order to drive continuous improvement. All Benefits identified in the initial Benefits Realisation document (**Appendix 5**) have now been realised and officers believe this document needs to be updated to reflect known challenges that lie ahead. Such challenges include ensuring the Contract can continuously demonstrate it is achieving value for money through benchmarking and on going identification of savings opportunities, and ensuring the Contract is capable of maximising the efficiency of all its recycling services to help the Council to reach a 50% recycling target 2020 at the latest and ensuring the Contract delivers services in such a way as to minimise carbon emissions.

12.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

12.1 There are no specific implications under this heading.

13.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

13.1 All work carried out to deliver the work streams is done so within existing resources and staffing provisions. No additional resources are required at this time for the delivery of all future work streams proposed in Section 11.

14.1 LEGAL IMPLICATIONS

14.1 The Biffa Contract Review must be concluded in time for the Council to make a decision over the continuation of the contract beyond August 2013. The Council are contractually required to notify Biffa in writing no later than 26th August 2012 if they wish to terminate the contract at the break clause point.

15.1 EQUALITIES IMPLICATIONS

15.1 There are no specific implications under this heading. Equality Impact Assessments have been carried out for services delivered by the Environmental Streetscene Services Contract and are subject to annual reviews. Any new initiatives arising from the proposed 2012/13 work streams will be assessed before they are launched.

16.1 CARBON REDUCTION IMPLICATIONS

16.1 There are no specific implications under this heading. The Environmental Streetscene Services Contract has assisted the Council to reduce the carbon emissions of the Borough's waste collection services by around 31,000 tonnes per annum.

17.1 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

17.1 There are no specific implications under this heading.

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APPENDICES

1. 2011/12 KPIs
2. New KPI Suite (December 2011 onwards)
3. Missed Bins Performance since 2006/7
4. Biffa Press Release on Carbon savings
5. Benefits Realisation 2011/12

REFERENCE MATERIAL

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE: Third Annual Review Streetscene Environmental Contract	20 January 2010
SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE: Environmental Streetscene Services Contract Fourth Annual Review	20 January 2011
SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE: Biffa Presentation – Winter Working	7 June 2011

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WR1

2011-2012

APPENDIX 1

KPI	KPI REF No.	Aim	Target	Month												RAG Status
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
Missed collections	WR1	To monitor individual service collections per 100,000 properties	40 per 100,000 collections	17	15	18	13	14	14	14	12	10	10	10	Green	
Residual waste collections per 100,000 properties	(a)	CRM missed bins not actioned within timescale	40 per 100,000 collection	12	13	16	13	14	14	14	14	14	10	14	Green	
Dry recyclates collections per 100,000 properties	(b)	CRM missed bins not actioned within timescale	40 per 100,000 collection	8	9	12	7	9	9	9	8	7	7	7	Green	
Organic collections per 100,000 properties	(c)	CRM missed bins not actioned within timescale	40 per 100,000 collection	19	17	19	11	14	13	9	9	9	9	9	Green	

WR2

KPI	KPI REF	Aim	Target	Month												RAG Status
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
Missed Bulky Household Waste (ERIC) collections	WR2	To monitor the number of failures to collect	Nil													
Number of missed Bulky Household collections (outside SLA)	(a)	Number of CRM requests actioned within 10 days	Nil	0	0	0	0	0	0	0	0	0	0	0	Green	
Number of missed White Goods collections (outside SLA)	(b)	Number of CRM requests actioned within 10 days	Nil	0	0	0	0	0	0	0	0	0	0	0	Green	

WR3

Month

KPI	KPI REF No.	Aim	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	RAG Status
Bin replacements out of time	WR3	To monitor the number of failures to	Nil										
Number of bins not replaced within SLA	(a)	CRM replacement bin requests outside timescale	Nil	2	8	1	1	4	0	0	1	1	RED

WR4

Month

KPI	KPI REF	Aim	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	RAG Status
Bring Sites collections	WR4	To ensure Bring Sites are emptied as per contract and	100% pass										
Bring Sites collections out of time	(a)	Missed collections reported via Client	0	0	0	0	0	0	0	0	0	0	
Bring Sites cleanliness inspection – Grade B or above ‘passes’	(b)	Client team cleanliness inspections (30 per month)	100%	100%	97%	100%	100%	100%	100%	100%	100%	92%	RED

WR5

Month

KPI	KPI REF No.	Aim	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	RAG Status
Loads rejected by MWDA from MRF	WR5	To monitor the quality of loads and improve recycling											
Number of loads rejected (due to compaction)		To reduce overweight loads being rejected at MRF	Nil	0	7.98	0	0	0	0	0	0		Green
Number of loads rejected (due to contamination) Tonnage lost from contamination				29.00	52.81	30.78	44.60	27.80	35.21	27.78			
NI 192		% tonnage household waste recycled	target= 39%	43.84%	43.00%	43.00%	43.29%	41.52%	39.84%	42.27%	39.00%		Green
NI 191		Kg household waste collected (cumulative)	Annual Forecast 516.8	42.76	89.19	133.15	172.40	216.43	261.18	301.17	349.68		Green

SC1

KPI	KPI REF No.	Aim	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	RAG Status
Street Cleansing Inspections	SC1	To monitor Street Cleansing standards											
External/Joint inspections - %	(b)	Client validation checks on internal inspections	95%	X	X	90.77%	93.80%	93.86%	95.88%	97.03%	96.91%		Green
% NI 195	(c)	Joint inspection and verification	NI target Litter 7.5% Detritus	X	X	X	X	X	X	X	X		

SC2

Month

KPI	KPI REF No.	Aim	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	RAG Status
Emptying litter bins	SC2	To ensure that litter bins do not overflow – causing litter on		24	23	22	21	10	11	15	12	14	
Reported overflowing	(b)	CRM enquiries not actioned within	2 hours	7	0	0	0	0	0	4	2	2	Red

SC4

Qtr Month

KPI	KPI REF No.	Aim	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	RAG Status
Flytipping, Spillages and Dead Animals	SC4	To ensure the provision of a quality service which is subject to continual											
Flytipping (Standard response times) 5 Days	(a)	Flytipping	Nil	1	0	0	2	4	2	3	4	13	Red
Rapid Response (2 Hrs)	(b)	Rapid Response from Client	Nil	0	0	1	0	0	0	0	1	3	Red
Dead Animals (48 Hrs)	(c)	from home	Nil	1	0	0	0	0	0	5	3	2	Red

GP1

Month

KPI	KPI REF	Aim	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	RAG Status
Official complaints received regarding Biffa under performance	GP1	To ensure that Biffa provides a quality service which is subject to continual											
Number of complaints received		Formal Stage 1 complaints from Client team	Nil	13	21	19	17	15	8	12	11	10	Red
Policy, strategy, response failure	(a)		Nil	6	16	15	12	10	5	9	8	7	Red
Biffa customer care	(b)		Nil	3	3	3	2	4	2	2	3	1	Red
Waste service failure	(c)		Nil	0	2	0	1	1	0	0	0	1	Red
St C Cleansing service failure	(d)		Nil	4	0	1	0	0	0	1	0	1	Red
Miscellaneous	(e)		Nil	0	0	0	2	0	1	0	0	0	Red

GP2

Month

KPI	KPI REF No.	Aim	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	RAG Status
Checks on Biffa workforce on site	GP2	To monitor the operational performance (including H&S) of the Biffa											
Number of checks carried out by Biffa	(c)		Min 30 per	85	96	93	54	55	55	55	93	N/A	Red
% crew checks passed by Biffa	(d)		100%	98.80%	84.37%	88.80%	93%	95%	96%	100%	82%	85%	N/A

COLLECTION 1

APPENDIX 2

Per 100,000

KPI	KPI REF No.	Aim	Target
Missed collections	COLL1	To monitor individual service collections per 100,000 properties (collections)	40 per 100,000 collections
Residual waste collections per 100,000 properties	(a)	CRM missed bins not actioned within timescale	40 per 100,000 collection
Dry recyclates collections per 100,000 properties	(b)	CRM missed bins not actioned within timescale	40 per 100,000 collection
Organic collections per 100,000 properties	(c)	CRM missed bins not actioned within timescale	40 per 100,000 collection

COLLECTION 2

KPI	KPI REF No.	Aim	Target
Joint and 'Biffa only' crew checks on Biffa workforce on site	COLL2	To monitor the operational performance (including H&S) of the Biffa workforce and continually improve performance	
Number of checks carried out by Biffa	(a)		Min 30 per month
Number of checks carried out jointly by WBC and Biffa	(b)		Min of 6 per month (to be reviewed)
% crew checks passed by jointly by WBC and Biffa	(c)		To be agreed following review on 1st March

COLLECTION 3

KPI	KPI REF No.	Aim	Target
Bin replacements out of time	COLL3	To monitor the number of failures to replace bins within agreed time schedule	Nil
Number of bins not replaced within SLA	(a)	CRM replacement bin requests outside timescale	Nil

COLLECTION 4

KPI	KPI REF No.	Aim	Target
Bring Sites collections	COLL4	To ensure Bring Sites are emptied as per contract and remain clean in between collections	100% pass
Bring Sites collections out of time	(a)	Missed collections reported via Client team checks	0
Bring Sites cleanliness inspection – Grade B or above ‘passes’	(b)	Biffa cleanliness inspections (30 per month)	100%

DISPOSAL 1

KPI	KPI REF No.	Aim	Target
Loads rejected by MWDA from MRF	DISP1	To monitor the quality of loads and improve recycling performance	
Number of loads rejected (due to compaction)		To reduce overweight loads being rejected at MRF	Nil
Number of loads rejected (due to contamination) Tonnage lost from contamination			Nil

ERIC1

KPI	KPI REF No.	Aim	Target
Missed Bulky Household Waste (ERIC) collections	ERIC1	To monitor the number of failures to collect ERIC goods	Nil
Number of missed Bulky Household collections (outside SLA)	(a)	Number of CRM requests actioned within 10 days	Nil
Number of missed White Goods collections (outside SLA)	(b)	Number of CRM requests actioned within 10 days	Nil

STREETS 1

KPI	KPI REF No.	Aim	Target
Street Cleansing Inspections	SC1	To monitor Street Cleansing standards	
External/Joint inspections - %	(a)	Joint audits carried out between Biffa Managers and council officers	92%
% NI 195	(b)	As above but contributing towards annual NI195 figure.	NI target Litter 7% Detritus 9%

STREETS 2

KPI	KPI REF No.	Aim	Target
Emptying litter bins	SC 2	To ensure that litter bins do not overflow – causing litter on streets	
Reported overflowing	(a)	CRM enquiries not actioned within timescale	2 hours

STREETS 3

KPI	KPI REF No.	Aim	Target
Flytipping, Spillages and Dead Animals	SC 3	To ensure the provision of a quality service which is subject to continual improvement	
Flytipping (Standard response times) 5 Days	(a)	Flytipping	Nil
Rapid Response (2 Hrs)	(b)	Rapid Response from Client	Nil
Dead Animals (48 Hrs)	(c)	Either Highway or from hor	Nil

STREETS 4

KPI	KPI REF No.	Aim	Target
Litter bin liners lost from fully functional bin	SC 4	To minimise cost to council due to lost/stolen liners.	
Liners reported missing in bins that have fully-functional locks (state of lock to be agreed by Biffa manager and council officer).	(a)	Liners	Nil

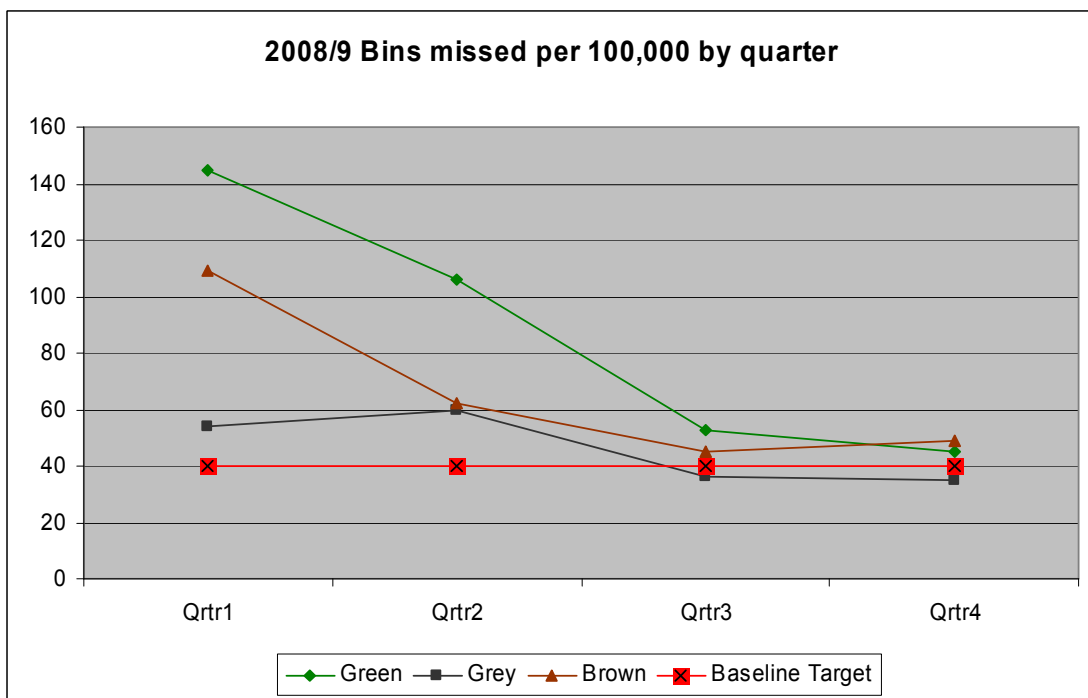
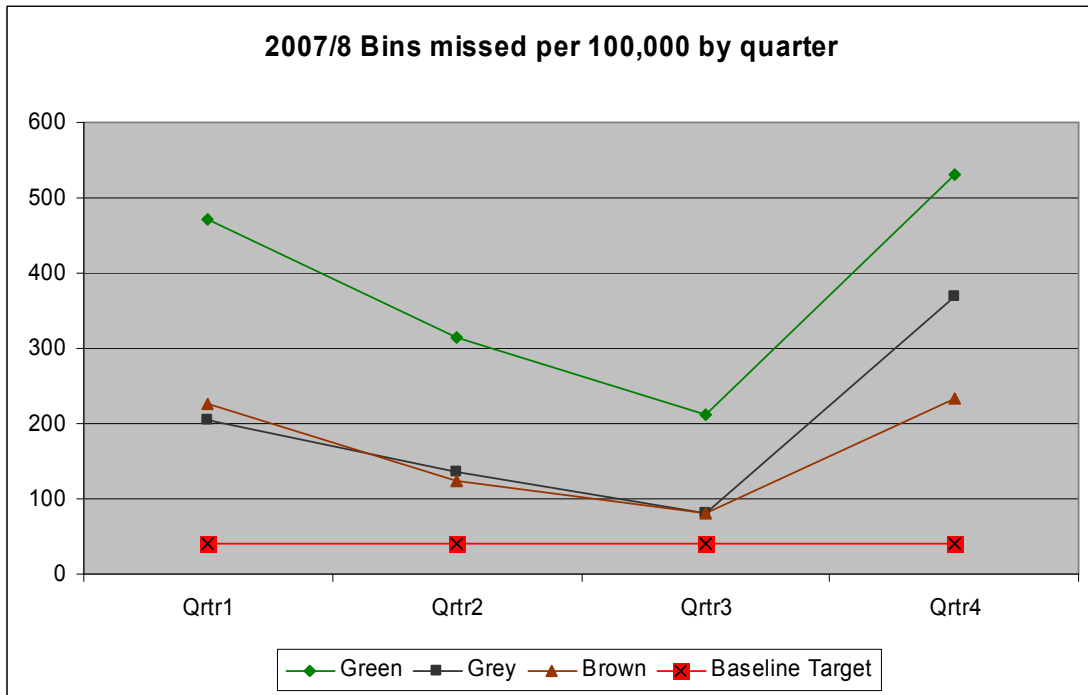
STREETS 5

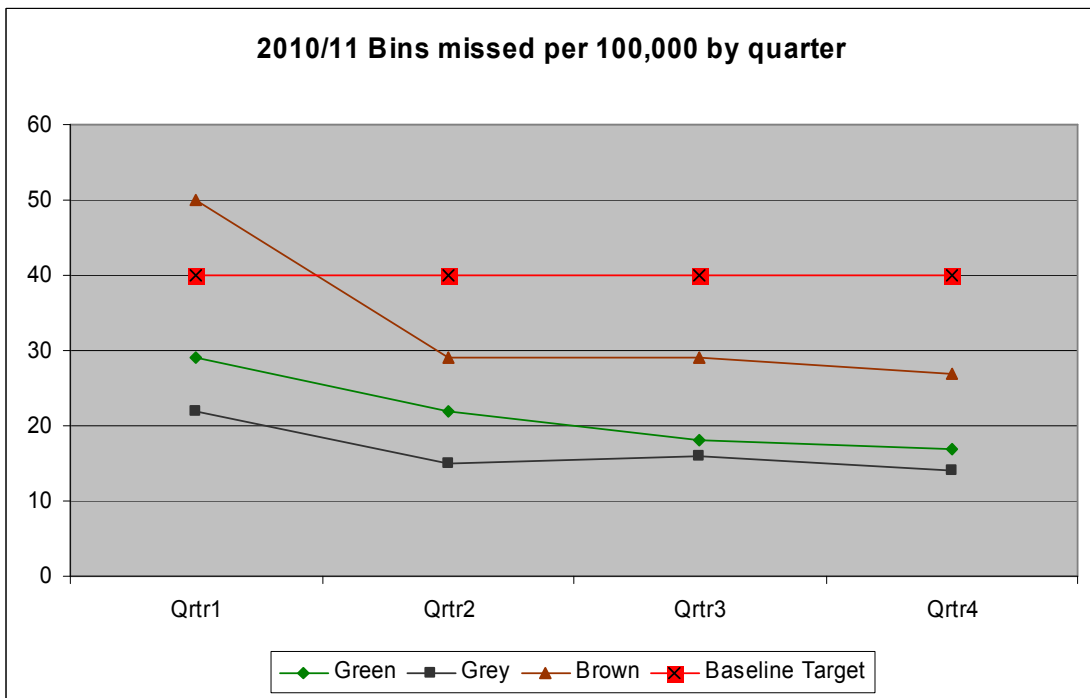
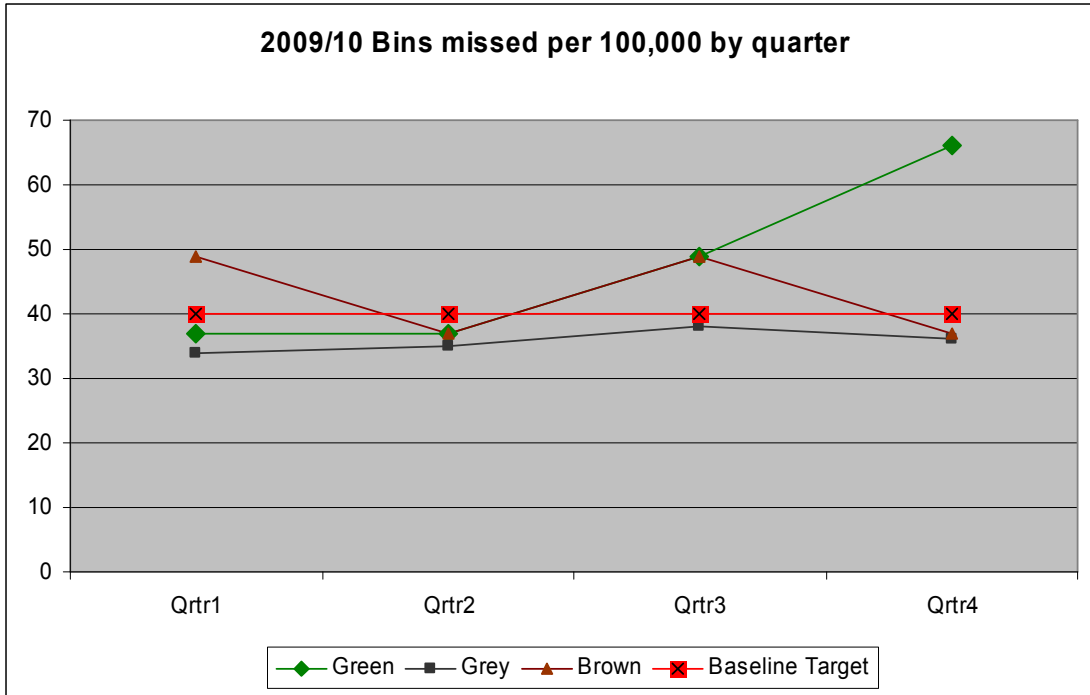
KPI	KPI REF No.	Aim	Target
Asbestos attended in time	SC 5	To ensure that asbestos does not remain on the highway without appropriate signs etc. and that it is removed ASAP .	
Reported asbestos (2 hours)	(a)	CRM enquiries not actioned within timescale	Nil
Removed asbestos (5 days)	(b)	CRM enquiries not actioned within timescale	Nil

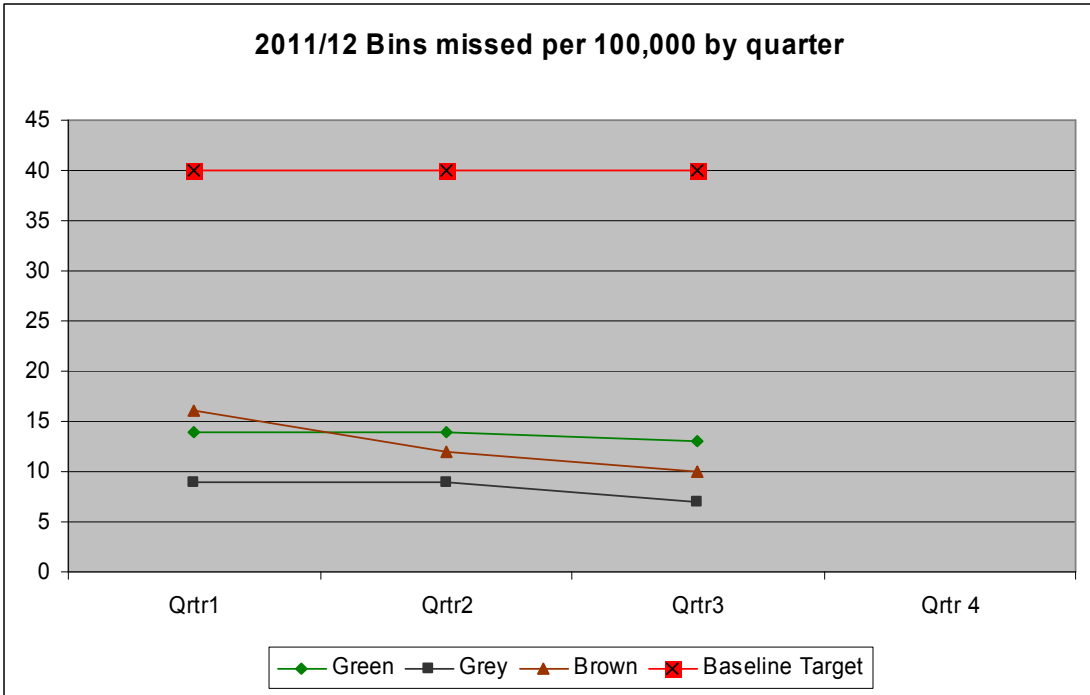
CUSTOMER 1

KPI	KPI REF No.	Aim	Target
Official complaints received regarding Biffa performance	CUST 1	To ensure that Biffa provides a quality service which is subject to continual improvement	
Number of complaints received		Formal Stage 1 complaints from Client team	Nil
Biffa customer care	(a)		Nil
Waste service failure	(b)		Nil
St Cleansing service failure	(c)		Nil
Miscellaneous	(d)		Nil

Appendix 3:







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APPENDIX 4: Biffa Press Release on Carbon savings

WIRRAL RECYCLING AND WASTE SERVICE CUTS CARBON IMPACT

August 2011 – A carbon impact study of Wirral Borough Council’s waste and recycling service has found it produced a net benefit equivalent to nearly 31,000 tonnes of CO₂.

The 2010 study by municipal contractor Biffa, which manages Wirral’s collection service, and conducted by Matthew Chester Biffa’s Environmental Data Manager, assessed the positive and negative effects of landfill methane production and related power generation, emissions from transport and MRF processing, and any displacing offset emissions.

The study was predicated on the basis that waste sent to landfill can produce harmful methane for up to 10 years, and that increasing recycling diverts waste from landfill and so reduces carbon impact.

Using industry-recognised formulas for calculating the CO₂ impact of landfill gas, transport emissions, MRF recovery processes and windrow composting, analysts examined data on Wirral’s waste and recycling composition, tonnages and street sweepings.

This comprised around 76,000 tonnes of land-filled waste, 31,000 tonnes of dry recyclables, almost 19,000 tonnes of organic recyclables, and 2,370 tonnes of street sweepings.

Benefit like turning off 1½ million light bulbs

Translated into a comparison between landfill-only and Wirral’s activities, it found the former would have produced 17,588 tonnes of CO₂, while Wirral’s recycling efforts would have reduced carbon output by 13,370 tonnes, generating an overall CO₂ reduction of 30,960 tonnes.

This is equivalent to switching off 1½ million 40w light bulbs, or taking 4,000 Range Rovers off the road.

This calculation, argued Biffa’s municipal director Roger Edwards, shows that maximising recycling and diversion from landfill actively contributes to cutting carbon outputs.

“When local authorities persuade residents to recycle more, they often do so primarily because they have to hit government-mandated targets,” he said. “But we should never forget that the underlying prime reason for recycling has always been for sound environmental reasons, such as reducing dependence on virgin raw materials and cutting CO₂.”

“The Wirral analysis proves what can be achieved and gives us an excellent analytic model for the future.”

Service changes support carbon reduction

Since securing the Wirral contract in 2006, Biffa has introduced service changes that have made recycling easier for residents, as well as directly contributing to carbon reduction.

These included introducing alternate week collections of recyclables and refuse from wheeled bins, launching a green waste service using wheeled bins and increasing related collections from 90,000 to 110,000 households, introducing recycling services for schools as well as around 5,000 multi-occupancy properties.

The team also moved the tipping facility for green waste to one within the borough, reducing the number of rounds and related mileage, fitted fuel-saving devices to all collection vehicles, and plotted more efficient routing that cut the number of collection vehicles needed by 10%.

In just a few years, Wirral Borough Council has more than tripled its recycling and composting rate, rising from 12% in 2005/6 to just over 40% in 2010/11.

-ends-

Analysis of Benefits Realisation

UPDATE DECEMBER 2011

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
SERVICE DELIVERY							
1 3 6 29 10 9 7 34	A reliable waste collection service. Residual Waste co-ming. recyc. Garden Waste Assisted collections Bulky Waste Rapid Response Entry Cleansing replacement bin deliveries	Various Contract Clauses. Clause 6.11 Clause 7.2.3	1/3/6/29: KPI/WR 1 – Missed collections / 100k collections. 10. KPI/WR2 (a) No of missed bulky household collections (outside 10 day SLA) 9. KPI/SC4 (h) No of responses out of time (2 hours +)	40/ 100,000 0% 0%	Average monthly score for residual waste collections per 100,000 properties in 2011/12 so far: 13 All months so far in 2011/12 are 0 misses. Average number of missed rapid responses per month so far 2011/12: 0.44	PP G4R	G

¹ The origins are:

- a) Procurement Process (identified through Project Board, Elected Member Groups, Project Team and Stakeholder/Soft Market Testing Meetings (PP).
b) Gateway 4 Review (G4R).

² Red = Insufficient progress. Amber = Progress made and on track. Green = Desired benefit/outcome/gain realised.

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
18	Easier access for the public to register complaints about the Service.	(a) Improvement to the CRM system.	No of services on CRM.	All services to be included in CRM by August 2007.	<p>All services are now on CRM and Corporate IT progressing customer online reporting options.</p> <p>Bin replacement queries process improved to facilitate implementation of bin charging policy approved in 2009 leading to savings and income generation of 70K per annum</p> <p>Complaints monitored through DMT and broken down into type for appropriate action. Average 11 complaints per month last 12 months.</p>	PP G4R	G

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
2	Rapid introduction of an alternate weekly residual/dry recyclate collection service.	National statutory target: all properties to receive kerbside recycling of 2 or more materials by 2010.	Number of households on alternate weekly collection as a %age of total collections.	Target date for comp. Oct 2007	<p>Borough wide coverage at 100% by end 2011.</p> <p>Main roll-out completed by 11th June 2007 to all households (target of 95% achieved ahead of schedule)</p> <p>All multi occupancy locations have a recycling service except for one location. A long term solution is currently being investigated.</p> <p>Approx 200 multi-occ / wheeled bin properties identified that cannot go to AWC. Will remain on weekly with fortnightly recycling (as bulk bin properties).</p>	PP G4R	G

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
24	To increase awareness of recycling in Schools and Communities.	<p>The provision and take-up of Streetscene education and awareness programmes.</p> <p>The provision of in- school recycling facilities.</p>	Local PI - number of participating schools.	<p>(a) 50% of schools by March 2008.</p> <p>(b) 95% of schools by 2009.</p> <p>(c) 95% of schools by 2010.</p>	<p>100% schools originally serviced have joined new scheme implemented Sept 2008. 126 schools out of 133 schools now on council scheme. Remaining schools serviced by Bagnal and Morris who recycle paper and card.</p> <p>Schools Environment awards took place in March 2009 and 2010, further awards planned for 2011. A new look 'Eco Convention' will take place on July fourth 2012. This will replace the previous award ceremony.</p> <p>Council have funded a full time eco-school officer and associated budget.</p>	PP	G
4	The proper emptying of bring sites to be kept clean and tidy in between collections.	Requirement included in Clause 6.8 in Contract Document.	KPI/WR4 (a) Missed collections.	Nil	None reported during 2011/12.	PP	G

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
			(b) Cleanliness inspection (10 per week).	100% pass.	98.77% pass rate so far in 2011/12 (Biffa now monitoring under self monitoring contract).	PP	G
28	The public to be satisfied that wheeled bins are returned to the agreed collection points after emptying.	All wheeled-bins are to be returned to the agreed collection point after emptying as per Clause 6.5.2 of the Contract.	Key PIs (a) GP1 formal complaints. (b) GP2 crew checks.	(a) Nil (b) Target for crew checks = minimum of 30 per month. Target for Contractor = 100% conformity	Crew checks being carried out by Biffa under terms of self-monitoring contract. (91/44% pass rate average during 2011/12). New Joint audit process implemented in Dec 2011. Procedure implemented for managing complaints about bins not being returned correctly. Operational since August 2008. Low level of customer/councillor Complaints received in 2011/12 and dealt with to their satisfaction	PP	G

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
19	To promote the use of Environmental options within the Streetscene Operations Services in line with the Council's Environmental Policy.	This is a requirement under Method Statement 18 of the Contract Document.	Number and use of environment tally friendly processes, materials and products.	To be completed in year 2 of the contract	WRATE analysis to measure carbon impact on the Environmental Streetscene Services show a current carbon saving of 31000t of Carbon per annum from the baseline position at the start of the contract.	PP	G
NATIONAL PERFORMANCE INDICATORS							
5	An increase in recycling levels to meet and where possible exceed all Government Recycling Targets.	Introduction of alternate weekly dry recycling collection service	NI192 % household waste recycled and composted NI193 % Municipal waste landfilled	08/09: 34%: 09/10: 35.5% 10/11: 37% 11/12: 38%	LAA Targets (NI 192): 08/09: 36.3% achieved 09/10: 36.21% achieved 10/11: 39% achieved 11/12: 40% predicted	PP G4R	G

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
26	Continual reduction (year on year) in the amounts of waste deposited in landfill (tonnages).	Performance monitoring of service provision to ensure good quality services from Contractor.	NI191 kg/household/ year household waste sent to landfill	08/09: 636kg/hh 09/10:631 kg/hh 10/11: 626 kg/hh 11/12: 530kg/hh	Roll out of AWC's and ongoing improvement has drastically improved figure from 06/07. NI191 08/09: 592.34Kg 09/10: 577.69kg 10/11: 527kg 11/12 :510kg predicted	PP	G
33	Reduction in litter on highways	A formalised litter bin emptying specification is included in the new Contract to prevent spillages via clause 7.16.2	NI195a/b BV199a	Joint litter Detritus score: 8%	joint inspections carried out 3 times per week by client team and Biffa. Current annual 2011/12 score so far: 5.29%	PP	G
8	Proper removal of graffiti and fly posters.	New service required by Clause 7.20 in the Contract Document (provisional item).			This provisional item was removed from the Environmental Streetscene Services Contract and re-tendered in 2010 to achieved better value for money.	PP G4R	N/A

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
PARTNERSHIP WORKING							

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
15	On going 3 tier contract management to include management of Partnering Agreement	Via agreement through the Partnering Board.	N/A	4 partnering board meetings per year 1 liaison meeting per month 2-3 contract meetings per month	Minutes/ action logs kept for all meetings.	PP G4R	G
13	Joint management of key risks associated with the contract (where appropriate).		N/A		2011/12 Risks/ Projects managed by Partnering Board: 1.Compaction / Contamination 2. Street Cleansing standards and techniques with particular focus on Leaf fall. 3. CRM and Springboard Integration 4. Severe Weather Contingency Plan. Annual update to Sustainable Communities O and S Committee.		

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
16	Better joined up working between all Streetscene Services (including Grounds Maintenance).	Method Statement 7 required Biffa to provide details of improved joined up working.	Key issues include the linking of the Tranmere Pathfinder enforcement fly-tipping clearance work with the Contractor.	Continual Improvement.	<p>Snow Contingency Plan developed to maintain services during bad weather through support of gritting services (Highways)</p> <p>Working relationship established to facilitate roadside cleansing and maintenance where road closures required.</p> <p>Opportunities to carry out joint projects between service areas, including Highways, Road Safety, Leisure, Parks and Open Spaces and Community Safety are being progressed for inclusion in the 2012/13 Technical Service Delivery Plans TS1 and TS2.</p>	PP	G

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
17	New partnering arrangements with local community groups and local residents to promote increased recycling and cleaner streets.	Method Statement 7 required Biffa to provide details of improved joined up working.	Identified resources to implement benefit.	Resource to be in place by March 2008.	<p>Joint funded Community Engagement Officer is now in place. This post has been filled on a permanent basis, since April 2011.</p> <p>Citizens charters planned for 3 deprived communities. First Charter to Beechwood and Ballantyne launched.</p> <p>Service area has won Nationally recognised awards from APSE and KBT for partnership working within the communities.</p> <p>Wirral Community Enviro-Champs network established.</p>	PP G4R	G

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
31	Closer working relations with the Merseyside Recycling and Waste Authority (MRWA – formerly the Merseyside Waste Disposal Authority)	Linkages at officer and Member level where appropriate.	Attendance at SOWG meetings and sub group meetings	100% attendance	<p>100% attendance currently achieved</p> <p>The Director of Technical Services is a member of the MWDA Chief Officer Group. The Director of MWDA is a member of the Environmental Streetscene Project Board.</p> <p>Sub groups also attended include: Performance Group, Operations group, Waste Awareness and Prevention group (Wirral Chair).</p> <p>Joint Merseyside Waste management Strategy developed to be ratified by all Merseyside Councils by March 2012.</p> <p>Various shared services opportunities currently being explored (Knowsley Council leading).</p>	PP G4R	G

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
BEST VALUE							

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
20	Embrace the concept of Best Value in all service delivery.	This is required by Method Statement 19 in the Contract Document.	Best Value Performance Indicators for Waste and Street Cleansing.	Top quartile results for all NI's.	<p>BV report on waste collection completed for finance August 2008.</p> <p>Garden Waste Procurement realised £190K savings from 2010.</p> <p>Biffa's AWC round restructures has reduced overall fleet requirements. Compaction trial also aims to improve efficiency of grey bin service.</p> <p>60K saving from improved street sweeping efficiencies</p> <p>V. E. project to make 3 monthly payments in advance for core contract items, has realised savings of £132,000 per annum during 2010/11.</p> <p>Price Waterhouse Cooper Contract Review in progress to identify further efficiencies - Director of Finance to report findings in 2012.</p>	PP	G

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
21	To obtain external funding by joint Client/Contractor initiatives.	Required within the general Contract specification.	“£’s” obtained in external funding year on year.	£50k/year	WRAP communications funding bid 180K for sub region in 2009/10. EMR funding secured for 2009 (27K) for on street recycling. Up to 50K future jobs fund secured for 2010/11 and further 50K for 2011/12. 20K annual Manweb “income” funding secured for Graffiti Removal plus WPH 13K in 2010/11 and 11/12. MWEIP/ MWDA funding secured for a number of small community projects in 2010/11 (around 5K in Value).	PP	G

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
27	Effective communication between Contractor and Client in real time information in all service delivery which in turn will improve information to customers on service provision.	Requirement of Method Statement 14. Biffa agreed to set up and implement a 'real time' communication system and integration of the system into the Council's own Management Information System (MIS).	Percentage of crews provided with and trained for PDA's.	<p>Technology to be in place and fully operational by August 2007.</p> <p>Full integration of Biffa Springboard with CRM by December 2007.</p>	<p>PDA technology being used by all waste collection crews.</p> <p>Call centre / 1-stop shops and client have been trained and have access to real time info from PDA's.</p> <p>Phase 1 Integration with CRM (to allow automatic closure and updating of missed bin task status) completed during 2010 completed 2010/11.</p> <p>Phase 2 expansion; to include Bin Deliveries, Street Cleansing and ERIC collections not completed due to re-prioritisation of Council IT projects.</p> <p>Biffa have produced an alternative solution to achieve some of the benefits of real time PDA information that was planned to be delivered through Phase 2 above.</p>	PP G4R	R

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
36	Increase in income from recovered recycled materials.	<p>Method Statement 14 requires the Contractor to achieve the highest possible re-sale value from recovered materials via promotional activity, and high quality collection systems and staff training.</p> <p>The MWDA have an agreement with the Council for a 50/50 split for all recycling income.</p>	N/A	N/A	All recyclables delivered to MWDA is not subject to income benefit as the new WMRC contract with Veolia awards them income up to a certain value. However, should St Helens and Sefton move to a co-mingled system then Merseyside districts will maximise use of MRF facilities and reduce gate fee costs, resulting in a partnership saving in excess of 500k pa. Work is currently underway to agree a way forward in order to align all collection authority kerbside recycling services.	PP	N/A

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
37	Contract Default Procedure to be made explicit and client user-friendly.	Clause 4.47 details the new processes for action by the Client where appropriate.	Local Performance Indicator – Number of Default Notices and Rectification Notices served on the Contract each month.	This is a reactive Performance Indicator.	<p>08/09 £35,025.00 default recovery</p> <p>09/10 £650.00 default recovery</p> <p>10/11 no requirement for default penalties.</p> <p>Partnering Board currently developing service non-performance procedure as part of overall contract performance management framework process.</p>		G

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
39	A re-profiled Client Structure.	Through management re-structure.	Gains from more efficient use of staff in Technical Services or reductions in posts.		<p>3 x monitors took voluntary redundancy March 2009.</p> <p>New client structure in place</p> <p>Biffa Joint funded post introduced during 2010</p> <p>Cabinet report considered in Jan 2010 with regards to remaining team requirements as part of value engineering exercise.</p> <p>Contract Manager left authority in December 2010 under EVR process. Duties of post holder absorbed into existing structure.</p>	PP G4R	G

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
40	A streamlined budget-setting process.	This new Contract streamline budget setting and closure of accounts as Cost Centre Maintenance is minimised (one Contractor).	Potential savings in finance budget costs and other service costs.	To be completed by March 2007.	<p>£285K of efficiency savings identified in 2007/8 for 08/09 onwards budget.</p> <p>Bulky waste service identified for further savings from 09/10 onwards (£425K per annum)</p> <p>2 x budget reports to cabinet 09/10 completed</p> <p>V. E. project to make 3 monthly payments in advance for core contract items, has realised savings of £132,000 per annum during 2010/11.</p> <p>60K saving from street cleansing efficiencies identified achieved from 2011/12.</p> <p>Price Waterhouse Cooper Contract Review in progress to identify further efficiencies - Director of Finance to report findings in 2012.</p>	PP	G

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
41	Saving in Waste Disposal Levy.	Cabinet Report dated 14 th April 2005 highlighted a reduction in spend of £1m by investing in recycling at Bidston.	N/A.	Reduction in spend of £1m in waste disposal levy.	<p>£1,057,000 Levy Reduction achieved in 2011/12.</p> <p>MWDA PFI and procurement process of waste treatment facilities in final stages (to be awarded August 2012 and available from 2015).</p> <p>Levy mechanism to be reviewed by Waste Partnership, chief Financial Officers, following signing of the IAA. Review to take into account the likely outcome of the PFI procurement process and the potential implications arising from the review of the Merseyside Joint Municipal Waste Strategy.</p>	PP	G

No.	Desired Benefit/Outcome/Gains	Means of Compliance	Performance Indicator/s	Targets	Outputs/Progress to date	Origin of Desired Benefit/Outcome/Gain ¹	Status R/A/G ²
42	Evaluation and possible re-assignment of the existing Paper Contract with Shotton.	Via agreement between MBoW, Shotton and the MWDA.	N/A	New agreement to be in place within the first year of the Contract.	<p>New WMRC contractor (Veolia) have signed a new contract with Shotton Paper to take all grades of paper from the Bidston MRF.</p> <p>Council solicitor expected final termination of this contract to be agreed in January 2011.</p> <p>Shotton are no longer communicating with Wirral's legal department over this matter. Technical Officers have produced a report indicating the financial risks around this historical agreement. The agreement end date is November 2013. The level of risk reduces as the contract end date approaches. Risk being monitored through the Technical Services Departmental Risk Register.</p>	PP	A

NB:

The following “benefit realisation” items have been removed because they had already been achieved in the Benefits Realisation Report of November 2007 or 2008, or no longer form part of the Streetscene contract (or considered extremely low priority).
11,12,14,22,23,25,30,32,35,38.

Agenda Item 6

WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

30TH JANUARY 2012

SUBJECT:	CORPORATE GOAL PROGRESS REPORT- “MINIMISING WASTE BY ENCOURAGING WASTE REDUCTION AND RECYCLING”
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF TECHNICAL SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR BRIAN KENNY, ENVIRONMENT
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

1.1 This report updates Members on the Technical Services Delivery Plan (TS1) that supports the Corporate Goal “Minimise waste by encouraging waste reduction and recycling”. The report covers two key areas of activity revolving around:

- Educating and raising awareness to reduce the amount of household waste being sent to landfill and improving recycling rates
- Maintaining high levels of participation in the kerbside recycling scheme through the delivery of a reliable waste collection service.

The Delivery Plan is attached as **Appendix A** of this report.

1.2 At the Council meeting of 12th December, Motion 90, “Increasing Recycling” was passed. A full response to the Motion will be presented to this Committee on 28th March 2012. However, this report does cover some of the areas that Members requested the Director of Technical Services to report on. The Motion is included as **Appendix B** of this report.

2.0 RECOMMENDATIONS

2.1 Members are requested to:

- (1) Note the progress of the 2011/12 TS1 Delivery Plan;
- (2) Note and endorse the inclusion of the future projects proposed in section 8 in the draft 2012/13 TS1 Delivery Plan.

3.0 REASONS FOR RECOMMENDATIONS

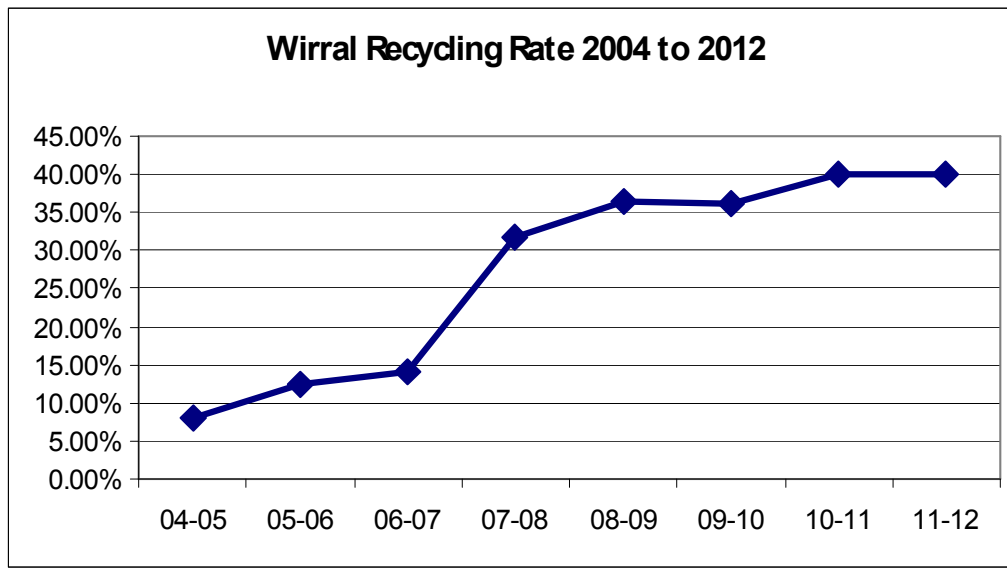
- 3.1 The reasons for the above recommendations are to highlight to Members that Wirral Council and the Merseyside Waste Partnership are committed to achieving a 50% recycling and composting rate by 2020, subject to the ongoing Councils ratification process of the JRWMS. Over the next eight years, the Council will need to develop a pro-active approach to waste prevention through active campaigns and practical projects building on the work that has already been started this year.
- 3.2 The Council already manage an established kerbside collection scheme offering householders the ability to divert a significant amount of waste from landfill. We need to build upon this and with the support of the Merseyside Recycling and Waste Authority (MRWA), formerly the Merseyside Waste Disposal Authority, investigate opportunities to introduce new materials to the kerbside collection making it easy for householders to recycle more materials efficiently.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 Members will be aware that the Merseyside Waste Partnership (MWP) has developed a new Joint Recycling and Waste Management Strategy (JRWMS) for Merseyside. The Strategy and associated Wirral District Council Action Plan (DCAP) are currently going through the Council ratification process. Members have previously had reports presented at this committee on the 11th March 2011 and the 26th September 2011.
- 4.2 The Council, subject to the ratification process, will ultimately have two revised Strategic documents that will guide the Council in meeting both waste reduction targets and recycling targets.

5.0 PERFORMANCE OVER THE LAST SEVEN YEARS

Chart 5.1: Wirral Household Waste Recycling Performance



- 5.1 Since 2005/6 the Council has experienced an increase in performance.
- 5.2 In 2010/11, Wirral's recycling rate reflected the National Average of 40%.
- 5.3 However Wirral sits towards the bottom of the 3rd Quartile, nationally, in terms of the amount of waste sent to landfill per head of the population.
- 5.4 At the present time the Council has reached a plateau of around 40% performance and the Council will only see minor increments in performance for the years 2011/12 onwards without further investment.
- 5.5 The Council's strategic approach for the next eight years will be to:
 - Focus on waste reduction through waste reduction campaigns and practical guidance, with particular focus on reducing food waste in line with emerging National and EU requirements.
 - Work with partners to introduce new materials to the kerbside collection scheme.
 - Work with partners to explore increasing the number of on street recycling bins within the borough.
 - To meet the national and Merseyside recycling target of 50% by 2020.

- Improve the quality of kerbside collected recycling, through reducing both deliberate and accidental contamination through the continued deployment of the five assistant recycling project officers and enhanced monitoring of material quality by the waste collection contractor.

6.0 PROGRESS ON RECYCLING INITIATIVES

6.1 Every action contained within the TS1 Delivery Plan is given a target status of red, amber or green. Definitions below:

- Red – Project has overrun its given target time
- Amber – Project has experienced some delays but is still on schedule
- Green – Project is continuing as targeted

There are currently 35 projects at green, zero at red and one at amber due to being unavoidably re scheduled from Spring 2011 to Spring 2012.

Section 6.2 to 6.7 updates Members on actions contained within the Delivery Plan.

6.2 Garden Waste

There have been a significant number of complaints this year regarding the coverage of the garden waste collection service. This has resulted in a review of the service and the further expansion to 3300 properties that will receive brown bins in Spring 2012.

The composting of garden waste makes up approximately 15% of the 40% of all household waste that is recycled or composted.

6.3 Kerbside Recycling Service

6.3.1 Improving the quality of recycling collected

Officers estimate that this current financial year will result in 23-25% of household waste being recycled through the grey bin dry recycling service.

Officers are working with Biffa and MRWA to manage reducing contamination in the waste stream to ensure that the quality of recycling is optimised for the Materials Recycling Facility (MRF) and subsequently the reprocessors who receive the material.

Ongoing Work areas include:

- Revised crew check procedure to ensure all crews are checking contents of bins before emptying recycling bins and rejecting contaminated bins.

- Assistant Recycling Project Officers deployed in areas identified by Biffa as having high numbers of contaminated grey bins to work directly with the public to enhance awareness.
- Review of operational methods deployed by similar Councils in similar areas identified as having high numbers of contaminated bins.

This year has seen a significant focus on improving the quality of recycling collected. A combination of campaign material and practical action on the ground by collection crews and the Council's Assistant Project Recycling Officers has seen a general reduction in contamination of 30% from quarter 1 to quarter 2, officers expect a similar reduction to show in quarter 3.

In just nine months, the five Assistant Recycling Officers have:

- Proactively checked over 22,000 households bins as part of targeted education work.
- Visited over 750 households that have more than one green bin to make sure that they are still required and that the households are still entitled to them and are using their recycling bins.
- Promoted the Love Food Hate Waste campaign at key events.

This approach will continue and two targeted pro-active door-knocking campaigns will take place in summer 2012 to engage with residents about recycling in general as well as food waste reduction.

6.3.2 Opportunities to introduce new materials to the grey bin scheme

The MRWA are exploring the businesses case for introducing additional materials to the kerbside recycling stream. This project is in its infancy but the MRWA are expected to report back further details in February 2012. Introducing new materials will have to be based on the following conditions:

- The materials can be separated effectively using the Materials Reprocessing Facility (MRF).
- The inclusion of new materials does not adversely affect the quality of other waste streams.
- Markets exist for the separated materials.
- A business case exists to support the adaptations required to facilitate the introduction of new materials. Materials currently being considered are textiles and rigid plastics.

6.4 On Street Recycling (on-the-go) bins

There are currently 50 on street recycling bins located throughout Townships in Wirral. The locations of these bins are mainly around retail areas. The bins enable the public to recycle when out and about and avoid approximately quarter of a tonne of material going to landfill per week.

The bins are popular and a number of area forum requests are received each year for new locations. Officers have recently had the waste analysed for quality with a view to introducing greater flexibility and efficiencies within the Council's Environmental Streetscene Services Contract by changing the emptying of these containers from a kerbside collection function to a street cleansing function.

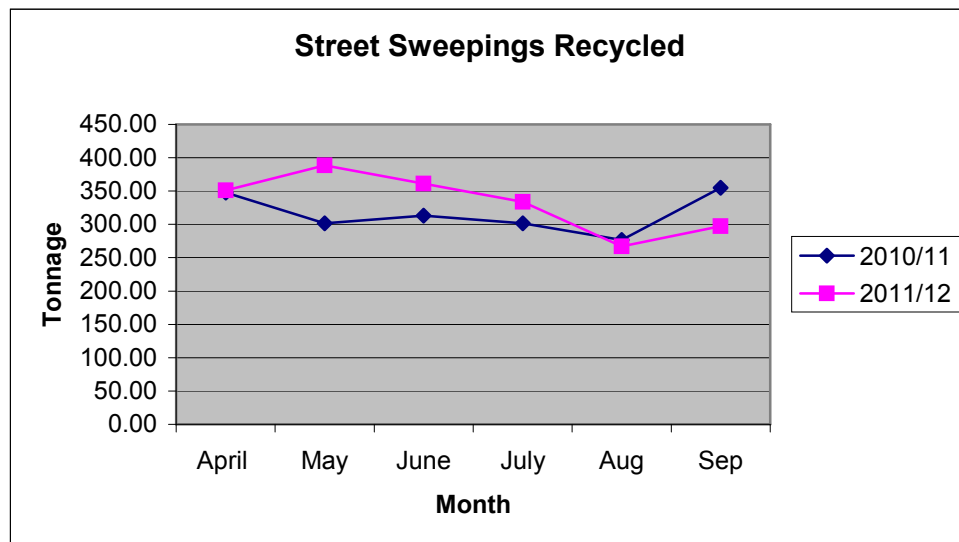
Working with the MRWA, the Council are seeking to significantly increase the amount of these containers within the borough, potentially meaning that most new litterbins that are installed will be a double bin unit with the opportunity for the passer by to recycle. This will be predicated on the MRWA agreeing for Wirral to deliver "on-the-go" recycling bagged to the MRF alongside bagged litterbin waste. Officers expect a decision from the MRWA in February 2012.

6.5 Street Cleansing Recycling

The waste from the mechanical street cleansing vehicles that sweep the roads and pavements within the Borough has been recycled since late 2009. Table 6.5.1 shows the first six months comparison for the current and last financial year. At the time of writing this report, verified data from October 2011 onwards had not been released by the MRWA.

As Biffa have recently increased the resource to target annual leaf fall, more street cleansing waste will be recycled in future years (an increase will also show from October this year).

Table 6.5.1: Comparison of Street Sweepings (tonnages)



6.6 Bring Site Review

A full Bring Site review is currently in progress. The study has looked at a number of options as to the future of Wirral's Bring Sites and has so far concluded that:

- The Bring Site collection service is costly and inefficient.
- Supermarkets are now taking ownership of sites on their land.
- Residents can widely recycle household waste using the kerbside collection service and tonnages at Bring Sites have fallen by 95% since the introduction of the grey bin recycling service.
- There may be significant opportunities to introduce new materials to the kerbside collection service and launching Bring Sites with new materials at this time may be premature.
- Bring Sites can be located at community outlets as a partnership approach providing income to the community. This approach is currently being piloted by the Waste and Environment Team with selected schools and community organisations.

As part of the Price Waterhouse Cooper (PWC) Environmental Streetscene Services Contract review, the future strategic direction of Council Bring Sites is being considered. It is proposed that further recommendations will be presented to Cabinet in April 2012 and officers in Technical Services intend to carry out a consultation exercise targeting current Bring Sites users that will inform any future decisions. It is important to note that savings circa £100,000 could be made through the planned withdrawal of Council led servicing of Bring Sites.

6.7 Council Complex Recycling

All Council buildings that have employees and members of the public based within them have been provided with a recycling service as part of the Council's Environmental Streetscene Services Contract. A Recycling Policy has recently been distributed to building managers to place at strategic points within their buildings. Staff have been informed of the policy. A target of 40% recycling by March 2012 has been set (a copy of the Council's internal Recycling Policy is included within **Appendix C**). The performance of individual complexes is being monitored will be fed back to complex managers to ensure staff and managers working in those buildings take appropriate ownership over maximising recycling opportunities.

6.8 Textile Recycling

On September 26th 2011, Technical Services launched a new way of collecting textiles involving reaching out into the hearts of communities. This involves eight primary schools, two secondary schools and two-day centres as a trial project. The income received from the sale of the collected textiles will be re-invested back into the community via the community organisations that host the textile containers.

6.9 Eco Schools

6.9.1 The Eco Schools campaign is now firmly embedded into the Council enabling schools and the wider community to benefit from the things it has to offer. A working group made up of different departments within the Council has been established to work under the umbrella of Eco Schools. A shared database has been established for school based activities and partnership projects.

6.9.2 A grant system for schools to support eco activities has been used to help develop practical action and allow schools to take ownership of problems. Twelve schools have received start up grants and 9 schools have received Going for Green Flag grants.

6.9.3 A number of events have taken place including:

- A rubbish fun day at the Oval
 - An environment week at Heswall Primary School with 4 visiting schools, that enabled the Council to test and trial activities for key campaign areas.
 - Biodiversity in the park with rangers and a poet working with 6 schools, several new to eco work,
 - Eco Christmas activities which have been in 10 locations and included crafts from recycled items, a sustainable Christmas show that explored food miles and the impact of Christmas on climate change, an eco pantomime that linked Cinderella to the world of recycling, oh no it didn't, oh yes it did! And a family recycled craft activity that enabled thoughtful discussion on waste. In total about 5000 children were involved.

6.9.4 A number of key campaigns have taken place this year:

- Eco / healthy lunches working in partnership with Wirral Community NHS Trust that aims to reduce waste in children's pack lunches and promote alternatives that are good for the children and also good for the planet.
- Switch off fortnight working with the energy team; we visited 20 schools to see their energy saving work. Prizes were given to children.
- Meadow project to create a meadow area in New Brighton. The project includes the 3 primary schools in the New Brighton ward being involved in all stages of project planning, planting, cultivating seeds and generating educational resources for other schools to use. The project will be rolled out as a mini meadow project to all schools on Wirral. The work begins in January.
- All work will be showcased at an eco convention in July

6.9.5 There are now 18 schools in Wirral that have the full Eco Schools Green Flag Award. Many schools have been helped along by the Councils Eco Schools Officer to register / re-register or to move up from Bronze or Silver Awards. The

ultimate aim is for all schools in Wirral to become more environmentally aware and sustainable, building on the work that already has been undertaken both independently by the schools and with the support of the Councils Eco Schools Officer.

6.10 Community Enviro-Champs Network

6.10.1 The latest phase of the Waste and Environment community engagement strategy is the Enviro-Champs Network. This approach has been recognised a best practice model by the Tidy Britain Group and revolves around the Council facilitating groups to network, therefore increasing opportunities to launch environmental projects.

6.10.2 There are 140 individual members of the Enviro-Champs Network, including many of the community groups within Wirral. The Council has already facilitated two quarterly newsletters and two conferences. The network will really help to deliver key messages about future Wirral campaigns and encourage the spread of more grass roots action. At this current time, through the onward transmission of electronic messages, the 140 key members can reach some 15,000 residents via their network lists.

7.0 PROGRESS ON WASTE REDUCTION AND PREVENTION INITIATIVES

7.1 For the last three years, Wirral have promoted the national Love Food Hate Waste Campaign with additional support from the MWP. There have been a number of strategic events that have been attended by the team, such as the Wirral Food and Drink Festival.

7.2 Questionnaires conducted at the Wirral Food and Drink Festival revealed that the Love Food Hate Waste logo was widely recognised by the general public. Many residents highlighted that they threw mainly bread and fruit away due it going off and they also threw left overs away. People were surprised at the amount of money wasted (circa £680) by an average family per annum due to throwing away food.

7.3 Officers have seen a decrease in overall household waste arisings so far this year compared to 2010/11, mainly due to changes in the nature of waste such as the light weighting of packaging and also the impact of the recession and awareness of the Love Food Hate Waste campaign amongst Wirral residents. Our performance indicator NI 191, Residual Household Waste landfilled per household from April - November of this year is currently down by 5.79kg per household compared to the same time frame last year. This represents 843 tonnes less waste being landfilled.

7.4 The garden waste, recycling and general refuse wagons have recently had a revised set of vehicle banners fitted to them to promote waste reduction and prevention promoting the following:

- Unwanted mail reduction

- Textile recycling / Re use
- Food waste reduction
- Increased capture of materials during the festive season
- Donating, swapping and selling Items

An example of the banners has been included in **Appendix D**.

Where applicable, the banners direct residents to the Council website where there is active promotion of waste reduction and reuse. Between September 2011 and December 2011 there have been 88 unique “hits” on the reduce page, 49 “hits” on the reuse page and 182 “hits” on the LFHW page, this is being monitored on a quarterly basis.

- 7.5 In summer 2012, officers plan to undertake two targeted pro-active door knocking exercises covering approximately 1500 properties. The aim of the exercise will be to ask residents if they need clarification on any issues relating to recycling and also promote waste reduction with particular emphasis on food waste reduction. There will also be targeted work promoting the use of home compost bins, previously scheduled for March 2011.

8.0 FUTURE PROJECTS

8.1 Fly Tipping of Household Waste in Alleyways

Officers intend to review the Council’s methodology for dealing with waste deposited in entries as areas that have high volumes of illegal dumping also have low recycling rates, indicating that some households in terraced areas are not using the Waste Collection Service efficiently. This will include a comprehensive report presented to Committee at a future meeting detailing the key issues, impact on the local environment, the performance of the service and the recommended way forward for any improvements suggested. As part of the report, the Council’s current policy on Household Waste and Recycling Enforcement, as agreed by Cabinet in November 2008 will be reviewed.

8.2 Small Electrical and Electronic Equipment (WEEE) Recycling

Biffa are conducting three trials with other local authorities where they have collection contracts. The trials that commenced in December 2011, involve collecting small Waste Electrical and Electronic Equipment (WEEE) on the kerbside collection. Depending on the results on the trials, it may be the case that Wirral and Biffa could offer a similar service to residents. This will be detailed to Members as part of the contract review report due to go to Cabinet in April 2012. The relevant capital funding to support the introduction of such a scheme has been identified. It is also anticipated that any ongoing revenue requirements will be offset by the income generated from the sale of the electrical items. Alternative collection methods, such as the provision of

WEEE recycling points across the borough will also be investigated as part of this work, should the kerbside collection option be found to be unviable.

8.3 Bring Site Review

A continuation of the work detailed in Section 6.6 is proposed and will be driven through the findings of the proposed consultation exercise to be carried out in February/March 2012 and any resulting decision made by Cabinet in April 2012.

8.4 Kerbside Waste Electronic and Electrical Equipment (WEEE)

Depending on the outcome of three trials currently being conducted by Biffa with other clients and the Environmental Streetscene Services Contract Review, it may be the case that Wirral introduce cages to bin wagons to allow the Council to separately collect small electrical items for recycling.

8.5 Improving Recycling through Incentive Schemes

Officers will work closely with the other interested Merseyside Local Authorities and the MRWA to develop a funding proposal ahead of the announcement of the anticipated second round of the Government's Reward and Recognition Funding Scheme. Early indications are that this will be based around a form of Community Card Recycling Incentives Scheme. Wirral Officers have already submitted an Expression of interest to the lead partners and have indicated that incentives should be based around households presenting good quality recycling, as opposed to volume or weight of recycling.

8.6 Government Funding to increase collection frequency of residual waste

Wirral Officers are awaiting further announcement over the "Weekly Bin Fund" first reported by Eric Pickles in 2011. The criteria for fund allocation has been subject to considerable debate and criticism nationally so officers are hopeful that some of the initial constraints of the fund will be amended before the launch anticipated in April this year. Officers will review the funding criteria to ascertain its suitability for potential projects within Wirral and the wider Merseyside Partnership. In particular, Wirral has a number of terraced housing areas where the existing waste collection scheme experiences many challenges that adversely affect local environmental quality. This funding scheme could potentially fund operational changes to these "pockets" of high density housing, such as waste receptacle design and collection frequency.

8.7 Christmas Tree Recycling

In order to help residents that do not have a kerbside collection service for green waste to recycle their Christmas trees and associated greenery, temporary reception points will be strategically placed and promoted in high density housing areas. This project will be implemented at no additional cost to the Council by maximising community and private sector involvement.

8.8 Door Knocking to Promote the Love Food Hate Waste Campaign

There will be a number of proactive projects on the ground, including door knocking in targeted areas promoting food waste prevention. This project will be delivered with existing staffing resources.

8.9 Food Waste Digester Project (Floral Pavillion)

Officers within Technical Services intend to investigate the benefits of installing a food waste digester at the Floral Pavilion Site to reduce waste sent to landfill, reduced the centre's waste disposal costs to the Council and reduce smells that are emitted from stored food waste. An "Invest-to-Save" business case will be developed for further consideration.

9.10 Commercial Waste Recycling

Building on the MRWA's launch of a trade waste recycling centre at the Bidston Waste Transfer Station, Wirral's Trade Waste Officer will determine the viability and benefits of introducing a commercial waste recycling service, specifically targeting small businesses that are found not to be complying to waste legislation. It is anticipated that the launch of this service will result in reduced commercial fly tipping and unauthorised use by businesses of the Household Waste Recycling Centres, as well as generating additional revenue for the Council.

9.0 RELEVANT RISKS

9.1 The Technical Services Department Management Team and the Environmental Portfolio Holder monitor the Delivery Plan on a regular basis in order to identify and manage any potential risks. There are currently no identified risks to the 2011/12 Delivery Plan.

10.0 OTHER OPTIONS CONSIDERED

10.1 Options regarding the bring site review have been considered and officers have recommended the preferred option within this report for members to consider.

10.2 Committee are invited to suggest further projects for inclusion in the 2012/13 Delivery Plan, in addition to those proposed in Section 8.

11.0 CONSULTATION

12.1 Services and waste and recycling issues have been subject to public consultation in 2011 as part of the Merseyside Waste Partnerships Joint Recycling and Waste Management Strategy.

12.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

12.1 There are no direct implications for the above groups as part of this report.

13.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

13.1 There are no implications directly resulting from this report. All proposed projects in Section 8 would be delivered through existing resources.

14.0 LEGAL IMPLICATIONS

14.1 There are no implications directly resulting from this report.

15.0 EQUALITIES IMPLICATIONS

15.1 There are no direct implications. Services have previously been assessed for the equality impact. Equality Impact Assessments will be reviewed subject to any service changes that may arise from the future projects listed in Section 8 of this report.

16.0 CARBON REDUCTION IMPLICATIONS

16.1 There are significant positive impacts to carbon reduction and improving the environment, due to the reduction in waste being sent to landfill as a direct result of projects detailed within the current and future Delivery Plan.

17.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

17.1 There are no implications as part of this report.

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APPENDICES

Contained as separate documents with this report.

- A) Minimising Waste by Encouraging Waste Reduction and Recycling Delivery Plan
- B) Motion 90: Increasing Recycling
- C) Internal Recycling Policy
- D) Vehicle Banner Example

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Sustainable Communities O &S Committee	20 th January 2011

**APPENDIX A
CORPORATE GOAL: Minimise waste by encouraging waste reduction and recycling (TS1)**

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress to Date	On Target R.A.G.	Next Steps/ Corrective Actions
Educating and raising awareness to reduce the amount of household waste being sent to landfill and improving recycling rates	Tara Dumas Increase number of schools actively taking part in Eco-school programme and gaining award levels Ensure all school children are able to Use Wirral's grey bin scheme	Newly recruited Eco Schools Officer to engage with Wirral's schools increasing level of input for local authority impacting on waste related behaviour encouraging waste minimisation and recycling initiatives. Detailed action plan held by Eco Schools Officer (Lynn Struve) and monitored by Waste and Recycling Management Team	Fergus Adams Eco Schools Officer Wirral's Schools	September 2011 (new academic year).	Healthy Eating /Waste Packaging reduction campaign taking place in schools in partnership with PCT. 20 schools have now received their Eco Grant. Two Eco Schools newsletters have been sent to schools. Various events undertaken. Recycled bike sheds being implemented in some schools. Rags, media and books recycling being implemented on a phased basis to cover 13 sites.	Green	Planning underway for the Eco Christmas Campaign.
	Increase number of enviro-champs/ envirochamp activity across the borough	Further develop community environment champions programme. Detailed action plan held by Community Liaison Officer (Jim Smith) and monitored by Waste and Recycling Management Team	Fergus Adams Community Liaison Officer Eco Schools Officer	October 2011.	Programme been recognised nationally as best practice and model adopted by Keep Britain Tidy. Newsletter to 100 champions has been sent out to encourage joint working.	Green	EnviroChamps Conference Networking Event taking place 17th November at Wallasey Town Hall.

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress to Date	On Target R.A.G.	Next Steps/ Corrective Actions
	Reduce the tonnage of residual household waste in line with Joint Municipal Waste Management Strategy targets currently under review. Gain a better understanding of householder behaviour to inform future communication strategy	Implement Joint Communications Work relating to the Merseyside Waste Partnership WAPT group work plan. Key theme to be around food waste minimisation: Detailed action plan held by MWDA and monitored through Senior Officers Working Group	Robert Jones, MWP.	Ongoing	Wirral taken an active approach in response to Waste Prevention Communications. Food waste banners in Cheshire Lines reception as well as a new suite of vehicle banners promoting waste minimisation/reduction. Tonnage performance generally in line with estimated predictions.	Green	
		Create vehicle banner signage to be used for waste minimisation campaigns.		Sep-11	New Banners now fitted to vehicles promoting waste minimisation and increased recycling at Christmas. The banners refer residents to the Council website for further advice and information.	Green	Website hits to be monitored.

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress to Date	On Target R.A.G.	Next Steps/ Corrective Actions
		Promote Love Food Hate messages through community partners- promote via four corporate events		Ongoing March 2012	Undertaken the following corporate events, Age Concern Floral Pavilion, due to attend the Lauries Event. Also promoted through the Rubbish Fun Day at the Oval, Bebington and via the Wirral Food and Drink Festival, 28 th and 29 th August. New event banners on display at Cheshire Lines reception. Vehicle banners promoting financial saving messages. Also LFHW info for Christmas on the website.	Green	
		Investigate home composting behaviour in order to inform home composting promotion campaign		Summer 2011	On hold until Spring 2012 due to staff member on leave	Amber	Staff member leading on this is on long term leave. The rest of the team are covering her work and have decided to drop this lower priority project.

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress to Date	On Target R.A.G.	Next Steps/ Corrective Actions
		Assess baseline recognition for waste minimisation campaign Love Food Hate Waste branding in Wirral		Autumn 2011	Quotes obtained by Wirral , too costly. MWDA and St Helens leading on review for the partnership. Report due n December 2011.	Green	Partnership report due December 2011.
	Reduce the tonnage of residual household waste	Implement local work to promote waste minimisation focussing on home composting, junk mail minimisation and food waste minimisation. Detailed communications plan held by Robert Jones and monitored by Waste and Recycling Management Team	Robert Jones	Plan completed July 2011	Vehicle Banners being designed to concentrate on Food Waste Minimisation and Junk Mail Minimisation. These will compliment the existing compost bin promotion banners.	Green	
	Increase the proportion of household waste recycled to work towards the National Target of 50% recycling by 2020.	Work with our collection and disposal partners , communities and individual residents to improve the quality of waste collected for recycling on the grey bin recycling scheme:	Robert Jones, Biffa and MWDA, Veolia	Ongoing	Contamination monitored monthly.	Green	
		Develop and implement action plan for 5 new permanent posts (assistant recycling officers)	Claire Brandwood/Jim Smith	Mid Aug	Continued support from ARPO's to the bin crews in high contamination areas.	Green	

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress to Date	On Target R.A.G.	Next Steps/ Corrective Actions
		Carry out and investigate analysis of waste collected on the grey bin scheme: ongoing	Claire Brandwood/Jo Watson	End July 2012	MAF contamination trend is reducing. Technical report produced by Wirral to present at the Operations Sub Group in early new year. (Actual residual rate of Wirral waste at the MRF is in target of between 5-8% - with the secondary process applied by the MWDA.	Green	
		Identify sources of hidden contamination and take corrective action	Rob Jones/Claire Brandwood	October 11- March 2012	Hidden contamination project commenced 10th October. Suspended after two weeks due to the results displaying overt contamination rather than hidden contamination.	Green	No longer being pursued at this present time due to the results of the first two weeks of the project.
		Continue to identify overt contamination by residents and apply Waste policy of education and enforcement	Claire Brandwood/Jim Smith	Ongoing	Number of PDA reports increased. Incorporated Contamination Action Plan . Assistant Recycling Project Officers working with crews in five targetted areas - rolling programme of works.MAF analysis showing a positive reduction in trend.	Green	To review the Section 46 policy to enable the process to become more efficient in terms of officer time. Detailed Independent review of MAF being undertaken by Wirral, completion date of December.

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress to Date	On Target R.A.G.	Next Steps/ Corrective Actions
		Review operational collection procedures to minimise cross contamination of residual and recyclable waste (Biffa)	Biffa	By Summer 2011.	Biffa to ensure vehicle washing/lock out plate/ weight limit procedures adhered to through application and circulating of process maps	Green	Awaiting for further details from Biffa to evidence that records are being kept. An MWDA audit is also imminent.
		Develop and implement JMWMS Strategy. Committee report leading to Cabinet and Council approval .	Robert Jones, MWP, MWDA	Ongoing	Endorsed by Committee on the 26th September ,	Green	Scheduled for Cabinet on the 2nd Feb 2012 and then Council on the 13th Feb 2012.
		Public consultation, O and S scrutiny, Cabinet Approval, Produce district level delivery plan to support JMWMS (DCAP)	Robert Jones, MWP, MWDA	July-Aug 11 To report at Sept 11 Committee Nov 11 Cabinet	Committee endorsed the DCAP and JMWMS on the 26 th September	Green	
		Continue to promote messages relating to increase capture of materials. Newspaper article Website Calendars		On going	Calendar text promotes increased capture. Newspaper campaigns on going as part of MWP communications. Vehicle banners produced to increase capture at Christmas.	Green	

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress to Date	On Target R.A.G.	Next Steps/ Corrective Actions
	Increase recycling performance through provision of additional and improved waste infrastructure and ensure Corporate targets are met (38%, 2011/12)	Work with the MWDA to increase the range of materials recycled	Robert Jones, MWDA	Update members in Sep on progress as part of Strategy review.	Update included in DCAP as per members recommendations at the Committee of the 10th March 2011. Recommendations to explore litter bin recycling and mixed plastics actively being actioned.	Green	
		Litter bin waste recycling		Review to be completed by June 2012	On street recycling bin waste has been analysed under MAF. Initial results are positive. Wirral have asked MWDA if we can change our operations and deliver this waste to Veolia via street cleansing vehicles instead of RCV's	Green	Depending on the outcome, it may be the case that we can roll out further (limitless) on street recycling bins Borough wide.
	Increase diversion of waste from green bin to free up capacity, therefore reducing bins, fly tipping etc....	Mixed Plastics recycling	Robert Jones, Biffa	ongoing	Veolia producing business case for mixed plastic. MWDA also submitted expression on interest for Uni Lever/ Wrap National trial.	Green	Will receive more of an update in early new year at the next Operations Sub Group meeting.

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress to Date	On Target R.A.G.	Next Steps/ Corrective Actions
	Maximise opportunities for income from bring banks to be reinvested into local communities	Review bring site provision with a view capturing new materials that can't be recycled through the kerbside scheme.	R.Jones, C. Brandwood L.Struve/TDumas/ J Smith MWDA.	March 2012 on going	Bring site review currently being undertaken.	Green	Options appraisal with recommended approach due to be presented to Committee as part of January 30th 2012 Recycling Update Committee report.
	Reduce textile presence in green bin from 5% to National average of 4%	Optimise effectiveness of bring site locations to maximise capture.		Bring site review outcomes to be implemented Spring 2012		Green	
		Review income opportunities for textile banks.		Ongoing			
		Investigate opportunities to introduce new sites and/or new materials.		Ongoing		Green	
		Consider business case of invest to save funding for capital requirements.		Ongoing			
	Provide informed and balanced report to members in order to gain a decision on future waste collection infrastructure in time for 7 Year Biffa break clause	Review need for Kitchen waste collection service to meet strategy aims.		Jun-12	On Hold	Green	On Hold
		Review garden waste kerbside coverage with a view to expanding if needed.		End of August 2011	3000 properties sent to Biffa for additions to the service. Biffa are reviewing the service to see if there any additional costs	Green	

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress to Date	On Target R.A.G.	Next Steps/ Corrective Actions
		Stage 1 review: Birkenhead/Tranmere Clusters				Green	
		Stage 2 review: Rest of borough				Green	
		Cabinet Report with outcome to be presented.		Nov-11	Cabinet report being presented to 12th January Cabinet	Green	
		Work with the MWP and Regional Charities and schools to increase textile capture:		Ongoing	Launch of school and community organisations textile recycling project w.b. 26 th Sep. Phased project 8 Primary Schools2 Secondary Schools2 Day Centres with Adults who have Learning Disabilities.	Green	
		Report to MWDA board to recommend review of Recycling Credit income use			Textile credit review on going with the Merseyside Waste Partnership.	Green	
		Consult with Charities Report to MWDA with Recommendations Review textile bank coverage and use of school sites				Green	

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress to Date	On Target R.A.G.	Next Steps/ Corrective Actions
Maintaining high levels of participation in the kerbside recycling scheme through the delivery of a reliable waste collection service:	Tara Dumas Completion of roll out to remaining properties	Provide roll out to Torrington Gardens. Provide roll out to Childwall Green flats.	Robert Jones, Biffa	May-11	Completed May 2011.	Green	
			Robert Jones, Biffa	May-11	Meeting with Biffa to roll out to this location before Christmas 2011 converting the site to wheelie bins serviced at an appropriate frequency.	Green	
	Maintain current low levels of missed bins collections (40 missed bins per 100,000 collections)	Carry out a comprehensive review of the KPIs used to Monitor the Biffa contract. Reviewing targets and how progress is communicated via contract, Liaison and Partnering Board meetings.	Fergus Adams Biffa	Nov-11		Green	
	Maintain current low levels of missed bins collections (40 missed bins per 100,000 collections)	Introduce joint crew performance checks (council officers with Biffa managers).	Fergus Adams Biffa	Nov-11	New KPI suite has now been approved by Biffa. Started 1st December. Revised Joint crew checks to commence imminently. Missed bins currently 14 per 100,000.	Green	

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress to Date	On Target R.A.G.	Next Steps/ Corrective Actions
	Continually assess and improve service delivery	New data stream introduced at contract meeting level to illustrate customer satisfaction with service (i.e. monitoring the number of justified bins reported by customers).	Fergus Adams Biffa	Aug-11	This is not a new data stream , however it has been ammended and the policy complaints against the Council have been taken out of the contract performance monitoring.	Green	

Key Questions:

1. Is there still an issue and, if so, what is the reason for the performance issue (including financial / staffing resource issues)?
2. What action will be taken in response?
3. When do you expect to see improvements?
4. What support / help will be required from DMT?

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MOTION: INCREASING RECYCLING

- [Meeting of Council, Monday, 12th December, 2011 6.15 pm \(Item 90.\)](#)

Resolved (64:0) (One abstention) –

Council:

- (1) Is reminded of its support of The Joint Recycling and Waste Management Strategy for Merseyside which includes a commitment to recycle 50% of household waste by 2020.**
- (2) Believes that (subject to the implementation of a new Levy Payment Mechanism that incentivises district investment in recycling) it can reach and should exceed this target much sooner, helping to reduce the borough's carbon footprint and reduce the amount paid out for waste disposal.**
- (3) Is reminded that it agreed unanimously (Council, 12th July 2010, Minute 22) "to request that the Director of Technical Services continues to examine new ways to reduce waste to landfill, such as through the introduction of food waste collections (taking account of existing work undertaken to date), the collection of recyclable material from businesses, increasing the range of recyclable material that can be taken to the council's recycling collection points and working with MWDA to increase the range of materials that can be placed in grey bins".**
- (4) Instructs the Director of Technical Services to present a report to the next available Sustainable Communities OSC, and calls on the Leader to request a Cabinet report, setting out the contribution and progress Wirral has made since 12th July 2010. This report shall also include, but not be limited to, options for;**

- (i) increasing the range and proportion of materials that are recycled with particular focus on materials realising the most carbon savings, such as textiles and WEEE (Waste Electrical and Electronic Equipment)**
 - (ii) supporting the development of improved facilities and services for the recycling of trade and commercial wastes, recognising that a local green infrastructure will support the development of local businesses;**

- (5) Instructs the Director of Technical Services to present a report to the Sustainable Communities OSC, and invites the Leader to request a Cabinet report, before the end of the municipal year proposing a Wirral Council Action Plan that clearly sets out the mechanism by which Wirral will achieve the objectives included in The Joint Recycling and Waste Management Strategy for Merseyside.**

- (6) Also calls on the Leader to instruct the Director of Technical Services to work with the Merseyside Waste and Recycling Authority and other Merseyside authorities to modernise the levy mechanism and design a new system which more accurately reflects the benefits of recycling and the disposal costs of non recyclable waste.**

Appendix C



Recycling facilities are available in all Council buildings. This policy aims to ensure that Chief Officers and Facility Managers are aware of the arrangements and to help employees and building users to separate and recycle their waste properly.

APPLICATION AND AIM OF THIS POLICY

The aim of the policy is to increase the amount of waste recycled from Council buildings from 26% to at least 40%. Facility Managers are responsible for implementing this policy and ensuring that arrangements are in place for staff and visitors to recycle.

GUIDANCE

All Council buildings receive a collection of paper (not shredded paper or hand towels), cardboard, plastic bottles, glass bottles, glass jars and steel and aluminium cans. Staff and visitors are encouraged to deposit this waste in the recycling bins provided in their buildings. Contents of the recycling bins are then collected by facilities staff and deposited in larger recycling bins outside Council buildings, before being collected by Biffa Waste Services Ltd. Managers should attempt to minimise waste at every opportunity.

Managers should periodically remind staff about the importance of recycling and to recycle 40% of waste from Council buildings. The Waste and Recycling team in Technical Services Dept. can provide up to date statistics on the amount and proportion of waste recycled in each Council building.

PRINTER CARTRIDGES

The Council currently have a contract with Banner for ICT Consumables. Cartridge collection boxes are available for requisitioners to order from the iproc system free of charge. MFD toner cartridges can also be placed in these boxes. Collection can be arranged free of charge by calling the number on the box once it is ready for collection.

HAZARDOUS WASTE

The Council's policy, 'Environmental Management Arrangements for the Disposal of Hazardous Waste' provides guidance on managing and disposing of waste such as chemicals, batteries and fluorescent tubes.

ELECTRICAL WASTE

The Waste Electrical and Electronic Equipment (WEEE) Regulations 2006 require that any items that fall under this category are separately collected for treatment and recovery. Further guidance is available in the Council's WEEE Disposal Policy.

SPECIAL NOTE ON NORMAL LANDFILL WASTE BINS

General waste bins will be inspected from time to time by appropriate Council staff or Biffa Waste Services Ltd. If sufficient quantities of recyclable waste are found in these bins they will not be emptied until the recyclable material has been removed and deposited into the recycling bin. Facility managers will be notified if this occurs.

SPECIAL NOTE ON CLEAR OUTS

Facility managers should inform staff within the buildings they control that when office tidy ups or clear outs are undertaken, every effort should be made to recycle waste. The facility manager can contact Biffa waste services direct to make any necessary one-off arrangements if bins need to be emptied more frequently due to clear outs. Biffa can be contacted on 0151 343 3720, but please remember that they charge for this one-off service.

SPECIAL NOTE ON INCOMING MAIL

Council divisions should actively reduce the amount of junk mail and unwanted journals they receive.

For further information about this policy please contact your Facilities Manager.

A handwritten signature in black ink, appearing to read 'J. Wilkie'.

Jim Wilkie,
Chief Executive, Wirral Council

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Unwanted mail attention?

Stop unwanted direct mail by visiting
www.wirral.gov.uk/stop



WIRRAL **Biffa**  recycle for Wirral

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WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

30TH JANUARY 2012

SUBJECT:	CORPORATE GOAL PROGRESS REPORT “HAVE HIGH STANDARDS OF ENVIRONMENTAL QUALITY ACROSS WIRRAL”
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF TECHNICAL SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR BRIAN KENNY, ENVIRONMENT COUNCILLOR HARRY SMITH, STREETSCENE & TRANSPORT
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 This report updates Members on the current position of the Technical Services Delivery Plan (TS2) that supports the 2011/12's corporate goal, "*To have high standards of environmental quality across Wirral*". The Plan aims to achieve a number of objectives in order to support the delivery of the Council's Corporate Plan.

2.0 RECOMMENDATIONS

- 2.1 Committee is requested to note and endorse the progress made in delivering TS2- '*Have high standards of environmental quality across Wirral*' Plan for 2011/12.
- 2.2 Committee is requested to note and endorse the projects highlighted for inclusion in the TS2 plan for 2012/13 (see Future Considerations section 10.0).

3.0 REASON FOR RECOMMENDATIONS

- 3.1 To ensure the TS2 Delivery Plan progresses and proposed future projects have the full support of the committee.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 At its meeting on the 20th of January 2011, Committee Members endorsed the Local Environmental Quality (LEQ) Delivery Plan (Minute 106 refers). Following a review of how Technical Services reports its progress to Members a number of plans were developed based upon the Departmental Plan. Technical

Services take the lead on a number of corporate goals, including *“Have high standards of environmental quality across Wirral”*. As such the LEQ Delivery Plan has now been replaced by the TS2 Delivery Plan.

5.0 RELEVANT RISKS

5.1 The Technical Services Departmental Management Team and the Environmental Portfolio Holder monitor the Delivery Plan on a regular basis in order to identify and manage any potential risks. There are currently no identified risks to the 2011/12 Delivery Plan.

6.0 OTHER OPTIONS CONSIDERED

6.1 Committee are invited to suggest further projects for inclusion in the 2012/13 Delivery Plan, in addition to those proposed in section 9.

7.0 CONSULTATION

7.1 All projects and work streams detailed in the associated Plan show the key partners involved.

8.0 PROGRESS DURING 2011/12

8.1 Every action contained within the TS2 Delivery Plan is given a target status of red, amber or green. Definitions below:

- Red – Project has overrun its given target time.
- Amber – Project has experienced some delays but is still on schedule.
- Green – Project is continuing as targeted.

The TS2 Delivery Plan currently contains three key projects/activities, each broken down into detailed actions and outputs. All projects currently have a RAG status of green and a number of projects have also been completed during the year (2011/12) to date.

9.0 NEW INITIATIVES

9.1 Changes to NI195 Surveying Procedure

Following an internal audit in January 2011 a recommendation was made to review the criteria for monitoring street cleansing standards giving consideration to the development of a more structured and equitable monitoring system.

Central government also removed the need for Local Authorities (LAs) to report their NI195 survey results to DEFRA. This has meant LAs have more freedom to adjust their street cleansing survey methodology to suit their needs and resources.

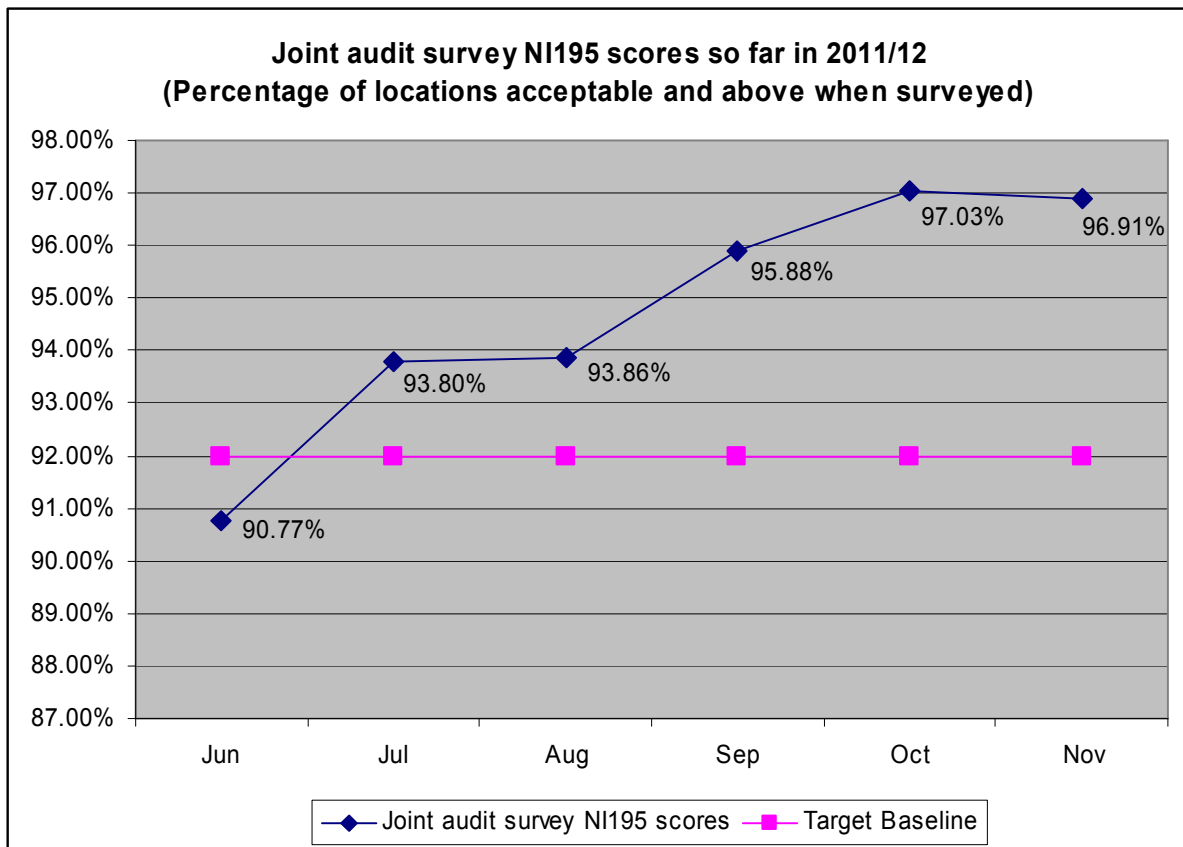
The previous approach (joint audits conducted with the Council and the contractor, plus NI195 surveying) was extremely resource intensive. A total of 17 working weeks of Council officer time were needed to complete the process

per annum. This calculation does not take into consideration back office admin time for inputting data or Biffa management time to carry out joint audits.

The new approach only demands a total of 8 weeks worth of Council officer time to complete (once again this does not take into consideration back office administration time for inputting data or Biffa management time).

Chart 9.1 below shows the joint survey results since their commencement in their new format in June 2011. Following an initial bedding in period an agreed target of 92% (joint litter and detritus; percentage of locations acceptable and above when surveyed i.e. higher is better) has been agreed with Biffa. This is in line with the target set in Wirral's most recent Corporate Plan.

Chart 9.1



9.2 Production of Enhanced Leaf Fall Removal Programme

Wirral Council's waste and street cleansing contract management team worked closely with Biffa to agree a new approach to dealing with the seasonal issue of leaf removal.

In the interests of continual improvement a formal review meeting was held between Council officers and Biffa management on 6 July, 2011. An open and honest review of existing processes took place. An increase in resources available during the leaf fall period was agreed as a direct result of the aforementioned review. Resources (additional resources in bold/italic) now available will be:

- 3 x Large Mechanical Sweepers
- 3 x HGV Drivers

1 x Connect Van
2 x Operatives
2 x Petrol Blowers (18 new Makita BBX7600 backpack petrol blowers also purchased for street cleansing crews to utilise)

This new approach will ensure that all leaf fall present on the highway will be removed by the designated leaf fall team on attendance (previously only the leaf fall in the channels was collected by mechanical means). The additional purchase of 18 extra petrol blowers will ensure regular crews have the best possible chance of addressing leaf fall during their regular cleansing schedule.

Biffa deployed a fourth **large mechanical sweeper** for a number of weeks during the leaf fall removal programme. Biffa met all costs for these additional resources.

9.3 New Joint Crew Checks with Biffa

A recent review of Biffa's 'Crew Check' Key Performance Indicator highlighted that the target was "100% compliance". It was agreed between Biffa and Council management that this was an unrealistic target. It was also agreed that it did not propagate the desired environment to identify and drive improvements in service delivery.

Biffa are currently working in partnership with the Council's Contract Management team to rectify a number of persistent issues with the collection crews working practices. These include correct and consistent usage of the in cab PDA system and consistent checks for contamination in recycling bins.

The benefits from this new monitoring system are:

- Opportunity to obtain accurate management data relating to a variety of areas in Biffa's operational performance.
- Ability to identify and drive improvement in key areas of Biffa's operational practices e.g. PDA usage and consistent checks for contamination in recycling bins.
- Improvement of Biffa's Health and Safety practices and ensuring the Council follow recent Health and Safety Executive guidance on monitoring the work on Contractors.

9.4 Winter Working Improvements

At its meeting on the 7th of June 2011, Committee Members endorsed the *review of winter working resilience arrangements – environmental services contract with Biffa* (minute 136 refers).

The report in question detailed 3 recommendations to ensure any future adverse weather did not have the same impact as that experienced in late 2010 through to early 2011. These recommendations were:

- *Recommendation 1 - Use Of Snow Shoes By Refuse Collection Staff.*

Biffa now have a full stock of 'crampon' style overshoes for all operatives. These have been trialed and agreed by Biffa's health and safety representative.

- *Recommendation 2 - A Selective Trial of Winter Tyres on Refuse Freighters.*

Biffa have got a stock of winter tyres and four vehicles have been pre-fitted for instant activation. The purchase of these tyres was endorsed via briefing note by the Cabinet Member for Streetscene & Transport Services on the 27th September, 2011.

- *Recommendation 3 - An Offer to Use Biffa Drivers To Pre-Grit Refuse Collection Routes.*

On further investigation this option was deemed to be impractical. However the highways gritting service now ensure that scheduled gritting includes the highway leading into and the main routes inside Biffa's depot. This step will ensure that Biffa's crews can mobilise quickly and easily access Wirral's gritted arterial routes with ease.

9.5 Price Waterhouse Cooper (PWC) Contract Review

The Environmental Streetscene Contract is a 14-year contract (i.e. to August 2020) with a 7-year Break Clause (effective at August 2013) and an option to extend the contract for a further 7 years (to August 2027). This presents the Council with the following options:

- Biffa "buy back" the 7-year break clause and continue with Biffa Waste Services until August 2020 (with an opportunity to extend until 2027).
- Re-tender waste collection and street cleansing services.
- Bring the waste collection and/or street cleansing services in-house.

To assist in the Council's decision making process, and to highlight where potential savings could be realised, Price Waterhouse Cooper (PWC) are currently undertaking a review of four major contracts let by the Council, including the Environmental Streetscene Services Contract. The progress made on the review is the subject of the "Environmental Streetscene and Waste Services Annual Review report", also presented to this Committee.

9.6 Keep it Local Initiative

The 'Keep it Local' initiative is a targeted programme of street cleansing and environmental improvements across Wirral's 27 local and district shopping centres. Deep cleansing work (high pressure street washing) was completed across all 27 locations in September 2011. A percentage of the highways infrastructure improvement work is ongoing.

9.7 Trial trade waste facility at Bidston TLS (recycling and residual waste)

Merseyside Recycling and Waste Authority (formerly the MWDA) and Veolia Environmental Services have launched a new trade waste recycling scheme for business, industrial and commercial waste. The new Trade Recycling Centre in Bidston offers a 'pay by the load' recycling and waste disposal service to businesses and traders. The value of the recoverable waste is offset against

disposal of waste destined for landfill to provide traders with a cost effective alternative way of managing their waste.

10.0 FUTURE CONSIDERATIONS

Upon Members' recommendation the following initiatives will be added to the 2012/13 TS2 Delivery Plan.

10.1 Reducing Levels of Dog Fouling Present in Wirral

Wirral's waste and recycling contract management team will be working closely with Biffa to ensure existing methodology for the removal of dog fouling is reviewed. This will ensure that contracted operatives are carrying out their work as efficiently and effectively as possible. Research into new developments in apparatus will also be carried out and the excellent education and awareness work carried out by the Community Safety Team will be complimented by both the operational and Eco Schools work carried out within Technical Services.

10.2 Reducing the Number of Tyres Fly-Tipped Across Wirral

Wirral's highways enforcement team will be mounting a pro-active project to ensure all relevant traders across the borough have the correct systems in place (and correlating records) for the disposal of tyres. This is in response to a worrying trend in fly tipping of tyres on a commercial scale.

10.3 Environmental Improvements to Wirral's Off Road Cycle Paths

In 2011, the Rambler's Association published their first Mystery Walkers Report in which Wirral was rated 6th best out of 126 local authorities. The criteria included path maintenance standards and perception of feeling welcomed. Building on this success, Technical Services intend to devise a planned programme of environmental cleansing along off road cycle/footpaths, particularly where paths pass through urban areas. Graffiti will be removed and reporting of re-occurrences will be encouraged amongst path users so sites can be kept graffiti free. Signage to deter graffiti vandals will be erected and anti-graffiti techniques may be trialled at vulnerable locations. Locations will be prioritised through consultation with the Cycle Forum and possibilities to introduce routine cleansing to remove litter through the Environmental Streetscene Services Contract will be explored.

10.4 Expansion of Wirral's Graffiti Steering Group

Wirral's graffiti steering group currently comprises of a number of major stakeholders responsible for various property types throughout the borough. It is proposed that attempts be made to expand the current membership, thus increasing financial contributions to the shared service whilst simultaneously removing graffiti from a wider range of infrastructure. For example; attempts will be made to engage with Merseyrail to assess the feasibility of removing graffiti from various trackside locations in the run up to the Women's British Open in September 2012.

11.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

11.1 There are no specific implications under this heading.

12.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

12.1 There are no specific implications under this heading.

13.0 LEGAL IMPLICATIONS

13.1 There are no specific implications under this heading.

14.0 EQUALITIES IMPLICATIONS

14.1 There are no specific implications under this heading.

15.0 CARBON REDUCTION IMPLICATIONS

15.1 There are no specific implications under this heading.

16.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

16.1 There are no specific implications under this heading.

REPORT AUTHOR: **Fergus Adams**
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APPENDIX

1. TS2- *Have high standards of environmental quality across Wirral.*

REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE	20 January 2011
SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE	7 June 2011

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Corporate Goal: Have high standards of environmental quality across Wirral (TS2)

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress To Date	On Target R .A .G	Next Steps/ Corrective Actions
Delivering a reliable street cleansing and waste collection service Page 145	<p>Tara Dumas Achievement of defined cleansing targets.</p> <p>Continuous improvement and VfM</p> <p>To ensure that at least 92% of Wirral's streets are at an acceptable cleaning standard at any one time.</p>	New robust street cleansing audit process (agreed by partnership members). 3 x random audits carried out per week to NI195 standards. This process will work towards a joint litter/detritus score of 8%.	Fergus Adams Assistant Contract Managers Biffa	October 2011	<p>Audits taking place, new KPI target to be agreed and implemented as part of overall review.</p> <p>Biffa partnering board have agreed that combined target of 92% is acceptable.</p>	Green	Complete (simply awaiting to commence reporting against NI195 on Jo's return).
	Ensure all streets we are responsible for are on a cleansing schedule.	Biffa street cleansing database updated to include previously omitted locations.	Fergus Adams Assistant Contract Managers Biffa	October 2011	<p>Terry Hendy has been tasked with the initial stages of this project.</p> <p>Initial groundwork has been completed by Biffa and Council</p>	Green	<p>Report on Grassed area results by end of Feb.</p> <p>Continue to work on passage ways</p>

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress To Date	On Target R .A .G	Next Steps/ Corrective Actions
Page 146					managers. Initial work reported to Biffa Liaison meeting, grassed areas and Passageways currently being investigated by Trainee technician		analysis (completion date to be confirmed).
	Maximise work outputs of staff to improve cleanliness standard within existing resources	Continue quarterly 'Street Cleansing Forums' with representative group of Biffa frontline operatives.	Fergus Adams Biffa	October 2011	Quarterly dates scheduled for 2011/12	Green	Continue meetings and action issues raised.
		Reducing Levels of Dog Fouling Present in Wirral	Fergus Adams Biffa	<i>Proposed for 2012/13</i>	Biffa conducting initial investigation into methods used for removing dog fouling	Green	<i>Seek endorsement from Committee</i>

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress To Date	On Target R .A .G	Next Steps/ Corrective Actions
Page 147	Reduce number of complaints regarding service disruption due to seasonal weather patterns.	Production of enhanced Leaf Fall Removal programme	Fergus Adams/Biffa	August 2011	Leaf fall programme agreed July 2011. Briefing note produced and shared.	Green	Complete
	To maximise performance of the refuse collection and minimise contamination sent to the MRF.	To devise new joint crew check sheets with Biffa. To commence new regime of checks. To agree associated KPI target.	Fergus Adams/Biffa	December 2011	Crew check sheet agreed. Implementation date and review dates agreed. Joint crew checks commenced.	Green	Establish an agreed KPI for investigations in March 2012.

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress To Date	On Target R .A .G	Next Steps/ Corrective Actions
		Winter Working Improvements to be implemented and reported to Overview and Scrutiny in Autumn 2011 to include snow tyre trial, use of snow shoes, improved communications with public, planned provision of relief waste sites.	Tara Dumas/ Biffa	December 2011	Draft plan to be ready by end August. Tyre trial report completed. Elected member to approve expenditure Report went to Committee on Sep 26 th .	Green	Snow tyres in depot, awaiting fitting.
		Annual contract review	Tara Dumas/ Biffa	June-Sept 2011	Report to Overview and Scrutiny due January 2012	Green	
		Price Waterhouse and Cooper Contract Review	Tara Dumas/ Biffa		Review opportunities for savings and recommendations for approaching break clause underway		PWC now carrying out in-depth analysis of Biffa contract.

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress To Date	On Target R .A .G	Next Steps/ Corrective Actions
Delivering a targeted programme of street cleansing and environmental improvements in our 27 local and district shopping centres	<p>Tara Dumas <i>Rob Clifford</i> <i>Mike Peet</i> <i>Mark Smith</i></p> <p>Deep clean of 4 pilot areas completed by middle of June 2011. Complete deep clean works on all 27 centres by end of September 2011.</p>	Arrange with Biffa to supply workforce and kit to carry out cleansing.	Albert Light/Fergus Adams Biffa	May 2011	KIT identified, cleansing commenced as scheduled on 16 th May 2011.	Green	Complete
		Monitor all 27 locations during cleanse to ensure high standard of work. Including audit of existing litter bins.	Fergus Adams Assistant Contract Managers Biffa	July-Sept 2011	Cleanse running approximately 4 days behind schedule Kit used has been adjusted to ensure higher standard (week commencing 27 th June). All sites consulted Site action plans to be completed by lead officers for all 27 sites. (FA completed his) TD to monitor budget		Complete

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress To Date	On Target R .A .G	Next Steps/ Corrective Actions
Page 15		Produce a full lessons learned briefing note following the completion of the 27 th sites.	Lead Officers to co-ordinate response	1/1/2012	Assured all works to be completed by Xmas, 2011.	Green	Produce collaborative report.
	Reducing levels of fly-tipping through targeted environmental education and enforcement	<p>Tara Dumas</p> <p><i>Rob Clifford</i></p> <p>To improve cleanliness standards in Wirral's retail areas.</p> <p>To maintain a NI196 level 2 standards</p> <p>Trade Waste related fly-tipping to be addressed via continuing support for the 'Tidy Business Scheme'.</p> <p><i>Detailed action plan held by Trade Waste Officer (Daniel Molyneux).</i></p>	Fergus Adams Trade Waste Officer Wirral's business community	End of March 2012			
		Continue use of covert cameras at flytipping hotspots	Phil Black	Ongoing	Order replacement cameras for those stolen. WCIG funding Identified Cameras purchased.	Green	Complete

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress To Date	On Target R .A .G	Next Steps/ Corrective Actions
Page 151		Trial trade waste facility at Bidston TLS (recycling and residual waste)	MWDA/Veolia	2012/13	Scheme launched – feedback is low referrals/take up so far. Wirral specific promotion continual via Trade waste officer	Green	Continue to monitor.
	To improve cleanliness standards in Wirral's retail areas. Raise awareness of littering as an offence to engender compliance. Ensure that at least 92% of Wirral's streets are at an acceptable cleaning standard at	Launch a smoking litter awareness campaign, targeting public houses, shops, offices and eateries. To distribute 'Stubbies' in key locations across Wirral. This should then be followed up enforcement action with the use of FPNs. Issue FPN's through targeted litter enforcement campaigns	Fergus Adams Trade Waste Officer Highway's enforcement Wirral's business community Phil Black	End of March 2012	Campaigns underway and joint training/mentoring rolled out to parking enforcement staff	Green	
		Empower/train additional employees to issue FPN's	Phil Black			Green	Complete

Key Project/ Activity	Departmental Lead & Planned Performance Outcomes	Detailed Actions & Outputs	Lead Officer & Partners	Review Date/ Milestones	Progress To Date	On Target R .A .G	Next Steps/ Corrective Actions
Page 52 To increase levels of Local Environmental Quality (LEQ) across a range of land classes throughout Wirral	any one time.	To carry out proactive inspections of waste disposal documents from businesses dealing with large quantities of tyres. (This is based on a marked increase in the dumping of tyres throughout Wirral).	Phil Black	Continuing through 2012/13	Initial agreement only at this stage.	Green	Seek endorsement from Committee To devise a planned approach by the end of 2011/12
	Tara Dumas To improve LEQ in some of the less prominent locations across Borough, increasing the perception of safety and cleanliness.	Environmental Improvements to Wirral's Off Road Cycle Paths	Fergus Adams Biffa Wirral's Cycling Officers	<i>Proposed for 2012/13</i>			Seek endorsement from Committee
		Expansion of Wirral's Graffiti Steering Group	Fergus Adams LCT Together Various stakeholders of Wirral	<i>Proposed for 2012/13</i>			Seek endorsement from Committee

WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE

30 JANUARY 2012

SUBJECT:	WIRRAL CLIMATE CHANGE GROUP ANNUAL REPORT
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF LAW, HR & ASSET MANAGEMENT
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR KENNY
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to:

- (a) Update Members on the work of the Wirral Climate Change Group during 2011; and
- (b) Seek endorsement for the development of a replacement Wirral Climate Change Strategy.

1.2 The Council's early commitment to action on climate change, which resulted in the adoption of a climate change strategy in 2007, has heralded more concerted, co-ordinated action on carbon reduction and energy efficiency – now reflected as a corporate priority to reduce the Council's carbon footprint. It has also led to some initial work on local adaptation to expected changes in the climate.

1.3 The Council cannot respond adequately to the climate agenda alone. The Wirral Climate Change Group has thus been developed into a local partnership with representation from various organisations from different sectors. The group meets regularly and has reported progress through Wirral's Local Strategic Partnership (LSP) and the Sustainable Communities Overview & Scrutiny Committee. The group maintains a rolling Wirral-wide carbon reduction programme which details the actions of partner organisations.

1.4 The climate change strategy from 2007 is now due an update. Many of the actions associated with it have now been implemented, the agenda has moved forward and the context has changed. Therefore the Wirral Climate Change Group proposes to initiate a consultation process leading to the development of a new replacement strategy.

1.5 The production of a local climate change strategy is not a statutory obligation. However, since the adoption of the Wirral's first strategy, a variety of legal changes and policy instruments have been introduced by government to drive climate-related actions which do demand action. The strategy is envisaged to act in part as a co-ordinating framework for such action.

2.0 RECOMMENDATION/S

2.1 It is recommended that members:

- Note the activity of the Wirral Climate Change Group from 2011 and the actions of partner organisations contained in the Wirral-wide Carbon Reduction Programme; and,
- Endorse the partnership's proposed work to develop a replacement climate change strategy for Wirral.

3.0 REASON/S FOR RECOMMENDATION/S

3.1 Wirral's existing climate change strategy is in need of updating. Since the original strategy was adopted, the issues have evolved and the context has changed. Furthermore, many of the early actions advocated have been implemented. The Wirral Climate Change Group is the logical partnership to lead the development of a new replacement strategy.

4.0 BACKGROUND AND KEY ISSUES

4.1 Much of the UK's climate pollution comes from emissions associated with local activities such as the way we heat and power buildings and travel around. Actions at the local level can thus have a critical influence in meeting national and global emission reduction targets designed to mitigate damaging climate change. Service providers also need to take the impacts of likely changes in the climate into account to ensure decisions are 'future proof' and that any opportunities are realised and threats minimised. The importance of local action for climate change – both mitigation and adaptation - has led local authorities and their partners to develop local climate change strategies as frameworks for a co-ordinated local response.

4.2 In 2001, Wirral Council became an early signatory to the 'Nottingham Declaration on Climate Change' (Council, 13 February 2006, Minute 91). The Nottingham Declaration Group comprised officers from each Council department and was formed to produce a climate change strategy and implement the key actions agreed by the Council. The original Wirral Climate Change Strategy adopted in 2007 (Cabinet 20 June 2007, Minute 99) was developed 'in house' and has been instrumental in promoting the carbon reduction agenda. The strategy's main target – a 20% reduction in Council CO2 emissions by 2010 - was achieved early. Subsequently the Council has: embraced reducing its carbon footprint as a corporate objective; adopted a more ambitious 60% target; and, introduced a Carbon Budget to drive progress and help to realise financial savings from energy efficiency initiatives.

- 4.3 The Wirral Climate Change Group evolved from the Nottingham Declaration Group and, over time, has become a wider partnership. It currently includes representatives from the: NHS; fire and police services; travel and waste authorities; and, voluntary, community and faith sectors. The group meets on a quarterly basis and reports progress via the Local Strategic Partnership (LSP) and the Sustainable Communities Overview and Scrutiny Committee. It includes elected member representation based on a 1:1:1 ratio for the three main political groups.
- 4.4 Part of the rationale for the Wirral Climate Change Group is that action from all sections of the community will be required and that no partner is equipped to deal with climate change fully alone. Through partnership there is also potential for better co-ordination and sharing of skills and resources - conferring potential mutual advantages to participants, particularly at a time when resources are constrained. The initial work of the Wirral Climate Change Group has predominantly focused on mitigation to prevent climate change – i.e. reducing greenhouse gas emissions. Under the former National Indicator (NI) 188, some initial work was also undertaken on preparing to adapt to likely changes in the climate in the future.
- 4.5 The Local Area Agreement (LAA) was, until recently, the main focus for LSP action and has shaped the Wirral Climate Change Group's agenda. The LAA included a commitment to reduce per capita carbon emissions – formerly reported under National Indicator (NI) 186. Accordingly, the group developed the Wirral-wide Carbon Reduction Programme (also referred to as the Wirral-wide NI186 Carbon Reduction Action Plan) – a rolling programme of partner actions to reduce carbon emissions in the Borough. One notable example of partner co-operation has been the development and promotion of the CRed Wirral carbon reduction campaign.
- 4.6 The removal of the NI framework and associated LAAs under the Government's 'localism' agenda has led to a review of the workings of Wirral's LSP and associated partnerships, including the Wirral Climate Change Group. There is now perhaps greater freedom to develop a local response to climate change. National targets and the associated legal frameworks continue to indicate a clear 'direction of travel' for local action.
- 4.7 The original 'Nottingham Declaration' to which the Council was an early signatory, has itself recently been subject to a review and consultation – designed to take account of the changes in context since it was first formulated. The results of the review are expected to be reported in March 2012 and it is anticipated they will provide some useful input to the strategy review.
- 4.8 Turning to the actions of the Wirral Climate Change Group during 2011, in accordance with its terms of reference, the group has met four times during 2011: 1 February, 5 April, 9 August, and 7 December. The rolling Wirral-wide carbon reduction programme developed by the group has been updated twice during the year in April and December. The latest version can be found at Appendix 1 to this report. The group has continued to receive regular progress reports documenting partner efforts to promote the CRed Wirral campaign.

During 2011, the number of participants in CRed Wirral grew by 712 and the number of carbon reduction pledges by 2690.

4.9 In addition to standing items of business, in 2011 the group has received reports and presentations on:

- The climate change activities of the Merseyside Fire and Rescue Service,
- Health Impact Assessment Screening
- The Joint Municipal Waste Management Strategy Review
- The Merseyside Police Carbon Reduction Programme
- The work of Faiths4Change
- Local food projects
- Work to develop a Sustainable Energy Action Plan for the Liverpool City Region; and
- Preparations for the Green Deal

4.10 As part of the process of reviewing its modus operandi, the Wirral Climate Change Group has noted the absence of an up-to-date climate change strategy to drive local partnership actions. Therefore, at its meeting on 7 December 2011 the group proposed to develop a replacement strategy that:

- Reflects the changes in context since the original strategy was formulated – legal framework, scientific understanding etc.;
- Sets a new carbon reduction target for Wirral that is in line with national targets and timescales;
- Provides the context for the development of the group's future work programme and review; and,
- Helps to engage the wider community and encourages wider action beyond the Wirral Climate Change Group.

To this end, the group intends to:

- Develop a discussion paper and online questionnaire to gather views on a way forward;
- Organise a workshop/s to involve partners and interested stakeholders in the strategy development process;
- Produce a revised framework for formal consultation; and,
- Encourage partner organisations to adopt and promote the replacement strategy.

5.0 RELEVANT RISKS

5.1 There are a number of risks associated with a failure to respond to the climate change agenda. Without an up-to-date local framework for climate change there is the danger that Wirral will be ill-prepared to manage the risks associated with likely changes in the local climate, for example, more extreme and frequent weather events that could have an adverse impact on the Borough. There is also the risk that Wirral will be ill-prepared to take advantage of the economic, environmental and social opportunities associated with the transition to a low carbon economy.

6.0 OTHER OPTIONS CONSIDERED

6.1 As the context for local partnership work has now changed, the Wirral Climate Change Group has given consideration to its continuance, form and function.

The group considered and rejected the option to disband acknowledging that there are potentially significant mutual advantages in sharing resources and expertise through partnership.

7.0 CONSULTATION

7.1 This report is based on the recorded actions of the Wirral Climate Change Group and so reflects the input of a number of partner organisations. The proposal - to develop a new replacement strategy - anticipates a consultation process with partners and the community.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 The development of a new replacement strategy presents an opportunity to engage voluntary, community and faith groups in shaping and delivering action locally. The voluntary, community and faith sectors undoubtedly have an important role in the local response to climate change. This was perhaps not fully captured in the original strategy, although is increasingly reflected in the membership of the Wirral Climate Change Group.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

9.1 There are no direct financial implications.

9.2 There are no IT implications that cannot be accommodated within existing infrastructure.

9.3 There are no additional staffing implications from this report.

9.4 There are no direct implications on the Council's assets. However, as with the initial strategy, the development and implementation of initiatives and projects concerning the efficient and effective use of energy will likely have a positive benefit on the future management of the Council's assets.

10.0 LEGAL IMPLICATIONS

10.1 There are no legal implications arising from this report.

11.0 EQUALITIES IMPLICATIONS

11.1 Local responses to climate change may have different implications for different sectors of the community. The creation of a replacement strategy creates the opportunity to consider the equalities implications and use them to shape the new strategy.

11.2 Equality Impact Assessment (EIA)

(a) Is an EIA required? Yes, as part of the strategy development

(b) If 'yes', has one been completed? No, the report seeks endorsement for the development of a new strategy

12.0 CARBON REDUCTION IMPLICATIONS

12.1 The Wirral Climate Change Group provides a key forum for the co-ordination of local efforts to reduce carbon emissions. Its work is anticipated to assist the Council to meet its corporate objective of reducing its carbon footprint. It is also anticipated to assist the promotion of carbon reduction through partner organisations and in the wider community.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no direct planning or community safety implications. Both planning and police are represented in the Wirral Climate Change Group.

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APPENDICES

Appendix 1 - Wirral-wide Carbon Reduction Programme December 2011

REFERENCE MATERIAL

Nottingham Declaration on Climate Change – Available as Appendix A to Item 3 of Environment Overview and Scrutiny Committee 12th October 2006 'Nottingham Declaration Council Motion – Update Report'

Wirral Climate Change Strategy and Action Plan – Available as appendices to Item 17 of the Cabinet Meeting of 20th June 2007 'Environment – Nottingham Declaration Update Report No.2'

Minutes from the meetings of the Wirral Climate Change Group from 2011 – available from the report author

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Sustainable Communities Overview and Scrutiny Committee – Item 46, Reducing Wirral's Carbon Footprint	8th March, 2010
Sustainable Communities Overview and Scrutiny Committee - Item 82, Carbon Reduction - Progress Update Report 2	14th September, 2010

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
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WIRRAL COUNCIL

WC 1	Law HR & Asset Management	Carbon Footprint Performance Monitoring	Improve the overall method of monitoring performance & assist in reporting for Carbon Budget, CRC, EN 16001 & the Carbon Trust Standard	Monitor emissions from: Energy use in Buildings Transport Fleet Business Mileage	Identify & quantify Council-wide emissions	Begin the process of automatic data collection	Continue to improve the overall method of data collection; review energy database	G
WC 2	Law HR & Asset Management	Investment Energy Efficiency Programme PHASE 1, 2, 3 & 4	Reduce the Council's carbon emissions by 60% by 2025. Going forward, achieve carbon neutrality for the borough by 2050 Assists carbon budgeting process	Electrical Energy Efficiency Scheme Awareness Raising Programme Automatic Meter Reading Project Street Lighting Energy Efficiency Improvement Schemes Develop policies to install Intelligent Luminaires & Biomass Heating system	A reduction in emissions. Phase 1 reduction 1,200 t.CO2 Electrical Efficiency Scheme, anticipated savings 837 t.CO2	Programmes in various stages of progress	Manage the systems to ensure savings are maintained; monitor performance; ensure all future BEMS systems are corporately compatible	G
WC 3	Law HR & Asset Management	Wirral CRed Scheme	Help to achieve 60% carbon reduction in the borough by 2025. Assist reducing per capita emissions in CO2	Develop & promote the CRed scheme together with our partners in the Wirral Climate Change Group	Encourage Wirral wide reductions in emissions	The number now signed up to CRed Wirral is 1730 & the number of pledges is up to 5380 representing a notional saving of 995 tonnes of CO2. Targets for 2011/12 have been exceeded.	Implement: - 2011/12 school 'Captain Carbon' programme. - Promotion with Age UK Wirral -Climate Week Develop programme for 2012/13	G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
WC 4	Law HR & Asset Management	Renewables	Reduce the Council's carbon emissions by 60% by 2025. Help to achieve carbon neutrality for the borough by 2050	Solar Water Heating Scheme at Europa Pools Photovoltaic Scheme at Cheshire	Identify good practice improve the output generated from renewable technologies. Expected	Complete System	Monitor Performance. Develop system of automatic monitoring to allow performance profiles to be produced Monitor	G G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
Page 161				<p>Lines Building</p> <p>Bio-mass fuel contract developed for Floral Pavilion</p> <p>Solar Photovoltaic PV Project</p>	emissions reduction of 1.95 t.CO2 from PV	<p>Installed & operational</p> <p>Contract extended to December 2010</p> <p>The project involves the installation of solar pv arrays on the roofs of some 30 council-owned buildings to generate renewable energy; project is self financing due to annual savings on energy costs & from revenue generated through the FiT scheme</p>	<p>Performance</p> <p>Tender for new 4 yr contract to include new projects</p> <p>Tender Oct 11 - Jan 12; complete by Apr 2013</p>	G
	WC 5	Office Depot Wirral Council	Reduce the number of Office Depot delivery days to three	To support the reduction of carbon emissions by 60% by 2025, CPSU has arranged with Office Depot to reduce the number of days they deliver to the Authority.	Deliveries reduced from 5 days to 3 days per week from Oct 09	% or tonnage of CO2	Office Depot to confirm figure for % or tonnage CO2	Monitor & manage performance

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
			Approximately 40% of purchase orders are under £50; reducing frequency & better stock control will assist in reducing emissions & use of resources through the reduction in the number of deliveries/invoices					
WC 6 Page 162	Regeneration, Housing & Planning Department Wirral Council	Wirral Affordable Warmth Strategy	Increase the average SAP rating of housing in the Borough	<p>Delivery of local fuel poverty initiatives under the "Warmer Wirral" initiative to increase energy efficiency grant take-up, refer households for benefit entitlement checks & promote energy tariff & supplier switching</p> <p>Deliver Cosy Homes Heating grants and promote Warm Front grants</p> <p>Complete installation of solar thermal systems in Craven & Patterson Streets, Birkenhead</p>	Cosy Homes Heating Grants in 2011-12 will deliver an estimated saving of 220 tonnes/yr of CO ₂ over the lifetime of the heating systems; Warm Front in 11-12 will deliver a saving of approximately 800 tonnes/yr of CO ₂ over the lifetime of the energy efficiency measures; Craven &	9 Cosy Homes Heating Grants completed, saving approximately 10.5 tonnes/yr CO ₂ . 395 households assisted with Warm Front grants, to end Oct 2011, providing approximately 450 tonnes/yr CO ₂ savings. Craven and Patterson Streets scheme has installed 15 solar thermal systems so far saving 6.82 tonnes/yr of	Annual review of Strategy/Quarterly review of individual initiatives	G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
					Paterson Streets scheme will see 21 solar heating installations saving 9.56 tonnes/yr of CO2	CO2		
WC 7	Regeneration, Housing & Planning Department Wirral Council	Wirral Free Insulation Programme	Increase the average SAP rating in owner occupied & private rented homes	Install 57,544 home insulation measures by March 2016	The programme will deliver a saving of 4035 tonnes / yr CO2 in its first year & 8070 tonnes / yr in each following years	To 05/12/11, 14,524 insulation measures have been installed, resulting in 5915 tonnes / yr CO ₂ saved.	Install 24,660 measures by 15th May 2012	A
WC 8	Technical Services Department Wirral Council	Wirral Council Staff Travel Plan	Encourage more sustainable travel behaviour to staff	For the third Travel Plan the target is a 10% reduction in Business Mileage by the end of 2014/15 from the 2009-10 figure of 2,624,557 miles		The car mileage review shows that car mileage claims were 2535727 miles for 2010/11 a 3.4% reduction	Continue ongoing car park monitoring	G
JOINT ACTIONS								
JA1	Wirral Council NHS Wirral CWP NHS Trust	Wirral CRed Scheme	Help to achieve 60% carbon reduction in the borough by 2025.	Develop & promote the CRed scheme together with our partners the Wirral PCT &	Encourage Wirral wide reductions	The number now signed up to CRed	Implement: - 2011/12 school 'Captain Carbon'	G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
			Assist reducing per capita emissions in CO2	Cheshire & Wirral Hospital NHS Trust	in emissions	Wirral is 1730 & the number of pledges is up to 5380 representing a notional saving of 995 tonnes of CO2. Targets for 2011/12 have been exceeded.	programme. - Promotion with Age UK Wirral -Climate Week Develop programme for 2012/13	
JA2	Wirral Council LSP	Workshop on Planning to Adapt to Climate Change	To raise awareness of the collective responsibility of adapting to climate change & becoming a well adapting authority; complements ongoing work on mitigation	Half day workshop delivered by COIN on behalf Wirral Council on 16 November 2010	To raise awareness of the collective responsibility of the LSP	Workshop held. No further jointly co-ordinated work on adaptation progressed	Raise adaptation as part of developing a replacement climate change strategy	G
JA3	Wirral Council NHS Wirral CWP NHS Trust Fire & Rescue Service Merseytravel Merseyside Police Wirral Environmental Partnership Transition Towns West Kirby Merseyside Environment Network Energy Saving Trust Faiths4Change Groundwork Merseyside	Wirral Climate Change Group	Manage the joint delivery of reducing carbon footprint through work on mitigation & adaptation measures with all partners	Expand membership of the group; Wirral Wide Carbon Reduction Programme developed; Terms of Reference agreed	Collective approach to the delivery of carbon reduction initiatives	Regular programme ongoing. Terms of reference updated to reflect changes in LSP. Group membership extended to reflect voluntary, community and faith sectors input.	Oversee the development of a replacement climate change strategy and revise Wirral wide	G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
JA4	Wirral Council NHS Wirral	Wirral MBC kerbside waste recycling scheme	To implement a kerbside recycling service to 17 NHS Wirral clinical sites to increase waste recycling rates	<ul style="list-style-type: none"> - Carry out site waste audits - New general waste contract - Meet with Wirral MBC to discuss start date of waste recycling scheme Deliver mini, 240L & 1100L bins to NHS Wirral premises 		<p>Complete</p> <p>Started Jan 2010</p> <p>Meeting held 10/09</p> <p>Delivered Feb 2010</p>	<p>Arrange for reduced general waste bin sizes at chosen sites</p> <p>Arrange for collection every 2 weeks</p>	
CHESHIRE & WIRRAL PARTNERSHIP NHS TRUST								
CW 1	Cheshire & Wirral Partnership NHS	<p>SO7 – Sustain financial viability</p> <p>SO5- Performance manage all services using an evidence based approach within a risk management framework</p>	Achieve Board Approved Energy Policy	<ul style="list-style-type: none"> - Set up Energy Group as sub group to Environmental Strategy Group - Prepare Heads of Terms - Prepare Energy Policy - Obtain Trust Board Approval - Sustainable Development Management Strategy for 2010-15 developed; addresses the challenges of carbon reduction & sustainable development management in the key areas identified in the document NHS Carbon Reduction Strategy for England: "Saving Carbon, Improving Health" published in January 2009 by the NHS Sustainable Development Unit [SDU] 	Energy Group & report to Environmental Strategy Group prior to submitting Trust Board for approval	<p>Heads of Terms & Energy Policy approval Dec 2009;</p> <p>Key target in the strategy & carbon reduction plan is the commitment to achieve an overall carbon reduction of at least 10% from the baseline level of 2007 by 2015 in line with the proposed targets in the NHS SDU document</p>	The Environment Strategy subcommittee meets bi-monthly to monitor progress & set actions in the key areas identified & work together positively to investigate solutions to help achieve further carbon reduction targets that may be proposed through the SDU	G
CW 2	Cheshire & Wirral Partnership NHS	SO7 – Sustain financial viability	Carbon Reduction 10% by 2015 using 2007 as	<ul style="list-style-type: none"> - Establish carbon of base year - Establish carbon for most recent 	Energy Group and	Carbon base for 2007		

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
Page 166		SO5- Performance manage all services using an evidence based approach within a risk management framework	the base year annual 3.3% target representing 90 tonnes reduction of CO2 annually	<p>year</p> <ul style="list-style-type: none"> - Produce action plan over 5 years to show: - Project plan, Capital investment - Revenue consequences - Consider viability of renewable energy sources and report findings - Investigate bids for funding both NHS & external sources- Offer to Finance Planning & Performance Committee for approval prior to Trust Board <p>Ensure the Energy Group has links to the capital & property team regarding refurbishments & new builds & that the project group reports back energy matters to the Energy Group</p> <p>A 5 year planned programme of boiler replacement & energy efficient lighting in place</p>	Environmental Strategy Group	<p>established Sept 09</p> <p>BREEAM workshops held for new development target to achieve excellence</p>		
CW 3	Cheshire & Wirral Partnership NHS		<p>Waste Management strategy</p> <p>Reduction Recycling & reuse forms basis of organisational waste management policy promoting the Waste Hierarchy principle</p> <p>Review contracts with all suppliers to ensure sustainable viability</p> <p>Waste audits carried out annually</p>	<p>Minimise the production & disposal of waste that cannot be recovered, recycled or reused. Monitor, report & set targets on management of domestic & clinical waste. Promote re-use of trust assets as norm, recycling by products such as packaging & actively working on reduction of waste at source.</p> <p>Redefined & re classify waste streams in line with HTM 07-01 safe management of Healthcare waste</p> <p>New contract with local contractor ensures that 95% of general</p>	Segregation & recycling & re-use ongoing campaigns to keep waste out of landfill Cardboard paper & printer cartridges obsolete medical equipments & consumabl		Battery recycling waste strategy developed; Confidential waste paper shredding contract negotiated under improved sustainable procurement guidelines; improved off-site recycling & carbon reductions	

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
Page 167			Waste handling & recycling training	<p>waste recovered the residual 5% waste going for fuel conversion. Drive for zero landfill within 3 years.</p> <p>Audits are assessed for reduction & segregation of waste</p> <p>Paper banks help to promote paper recycling in the Trust; 12 banks in place Trust wide with 5 more planned for 2010. We have recycled approx 19.719 tonne to October 2009 which equates to 300 trees saved</p> <p>Delivered at Induction & ad hoc</p>	<p>es are donated to charity</p> <p>4 collections completed = 20 tonnes of equipment recycled to 3rd world through Christian charity Aid to hospitals worldwide</p>			
	CW 4	Cheshire & Wirral Partnership NHS		<p>Staff involvement & engagement</p> <p>Eco Representatives</p> <p>Environment Page for CWP Website Your Eco Environment</p>	<p>Staff Eco Reps promote message of individual action leads to greater change & embeds a culture of good corporate citizenship</p> <p>Walk to work week & Bike to Work week were both promoted to staff as part of healthy messages & carbon reduction</p> <p>Information page about all the carbon reduction plans the trust has as well as interesting facts & figures on recycling targets</p>	<p>Reps meetings arranged 4 times/ year With opportunity for attendance at events & networking with other champions</p>		<p>Trust's Eco Rep handbook now published; organise Eco Reps Conferences & Workshops Eco reps meetings - Climate week</p> <p>Staff Bike purchase scheme updated</p> <p>Development of an Environment Intranet page for staff completed-progress also made in the areas of energy</p>

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
							management & carbon reduction; Environment swap-shop for staff developed	
CW 5	Cheshire & Wirral Partnership NHS		Green travel & transport	<p>Energy Savings Trust prepare green fleet review & action plan for trust</p> <p>Policy review group set up to review lease car policy</p> <p>CWP invited onto Government funded Motorvate scheme to review & monitor travel & transport</p> <p>Bike user group established with reps from finance HR & environment to establish interest & look at schemes available</p> <p>Links made with other groups to support & partnership work Lets travelwise & wise moves</p> <p>Govt/NHS cycle to work guarantee scheme signed up</p> <p>Commitment to investigate suitable alternative transport options for staff & service users including 'How to get to...' information provided on Intranet</p>			Green Fleet Annual review- gather 09/10 data to measure CWP baseline carbon footprint on mileage; fuel use in litres for the van fleet; mileage claims for the lease cars & the vehicle list including registration & CO2 emissions; Mileage claims for essential/casual/standard/regular users being used for preparation of carbon footprint analysis; prepare draft Trust travel plan & examine travel options for staff relocations; Travel portal car share data base DRAFT plan completed	
CW 6	Cheshire & Wirral Partnership NHS	<p>SO7 – Sustain financial viability</p> <p>SO5- Performance manage all services using an evidence</p>	Introduce robust energy monitoring & produce action plans with investment plans against the high energy user buildings & sites;	<ul style="list-style-type: none"> - Update TEAM software - Achieve accurate meter readings & bill monitoring - Prepare regular reports for Head of Estates & Facilities to demonstrate action or no action 	Energy Group Operational Estates	New TEAM Software installed & data being transferred & checks	Plastic bottled water contracts cancelled; bottled water provision removed from staff areas &	G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
Page 69		based approach within a risk management framework	& the high cost per M3 buildings & sites Ensure leak free water distribution systems	- Establish procedure for regularly testing procurement of energy against the market prices WATER Produce a report to establish evidence of water consumption Phase out plastic bottled water programme throughout all Trust properties 2009-10 Introduce plumbed in units or use of tap water Prepare regular reports for Head of Estates & Facilities to demonstrate action or no action		against reporting in progress Sept 09 Meter reading regime set up & working well Bill management under discussion with finance dept to make improvements	spreadsheet set up with Estates to identify replacement & relocation of plumbed in units; protocol set up for chilled water provision 4 tonnes of carbon & 2% saving annually overall	
	CW 7	Cheshire & Wirral Partnership NHS	SO7 – Sustain financial viability SO5- Performance manage all services using an evidence based approach within a risk management framework	All buildings that require a Display Energy Certificate (DEC's) have complied Achieve Level D in all buildings/targeting those at Level E, F & G	- Survey buildings over 1000m2 floor area & fit DEC's - Prepare action plan for those buildings at E or below to show: - Project plan Capital investment Revenue consequences	Energy Group Operational Estates	DEC's completed to 75%	
NHS WIRRAL								
WP1	NHS Wirral	Environmental Impact Assessment & Carbon Footprint	10:10 Commitment; Reducing carbon emissions by 10% during 2010-11 across the following areas: Electricity, gas, road transport and air travel	Encouraging staff to use car travel less & promoting alternative transport methods - Improving energy efficiency of existing estates premises		Q1 staff mileage claims 50% down on 2008-09 data Data from 2010 travel survey - single	Ongoing promotion of walking, car sharing, & cycle to work, public transport loan & pool car schemes.	A

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
Page 170						<p>occupancy vehicle use down 6% on 2009 figures with increase in bus and train usage</p> <p>From 2009-10 data, 7 NHS Wirral premises fall outside the minimum standard for energy efficiency. Energy audits undertaken. Insulation improvements in winter 2010 from capital funding approved for carbon reduction initiatives. Solar photovoltaic (PV) installation at Vittoria Medical Centre in January 2011.</p> <p>40 staff made carbon</p>		

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
Page 171						<p>reduction pledges during 10:10:10 week – potential savings 370kg of CO2 per person/year or 14.8 tonnes in total.</p> <p>44 NHS Wirral staff requested Home Energy Checks from Energy Saving Trust during 2 week 'prize draw' campaign.</p> <p>To date, a 14.4% reduction in our carbon emissions, compared with the first half of 2009-10.</p>		
WP3	NHS Wirral	Sustainable transport planning	To encourage the use of sustainable transport & reduce personal car use by NHS Wirral staff, patients & visitors in line with Travel Plan	- Carry out staff travel survey by November 2010 to assess impact of sustainable transport actions against travel plan targets	Reduced CO2 emissions from staff travelling to & from	Complete December 2010. HQ personal car use down from 87% to	Further publicity of incentive schemes & pool car/bike schemes throughout PCT	G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
Page 172				- Finalise pool bikes policy & locate pool bikes ready for use at Old Market House	work & carrying out business related travel. Active travel as a health benefit for staff, patients & visitors	67% Data from 2010 travel survey - single occupancy vehicle use down 6% on 2009 figures with increase in bus and train usage Awaiting final location of bikes & publicity of scheme		
MERSEYTRAVEL								
MT1	Merseytravel	EMS (ISO14001)	Ensure environmental performance of Merseytravel is at a high & externally recognised standard & all operations are legally compliant	Part of the delivery mechanism for Environmental Sustainability Strategy covering all Merseytravel operations All operational areas are covered & EMS Management Plan contains detailed actions.	Annual external assessment in October	Successful accreditation each year since 2003	Continual improvement as required by ISO standard, development of relevant policies & procedures & ensuring legal compliance	G
MT3	Merseytravel	Annual Environmental Report	Assists in monitoring targets set by EMS & achievements made across the organisation Public statement of our actions.	Annually produced in December (data gathering from April) covering previous financial year Updated in relation to environmental agenda & in particular carbon reduction & climate change.			Preparation for next report	G
MT4	Merseytravel	Staff Awareness & Behaviour Change	Reduction in energy use, more sustainable use of resources &	Training for staff, recruitment of 'Ambassadors', regular awareness campaigns & events	Ongoing with quarterly	90% of staff have been through	Ongoing training, recruitment & promotional activity	G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
			informed decision making		reviews & annual planning	'training', management group established		
MT5	Merseytravel Wirral Council United Utilities Stagecoach	EU Sustainable Biofuel Project (BIONIC)	Increase in use of sustainable biofuel production	Promotion & use of Sustainable Biofuel in NW England, operation of NW Biofuel Network, case study development with local fleets, production of best practise guideline & final conference	Project runs Nov 2007 to Nov 2010. Conference in 2010	Three trials of high-blend biofuels underway or completed	Develop NW Network & continuation of case studies	G
MT6	Merseytravel Bus operators	Low Carbon Emission Bus Fund	Bring lower carbon buses to Merseyside fleet	Bid for funding to support use of low carbon buses was successful resulting in 11 electric vehicles for C1-C5 routes in LCC	Vehicles to be operational Summer 2010	General agreement on locations & funding needs to be confirmed	Identification of charging points, funding & planning consent	G
MT7	Merseytravel Arriva	Eco-Manager driver system	More efficient driving & reduced fuel use & therefore CO2	Arriva vehicles equipped with ECO-Manager & staff trained for use	Launched 2009	Operation in some of Arriva fleet & showing approx 6% reduction in fuel use (tbc)	Roll-out across whole fleet & possible uptake of similar system by other operators	G
MT8	Merseytravel	Travel Plan	Encourage more sustainable travel behaviour to staff	Promotion of initiatives to all staff whether travelling to / from work or on business	Since 2003 Review 2010.		Review	G
MT9	Merseyside Transport Partnership inc Merseytravel & Wirral MBC	Local Transport Plan (LTP) development & delivery	Ensure Carbon Reduction / Climate Change is key foundation for transport development across Merseyside	Focus on Carbon Reduction for LTP3 from March 2011	LTP3 runs from April, consisting of a long-term strategy (up until 2024), supported by 3-year implementation plans	Climate Change Officer appointed in Jan 2010 Goal 2 of the LTP, 'to provide & promote a clean & low carbon transport		G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
					Carbon reduction & air quality targets to be confirmed	system' covers climate change & carbon reduction		
MT 10	Merseyside Transport Partnership inc Merseyside & Wirral	LTP TravelWise Programme	Increased awareness & uptake of walking, cycling, public transport & travel planning	Lead on Smarter Choices elements of LTP across Merseyside	LTP Support Unit review (Sep-Oct 2010) & LTP3 development	Many programmes across Merseyside. Some reduction in programmes as a result of funding cuts. Work programme from 2011 onwards to be set as part of LTP3 development & LTP Support Unit review		G
MT 11	Merseyside Transport Partnership inc Merseyside & Wirral	LTP Integrated Assessment (including EIA)	Identify & reduce environmental impacts of transport schemes in LTP3	Environmental impact of LTP3 (EIA was also undertaken for LTP2)	Final document September 2010		SEA guiding final changes to the LTP Preferred Strategy	G
MT 12	Low Emission Strategy RGI (inc Merseyside Transport Partnership)	Low Emission Strategy (Output 1)	Reduce environmental impacts of transport through use of the planning system	Develop Merseyside-wide planning policy note with potential for developing into a Supplementary Planning Document in the future	Due to be completed by April 2011	Working group has been set up to deliver policy note	Present draft planning policy note with Merseyside District Planners & Development Control Groups for consultation Seek to encourage take-up of transport	G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
							impacts policy across Merseyside District	
MT 13	Low Emission Strategy RGI (inc Merseyside Transport Partnership)	Low Emission Strategy (Output 2)	Reduce environmental impacts of transport through use of the planning system	Embed Low Emission Strategies within LTP3	April 2011	Developing & implementing the low emission strategy is identified as priority action for LTP3	Refer to MT9	G
MT 14	Low Emission Strategy RGI (inc Merseyside Transport Partnership)	Low Emission Strategy (Output 3)	Reduce environmental impacts of transport through use of the planning system	Produce a model scheme for using offset contributions received in lieu of LES actions to support low emission buses & infrastructure	April 2011	Merseytravel is investigating potential legal implications of such a scheme	Merseytravel to report back on legal implications of scheme	G
MT 15	Low Emission Strategy RGI (inc Merseyside Transport Partnership)	Low Emission Strategy (Output 5)	Reduce environmental impacts of transport through use of the planning system	Examine & report back on how the taxi licensing system can be used to reduce emissions	Due to be completed by April 2011	Work being taken forward through LTP Taxi Group Workshop held with taxi industry to debate options for reducing emissions Taxi Quality Partnership being progressed; consultation with industry complete	Proposals to be proposed through LTP3 process Local authority licensing authorities & Merseytravel committees to be notified of intention to set up a taxi quality partnership	G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
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MERSEYSIDE FIRE & RESCUE SERVICE

FR1	MFRS	Reduce CO2 emissions from our normal business activities	Reduce by 30% from 31st March 2008 to 1st April 2013.	Following baseline carbon emission calculations from utility use, reduction targets have been set & is being implemented through a formal Carbon Management Programme	Annually until 2013	Carbon Management Plan approved by Authority & being implemented	Continue on planned programme formalised within Carbon Management Plan	G
FR3	MFRS	Tackling fuel poverty	MF&RS is able to support local communities through its Home Fire Safety Checks programme, by identifying homes, which could benefit from energy efficiency support	This measures the proportion of households on income related benefits for whom an energy assessment of their housing has been carried out, living in homes with low energy efficiency or high-energy efficiency	Ongoing programme	Ongoing programme	Continue to support the communities in which we work	G
FR4	MFRS Wirral BC & the National Trust	Climate Change adaptation in Wirral by investment in Pacliders - fire fighting portable 'back packs' for Wirral Rangers/ Community Patrol	Minimise carbon emissions from fires in Wirral; reduce need for full FRS response to smaller fire incidents	Prevent & tackle small fires in Wirral by training & investing in equipment for Wirral Rangers/Community Patrol which would lead to carbon emissions from those fires		Ongoing programme with evidence based success		G
FR5	MFRS	Bike2Work scheme	Encourage cycling & public transport as an alternative to single user car travel	Formal Bike2Work scheme, offering interest free loan to purchase bicycles. Promote alternatives to single user car travel by promoting Bike2Work & providing information of public transport to staff & visitors	Aug 2009 Bike2Work completed	Bike2Work week completed	Staff survey on scheme to provide information for any future incentives Formal travel plan to be approved by Merseyside Fire Authority	G
FR6	MFRS North West Fire Services Sustainability	Collaborative working on energy efficiency & carbon reduction measures	Shared environmental knowledge & professional practice across all 5 NW fire	North West Fire Services Sustainability Network hold regular formal meetings to discuss environmental & carbon	Next meeting Oct 09	Next meeting Oct 09	Continue to build professional relationships & knowledge sharing	G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
	Network	with other NW Fire Services	services	management to share good practice & knowledge			across all 5 NW fire services	
FR7	MFRS	Fire Bikes						
MERSEYSIDE POLICE								
MP1	MPS	Energy Management	Achieve Energy Efficiency Accreditation under the Carbon Trust Energy Efficiency Accreditation Scheme (EEAS)	Recognition of our progress in Energy Management Strategy	Reduced Carbon Emissions from Premises & Premises related activities	Accreditation obtained Feb 2006 Completed	Continue to develop our strategy	G
MP3	MPS	Carbon Management	Achieve the Carbon Trust Standard Accreditation	Year on Year Carbon Emissions Reduction	Reduced Carbon Emissions from Premises & Premises related activities	Accreditation Received Sep 2008	Expand Carbon Reduction Strategy to other Force Operations	G
MP4	MPS	Carbon Management	Join Carbon Trust Local Authority Carbon Management Programme	Expand Carbon Reduction Strategy to include Vehicle Fleet Operations, Business Travel & Landfill Waste	Introduce Specific Targets for Reduction in Line with UK Government Targets	Accepted into LACM7 Scheme May 2009, Carbon Management Team Set up within the force & a Target of 34% Reduction by 2020 established	Complete 5 Year Carbon Management Programme Report	G
MP5	MPS	Cycle to Work Scheme	Reduced Car Usage & Commuter Carbon Emissions	Offer Discount Cycle Purchase Scheme to all Employees to encourage take-up of scheme & reduce carbon footprints of	Reduced CO2 Emissions	Cycle to Work Scheme introduced	Introduce Car Share Scheme	G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
				individuals & across estate		Sep 2009; £250,000 allocated for cycle purchase		
		Green Fleet Review	More efficient utilisation of the vehicle fleet to reduce carbon emissions	The scheme entails joining the Energy Saving Trust "Green Fleet Review" and "Motorvate Scheme" to share Vehicle Fleet Details and Annual Fuel Consumption and Costs for analysis	Reduce vehicle CO2 Emissions	Details of Vehicle Fleet and Grey Fleet Annual Fuel Consumption and Costs supplied to EST	Complete and Submit Formal Application	
COMMUNITY GROUPS								
TT1	Transition Town West Kirby	Awareness raising about energy supply & climate change	A greater awareness in West Kirby & elsewhere in the Wirral about future energy shortages & climate change	Public meetings with film shows & talks on 'peak oil' & climate change Tables at community events Leaflets Contributions to WBC consultations	Ongoing	Meetings attended by 400 individuals Regular email update	Further public film shows & talks Whole/half day event with LSP	G
TT3	Transition Town West Kirby, Crass Roots	Greater Community Cohesion & Resilience	Wirral communities better able to withstand future pressures from energy shortages	Lantern Parade Promotion of community events	Ongoing	Website & regular member email to publicise local events		G
TT4	Transition Town West Kirby	Promotion of Sustainable Transport	An increase in walking & cycling	Provision of walking & cycling literature at community events, e.g. maps from Sustrans, Travelwise, & Wirral Council Publicity of walking/cycling surveys	Ongoing	Leaflets provided at 12+ events Participation in pedestrian surveys Contributed to joint Merseyside response on		G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
						Transport Strategy		
TT5	Transition Town West Kirby	Home Energy Awareness Raising	Home energy efficiency	Public meetings with talks from experts on insulation, solar hot water, wood-burning stoves Loaning of energy monitor	Ongoing	Meetings attended by 100+ people	Database of local installers & installation locations of solar hot water & solar PV	G
MERSEYSIDE RECYCLING AND WASTE AUTHORITY								
MR WA1	/Merseyside & Halton Waste Partnership	New Name - Merseyside Recycling and Waste Authority (as of 7/12/11) New Joint Recycling and Waste Management Strategy	New Merseyside wide municipal waste management strategy up to 2041 Reducing the climate change/carbon impacts of waste management 10 strategic objectives Objective delivery options to be agreed by Wirral through their District Council Action Plan	Demonstrate continuous improvement in the reduction of carbon emissions from the Local Authority Collected Municipal Waste (LACMW) management service on Merseyside. All waste management choices should seek to optimise carbon reduction wherever practicable. Commitment to review every 5 years that the CO ₂ impact of the Strategy has reduced.	Flexibility to manage resources, reduce waste & maximise environmental benefits in a low carbon economy		New strategy to be ratified by Wirral MBC 13/02/12 Strategy ratification and publication by April 2012	G
MR WA3	MRWA	EMS ISO 14001:2008	To ensure that the performance of the EMS improves on an annual basis & that accreditation is maintained	Scope & actions of the EMS relate to office base & 7 Closed Landfill Sites and contractors. Impact actions in place	On-going Methane extraction. (Generated electricity, sent to the National Grid)	Re-accreditation due May 2012	Scope has been widened to include impact of main contractors (covers Veolia and A.N.Other to be appointed)	G
MR WA4	MRWA	Reduce CO2 emissions from Authority operations & activities (Corporate	To reduce CO2 emissions from activities & operations	Office waste management; Office electricity management &; Closed Landfill Site management	Carbon footprints for office waste, electricity	Baseline data established for waste & electricity consumption	Set CO2 reduction targets for waste & electricity	G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
		Objective)			consumption & Methane	& Methane		
MR WA5	MRWA	Mitigate & adapt to climate change (Corporate Objective)	Activities & operations to undergo climate change risk assessments	Activities & operations screened for climate change risks	Reduced CO2 emissions & more robust infrastructure	Current contract specifications include climate change mitigation & adaptation	New contract specifications to include climate change mitigation & adaptation	G
MR WA6	MRWA, Veolia & A. N. Other	Reduce CO2 emissions from Authority operations & activities (corporate objective)	Annual Carbon Footprint of service delivery using WRATE Analysis tool	Tender evaluations & awards include provision for mitigating & adapting to climate change. Reduce CO2 emissions from partner operations & planned new builds & refurbishments	To increase the proportion of renewable energy in use	100% renewable energy sourced for services provided by Veolia. Presently establishing baseline data	Future HWRC's to be less carbon intensive in their construction & use. Set CO2 reduction targets for activities, operations & services	G
MR WA7	MRWA, Veolia & A. N. Other	Mitigate & adapt to climate change (Corporate Objective)	Activities & operations to undergo climate change risk assessments	BREEAM standards set for new & refurbished infrastructure	Lower carbon footprints for infrastructure	Low Carbon Household Waste Recycling Centre study completed	Set CO2 reduction targets for activities, operations & services	G
MR WA8	Merseyside & Halton Waste Partnership	New Waste Prevention Action Plan Love Food Hate Waste	Reduction in the volume of food waste put in residual household bins	Awareness-raising through events & visits	Reductions in CO2 & Methane	MRWA funded project for 2011 -2012. 10 events 5,000+ people engaged.	To develop exit & forward strategies; to develop wider collections services for food waste	G
MR WA9	Merseyside & Halton Waste Partnership	New Waste Prevention Action Plan	Reduction in the volume of garden waste put in residual household bins	Awareness-raising through events & visits	Reduction in CO2 & Methane	New campaign launched April 2010.	Increase education & awareness of the benefits of home composting	G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
		Home Composting Campaign				Approximately 12,000 compost bins sold across Merseyside (2008/10) Bin sales 2011 = 649		
MR WA10	MRWA	Waste Education Strategy New strategy to be developed	Increase community awareness of the links between unwanted household goods (waste) & climate change	Awareness of climate change & its links to waste are capitalised on during group visits to Bidston Recycling Centre & when visiting the wider community	Greater understanding of climate change issues by the community	2010/11 38 visits and 1457 people engaged	Increase education & awareness of the links between household waste & climate change	G
MR WA11	Merseyside & Halton Waste Partnership	Food Waste Collection & Treatment Study	Feasibility study of the most efficient food waste collection & treatment service	Analysis of the options for food waste collection & treatment service. A comparison with other food waste collection & treatment services	A reduction of food waste in residual waste stream; A reduction in associated methane emissions from decomposing food; Potential source of renewable energy (CHP).	On-going discussion & considerations from April 09; April 2010 - WRAP commissioned to undertake study; Nov 2010 study to be concluded	Dependent upon the findings of the study	G
GROUNDWORK MERSEYSIDE								
GM1	Groundwork Merseyside	Delivering the ENWORKS Programme	ENWORKS is diagnostic consultation tool funded by NWDA & run by Groundwork	Promotion at Wirral Invest Partners Forum, Invest Wirral Business Forum, Mersey Maritime Summit, Mersey	Assist in the delivery of NI 186, support	Businesses assisted: April - Dec 2011: SME:	Groundwork Merseyside to continue to identify & contact	G

Appendix 1: Wirral-wide Carbon Reduction Programme, December 2011

	Activity Owner & Partners	Activity	Planned Outcome	Detailed Action	Environmental Outcomes	Progress To Date	Next Steps - /Milestones	On Target R-A-G
Page 182			Merseyside; sign-up is voluntary but if secured can provide advice & information to support & assist Wirral businesses, regardless of shape & size, to raise awareness on energy efficiency & identify, implement & achieve CO2 reductions & savings	Maritime Breakfast, Federation of Small Businesses event in Bromborough, Wirral Business Fair. 'Hot desk' arrangements established with Invest Wirral. Invest Wirral attend Groundwork Merseyside ENWORKS Steering Group	Wirral businesses in taking-up energy efficiency & CO2 savings	41; Non SME: 4. Cost Savings Identified: SME: £333,119; Non SME: £123,600 CO2 (tonnes): SME: 1509.46; Non SME: 806 CO2 Achieved (tonnes): SME: 0.1; Non SME: 106 NWDA part of ENWORKS ceased in July 2010. Over £8,000 of identified cost savings/SME; 37 tonnes of CO2 identified average saving/SME	businesses to arrange diagnostic consultations & discuss assistance & support through RES & the hot-desk initiative; contact details & awareness-raising materials for use in the work place to be made available at Invest Wirral Future Action: Local business event with Invest Wirral Team/ Wirral Chamber with a Resource Efficiency/Saving Money theme & Possible 'Carbon Footprinting Workshop' for Wirral SME's	

WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

30 JANUARY 2012

SUBJECT:	LIBRARIES STRATEGY
WARD/S AFFECTED	ALL
REPORT OF:	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR CHRIS MEADEN
KEY DECISION:	YES

1.0 EXECUTIVE SUMMARY

- 1.1 This report sets out a strategy for libraries in Wirral, "Wirral Libraries, A New Chapter". Libraries are a key community asset and the strategy sets out the key challenges, how the service will address them and reflects the views of the then Museums Libraries and Archives Council (now the Arts Council). The strategy was agreed by Cabinet on 8 December 2011.

2.0 RECOMMENDATION

- 2.1 That Members agree the Libraries Strategy for Wirral.

3.0 REASONS FOR RECOMMENDATION

- 3.1 The strategy has been formulated to provide a base for the many changes and challenges the Library service is facing both locally and nationally. This document which will be subject to regular review will allow people to better understand the work and vision of the Library service on Wirral.
- 3.2. Given the Libraries integration with the One Stop Shops this strategy has been developed taking account of the Customer Access Strategy which was approved by Cabinet on 13 October 2011.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 The Library Service has been subject to a number of recent reviews in Wirral ranging from the 2009 Strategic Asset Review, the investment approved in 2010 with the consequential linking to One Stop Shops, and latterly the study undertaken in April 2011 by the Museums Libraries and Archives Council (MLA) which has subsequently been subsumed into the Arts Council.

- 4.2 Libraries have received investment in a number of areas in Wirral such as the introduction of an e-books service, the installation of wi-fi in all sites, customer information screens, a relaunched website and the linkage to One Stop Shops. One joined up service facility is already open at Heswall while another at Eastham is due to open. Capital approvals have also been made to undertake substantial work at Bebington and Rock Ferry and plans are being formulated for work at these sites.
- 4.3. The Library service plays a key role in supporting a number of key objectives outlined in the Corporate Plan. This is seen in the Libraries work with children, and adults, and the key neighbourhood role the facilities offer which can support a wide range of sectors and develop neighbourhood involvement.
- 4.4 The strategy reflects the strengths the Library service already has in the buildings being community assets. It also addresses vision for the service and how to ensure it is modern, accessible and responsive to user needs.
- 4.5. It begins to address the functions to be delivered now and in the future and this will link to the skills required. The strategy reflects the areas used in the recent MLA review which discussed Libraries as a Place and as a Service. The strategy details how to deal with peoples needs and also reviews what can and should be provided.
- 4.6. The key themes that reflect place and service are
“A Wirral Library is a friendly accessible place that provides a safe, trusted and welcoming resource aimed at meeting the needs of the local community”
“The service’s focus is on providing information, knowledge and reading for self improvement and enjoyment”
All of the services provided are covered within this vision for Libraries in Wirral.

5.0 RELEVANT RISKS

- 5.1 If the Authority does not have a Strategy then it is likely that while day to day business can continue the medium to long term development will not occur in a planned and efficient way. This is especially so given the challenges facing libraries in technological and human resource terms as well as locally in the ongoing development of the community role and the linkage to One Stop Shops and Customer Services in general.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 None

7.0 CONSULTATION

- 7.1 This was undertaken as part of the MLA review in April 2011 and there will be ongoing customer / service user consultations. A number of the Libraries already have Friends and Users groups which will continue to be a local focus for consultation.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are none arising directly from the approval of this strategy but these groups will form part of ongoing development and review of the strategy.

9.0 RESOURCE IMPLICATIONS; FINANCIAL, IT, STAFFING & ASSETS

9.1 **Financial** – The development of an increasingly efficient and responsive Library service and the linked development with One Stop Shops is being done within the financial constraints that the Council faces and offers potential savings in terms of buildings and staff by aligning these complementary services. Capital costs are reported on a scheme by scheme basis.

9.2 **IT** – The development of more self access routes to Library services requires IT development which is being accessed by users although as with all IT this will require regular review and updating given technological advances that are made.

9.3. **Staffing** – Migration to more self access alongside the linking of One Stop Shop and Libraries could lead to savings or a refocusing of staff resources.

9.4. **Assets** – Each Library development will assist Asset Management to maximise the effective use of facilities whilst not affecting service standards and offer an opportunity for savings with integrated flexible spaces that are modern and maximise usage.

10.0 LEGAL IMPLICATIONS

10.1 There are none arising directly from the approval of this strategy.

11.0 EQUALITY IMPLICATIONS

11.1 The Libraries Strategy seeks to offer access to quality local services for the benefit of all users. A commitment to equality and diversity is integral to delivering excellent services responsive to all users including those who may not be current users. The recognition that different users have different physical and service needs informs access and service plans.

11.2. Customer insight information will enable identification of customers who are vulnerable or hard to reach and working collaboratively will help to meet and support these groups in a cost effective manner.

11.3. An Equality Impact Assessment is required and one has been completed in November 2011.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are none arising directly from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are none arising directly from this report.

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APPENDIX

Libraries Strategy – Wirral Libraries, A New Chapter.

SUBJECT HISTORY (last three years)

Council Meeting	Date
Cabinet	08 December 2011
Cabinet	23 June 2011
Cabinet	9 December 2010

WIRRAL LIBRARIES – A NEW CHAPTER

WIRRAL LIBRARY SERVICE STRATEGY DOCUMENT 2012 – 2015

EXECUTIVE SUMMARY

This Strategy document details how the Wirral Council Library Service will face the many challenges it and all other Library Services face in respect of changes in technology, usage, and the overwhelming support Wirral Libraries enjoy from the public. Libraries in Wirral will provide both the traditional environment that so many want to continue to enjoy, and will develop a range of services within the stringent financial times that every area of public service now faces

This document will be periodically reviewed to ensure it remain relevant and focused on the challenges Libraries face to provide a high quality service.

1. INTRODUCTION

1.1 Background

1.1.1 A review was undertaken of the Library service on Wirral in 2008/09 and the decisions made were subject to a review requested by the then Secretary of State. Wirral is now investing in its Library network and linking them with the network of One Stop Shops while an outcome of that review was that a Library Strategy or Plan was required which would set out the way forward and provide the base upon which its future decisions would be made. This is that document.

1.1.2 The Government's Department for Culture, Media and Sport quotes a decline in the number of visits to library premises of around 25% over a 16 year period, and a steady decline in the loans of adults' books over the decade prior to 2008/9 by more than a third. This may be attributed to a number of reasons, the most significant of which are:

- Information and knowledge that was historically only available in library buildings is now increasingly available electronically via the web.
- Books – especially paperbacks - have become significantly cheaper to buy and more people are using the web to both download and buy books.
- Reference information provision is also in decline via hard copy although locally it is well used and popular but with a growing trend to utilise our on-line resources which also reflects the national picture.
- Loans to Children nationally continue to rise and locally the Summer Reading Challenge sees an annual rise in numbers involved.

1.1.3 However, whilst the traditional role of lending books and providing resources is in decline, and nationally visitor numbers and book issues are falling year on

year, in Wirral we have seen book issues increase and little significant change in visit levels. Public resistance to the planned library closures in 2009 showed that Wirral residents still highly value their library service. Wirral's Library Service plays a vital community role in each of its sites and this will continue to be the cornerstone of how the service moves forward, reflecting local requirements as well as the many technological advances that are now available.

1.1.4 Council Members have determined that there will be no library closures and have committed to the development of an integrated Library and One Stop Shop service, with generic staff delivering a library service and access to other council and partner services. In addition funding has been made available to modernise the service with the provision of wi-fi, e-books and customer information screens, supported by the development of linked One Stop Shops and Libraries alongside on off funding for a major publicity campaign (More than Books).

1.1.5 The current economic climate will inevitably impact on the resources available to the library service, however the integration of the library and one stop shop services presents an opportunity to be innovative in how we think about the services, and how we develop and deliver them.

1.2 Customer Insight

1.2.1 Research carried out nationally by the Shared Intelligence and IPSOS MORI (2010) on behalf of the Museum Libraries and Archive Council (MLA) – 'What do the public want from libraries?' presented an insight into what motivates people to use libraries. Their findings are based on a survey of 1,102 adults nationally and a series of focus groups. The key messages from this report are that the public see libraries' core purpose as being about reading, learning (particularly children's education) and finding information. The report highlighted that:

- Libraries are loved and trusted – but awareness of the library offer is low
- The public thinks that libraries are principally about books and reading
- Customer service and book stock are the most important elements of a good library service

1.2.2 When we compare our own customer insight with what the public is saying nationally about libraries, there are some common themes. A study undertaken by consultants Torkildsen Barclay 'Wirral Library Stakeholder Review – Engagement with Stakeholders' revealed that, whilst Wirral libraries are viewed by many as being the 'hub' of the Community, and are safe, known, trusted, respected and comfortable, they are also seen as 'dated' and not having not moved with the times.

1.2.3 It is clear that Wirral's library service needs to be developed sympathetically, retaining and building upon the elements that are valued, whilst ensuring that the service is modern, relevant and accessible to all, and responsive to resident needs.

1.3 **Setting the Context: Wirral – the Place and People**

1.3.1 Wirral comprises a mix of distinct and discreet communities, encompassing urban and rural, affluent and deprived. There is a growing ageing population and a high number of blue badge holders, indicating a high level of reduced mobility. Whilst, the total number of residents who consider themselves to be from ethnic minority groups is low, there is a small percentage of residents who do not speak English as a first language. The most common first languages spoken on Wirral other than English are Bengali and Polish.

1.3.2 Unemployment levels are high in many areas of the Wirral, and poverty is a very real issue to many households. Health indicators such as obesity and cigarette, drug and alcohol dependency are high in some areas, whilst the life expectancy differs by as much as 10 years between the most affluent and the most deprived areas.

1.3.3 Wirral Council's corporate plan, which was developed as a direct result of its consultation exercise 'Wirral's future – be part of it' outlines the Council's goals and how they will be delivered. There are four themes in the plan:

- Your Family
- Your Neighbourhood
- Your Economy, and
- Your Council

1.3.4 The development of Wirral's libraries is a key element of the 'Your Neighbourhood' theme. However the provision of library services will also contribute to the other themes, providing activities for families, and a hub for information, working to support learning and the development of new skills, as well as providing job clubs and information about taxes and benefits, and encouraging residents to get involved in their communities.

2. **WIRRAL'S LIBRARIES**

2.1 There are 24 libraries across Wirral, and the political position remains that there is no intention to close any. However it is clear that with reducing budgets and customer expectations, a more strategic approach to service delivery is required. The current expectation for all services is to maximise effectiveness (doing the right thing) and efficiency (doing it in the right way) and Wirral's Library Service also works to these principles.

2.2 We have listened to what our customers are telling us and will continue to do so. We have considered current library usage, and propose to provide the following service across the Borough.

2.3 There will be four main libraries at Birkenhead, Wallasey, Bebington and West Kirby. We propose that these libraries will be open from Monday to Saturday and will be open during weekday evenings.

- 2.4 Our customers tell us that they want their libraries to be open on Wednesdays, and analysis of visitor figures shows that the number of evening users is very low. Therefore we propose that the remaining libraries will be open from Monday to Saturday, but will not be open in the evenings. We believe that this offering provides a strategic response to the conflicting pressures of customer demands and budgetary constraints.
- 2.5 At the heart of these changes will be the link between Libraries and One Stop Shops that Wirral Council is committed to which will allow both services to be available at all sites and maximise both service efficiency and effectiveness for the better ongoing provision of quality services.
- 2.6 We will pilot both this linkage and these opening times at Heswall and Eastham Libraries, and will listen carefully to our customers' views on these arrangements before deciding whether this model should be rolled out to the other sites.
- 2.7 24/7 access to library services is available via the internet, which we will continue to develop to respond to this increasing service demand. Reservations, renewals and catalogue searches can all be made on-line, and we will soon be introducing e-books so that book issues will also be available remotely.
- 2.8 For those without internet access a telephone service will be available during the evenings, providing a reservation, renewal and enquiry service.
- 2.9 In addition to the core library facilities available at all Wirral libraries, which is detailed in 4.9 below, our central libraries will also offer:
- reference facilities
 - an audio visual library
 - an exhibition space
 - meeting room
 - study area, and
 - a coffee area.
- 2.10 We plan to introduce a café facility at those sites where there is space and an anticipated customer demand. We are working with partners to develop a facility aimed at providing vulnerable adults with skills and training with a view to getting them into regular work.
- 2.11 We will introduce RFID (Radio Frequency Identification) self service facilities in our busier libraries or where a business case can be made. This will create efficiencies in the long term, although there is a significant initial investment to be made.

3. OUR VISION FOR THE WIRRAL LIBRARY SERVICE

- 3.1 The 'Wirral Library Service Review' identified that within Wirral, there are two quite clear perceptions of libraries:

- The Library as a “Place”, and
- The Library as a “Service”

It suggested that a potential definition or vision for the library could be

- 3.2 “A Wirral library is a friendly, accessible place that provides a safe, trusted and welcoming resource aimed at meeting the needs of the local community. Its focus is on providing information, knowledge and reading for self improvement and enjoyment”.

4. THE LIBRARY AS A PLACE

- 4.1 *A Wirral library is a friendly, accessible place that provides a safe, trusted and welcoming resource aimed at meeting the needs of the local community.*

- 4.2 The review describes the library building as a place where most people feel comfortable and which people feel positive about. ‘The subtle association with free, non compulsory self improvement, information and learning is one of the reasons for this.’

- 4.3 There is a strong Council commitment to developing the library as a community hub. Our corporate plan states that:

‘We will encourage everyone to utilise their local facility as a safe, warm and secure social space with provision to access services, search for jobs and training , improve literacy levels or to meet and make friends.’

- 4.4 Residents will be able to go to a library to access books, computers and information, as well as Council and Partner services and locally specific information. Where possible, space will be made available to the Community for events and meetings.

- 4.5 Our One Stop Shops have a proven track record of working with service areas and partner organisations to deliver services and access to services in the heart of the community. We will build on this experience, and bring together the arrangements developed with partner organisations by both the library and one stop shop services to develop a more strategic offering. We will continue to work to develop the range of information and services available, ensuring that they reflect the needs of the community they serve, so that we can provide people with the information that they need from one convenient location.

- 4.6 To this end we have introduced a new job role in libraries and one stop shops. The new customer service assistants will provide general library services as well as offering first stage information and advice on all council and a range of partner services. This is a pivotal role in this new service, and it is vital that staff are well trained and that any changes/ new service are effectively communicated to all front line staff. Therefore a weekly training hour will be introduced to allow for meetings, training and updates. The ‘Customer Service Toolkit’ (an on-line database to support the delivery of services) will be

extended to include library services. A service level agreement will be developed to ensure that the library offering is delivered to an agreed standard.

- 4.7 Customer feedback and customer insight will inform service development, so that, whilst there will be consistency across all sites, the services will reflect the needs of the community they serve. The libraries will also be key to engaging in consultation with all Wirral communities to ensure that they are all able to make their voices heard and influence the way in which the wider Council does business.
- 4.8 We will work with colleagues to refresh the library 'brand' with a view to making them more welcoming and relevant to all.
- 4.9 All library buildings will be developed to respond to local needs. However they will all provide the following core library facilities:
- A wide variety of books
 - Internet access
 - Free access to key websites such as ancestry.co.uk, Encyclopaedia Britannica on-line, knowuk.com and newsuk.co.uk
 - Wi-fi provision
 - Photocopying and faxing service
 - Newspapers and magazines
 - A library service for children and young people
 - Activities and events, and
 - Provision for learning
- 4.10 Where space allows, provision will also be made for an exhibition space, meeting room and study area.
- 4.11 In addition every library building will provide a one stop shop service offering information and signposting for all Council services and a range of partner organisations. An enhanced one stop shop service will be offered at existing co-located sites, and will be introduced at other sites where the need is identified.

5. THE LIBRARY AS A SERVICE

- 5.1 *Its focus is on providing information, knowledge and reading for self improvement and enjoyment.*
- 5.2 The library service will be developed by library professionals as a coherent, cohesive and strategic provision, focussing on the priorities identified and outlined in this strategy, and utilising existing resources effectively to maximise desired outcomes.
- 5.3 The library service will not be confined to books and buildings, and will include a significant amount of outreach work. We will work closely with partner

organisations, using them as a strategic tool to form a part of the overall delivery of the library service. The strategic library team will work to define what library services are required, and will then work with partners to ensure that appropriate services are delivered – either directly, through partnerships, through outsourcing, enabling work or grant aid. The service will be structured around specified outcomes, which will be aligned to corporate and local priorities.

5.4 The library service will have the following clearly defined functions:

- Reading for Pleasure
- Information for study, research, self improvement and knowledge
- The development of individual literacy
- A source of local community information
- A source of public service information

5.5 Reading for Pleasure

5.5.1 Historically the provision of books has always been the most important library function of a library, and the provision of free, comprehensive and accessible resources for reading for pleasure is still one of the key roles of the library service.

5.5.2 Wirral Library Service will develop a book stock strategy to ensure that the book stock at each library is varied, wide-ranging, contemporary and attractive, and is geared to local needs and preferences. We will use local knowledge (customer insight information) to ensure that specific groups are catered for locally (for example by making Polish books available in areas of high numbers of Polish residents).

5.5.3 This will be achieved by maximising the use of available tools such as SmartSM and other stock selection tools where appropriate. We will review suppliers and book ordering processes to ensure value for money is achieved.

5.5.4 We have introduced our e-book facility, which will offer improved value for money and will attract new users to the library service and we will now look to expand its use to complement and enhance our traditional lending facility.

5.5.5 We will ensure the delivery of a varied programme of story times, reading groups and events such as competitions, author visits and summer reading schemes, to encourage reading for pleasure and attract new library users. We will work with partners and colleagues to ensure that the offering is strategically developed to address national priorities and respond to local needs.

5.5.6 We will devise a programme to encourage hard to reach groups and non library users into reading for pleasure, working with partner organisations, such as 'Get into Reading', to ensure a strategic offering that focuses on areas of greatest need.

- 5.5.7 We will continue to provide our home readers' service and will review it to ensure that it continues to deliver value for money, and consider options for further outreach work to target those that cannot access libraries (eg care home residents).
- 5.5.8 We will continue to provide our audio visual service and will review it to ensure that it continues to offer value for money. We will review our stock supplier and keep abreast of technological advancements in the field. We will explore partnership working to reduce costs.
- 5.6. Information for study, research, self improvement and knowledge**
- 5.6.1 Wirral's reference library facilities are still well used, especially by those researching local and family history. However there is a rapid increase in the use of IT to support research and learning. Wirral's reference library facility therefore needs to be modernised to respond to this change in emphasis and usage.
- 5.6.2 We will review our reference library provision with a view to developing a more modern and strategic offering. We will work to develop a reference library service that is accessible and comprehensive but also cost effective.
- 5.6.3 We will achieve this by reviewing alternative arrangements for making information and resources available (eg by exploiting IT functionality), and will look to utilise any available funding streams, partnership working and volunteers to support the reference facility.
- 5.6.4 We will also develop closer links with Wirral's Archive Service to provide a more cohesive and efficient local and family history reference facility and assist both services in providing the Council with the best value For Money in these closely linked service areas.
- 5.6.5 We will continue to provide a newspaper and magazine facility and will review our orders to ensure that they offer value for money and represent the needs and preferences of the local residents. Where alternatives are available (eg on-line) we will consider whether it is appropriate to continue to purchase paper copies.
- 5.6.6 We will provide access to our reference materials and will review our facility in liaison with local interest groups, partner agencies and the archive service that will develop a strategy for the storage and retrieval of original documents, which delivers efficiencies whilst retaining public accessibility.
- 5.6.7 We have expanded our wi-fi to all libraries which will improve easy on-line access to the library catalogue and allow our building to become even more a place to come to and use on line facilities.
- 5.6.8 We will review our public PC provision and develop a library public access IT strategy to ensure that public on-line access is able to be continued and provide a simple, safe and secure access structured around our corporate priorities.

5.6.9 This will incorporate a review of the number of public access PCs available at each library with a view to maximising utilisation and focussing available resources on the areas of greatest need. Where there is an identified need (ie areas of lowest average household income), but low levels of usage, we will work with the local communities to explore the reasons for this, and to develop a plan to overcome identified barriers.

5.6.10 It will also include a review of the IT courses and support provided by partner organisations, with a view to ensuring that such courses are offered in libraries and these focus on the areas of greatest identified need.

5.6.11 We will continue to provide free access to on-line resources such as newsuk, ancestry.co.uk etc, and will ensure that the provision offers value for money and meets the needs and preferences of the local community.

5.6.12 We will review all reading and self-improvement courses, activities and events provided by the library service as well as other partners and agencies, and develop a plan for the ongoing provision of a comprehensive, effectively targeted and strategic programme of activities aimed at meeting the needs of local communities and focussed on the areas of greatest need.

5.6.13 We will review the provision of homework clubs and educational support activities to develop a strategic programme focussed on the areas of greatest identified need.

5.7 The development of individual literacy

5.7.1 The development of literacy across the Borough is a key focus of the library service which will work closely with colleagues and partner organisations to develop a literacy strategy aimed at identifying target groups, and setting some clearly defined actions and measurable outcomes for improving literacy levels.

5.7.2 The strategy will incorporate the following elements:

- We will continue to deliver an effective and efficient Bookstart programme, ensuring that the key anticipated outcomes are monitored and reported, and that action is taken to improve outcomes where appropriate.
- We will liaise with Wirral schools to encourage library usage and study skills among school age children.
- We will develop partnership links within the Council and with partner organisations to review the current offerings aimed at increasing literacy, and to develop a strategic literacy programme aimed at hard to reach groups, scheduled at times and places that are convenient to them.
- We will develop volunteers to support the literacy programme where appropriate and will deliver national reading initiatives as and when required.

5.8 A source of local community information

- 5.8.1 Wirral libraries have always provided a focal point for the communities they serve, and provision has traditionally been made for the display of posters and flyers for local events.
- 5.8.2 We will continue to be a source of local information for clubs, societies, events and attractions, and link in to work being done in other Council departments (such as 'TeenWirral', 'Wirral Well' and 'Family Information Service') to make available information for children, families and young people as well as vulnerable people.
- 5.8.3 We will develop criteria and a set of standards for the display of local and community information, and will work with local organisations and volunteers to ensure that it is accessible, comprehensive, contemporaneous and well maintained.

5.9 **A source of public service information**

- 5.9.1 Library and one stop shop managers will work with partners and colleagues to carry out a review of partnership working in line with the Council's overall objectives, and to develop a strategic public information service focussed on identified local and national priorities.

6. **CORPORATE PLAN**

- 6.1 The Library Service will play a key role in supporting a number of the key objectives outlined in the corporate plan as follows:

6.2 **Your Family – Children and Young people**

- 6.2.1 Wirral libraries are already well-used by children, and there are many national and local initiatives to encourage young people to visit libraries. These include:

- Book Start packs
- Bounce and Rhyme activities
- Craft and activity sessions
- School visits
- Story times and reading groups
- Summer reading challenge

- 6.2.2 In its Corporate Plan the council has identified that 'some children and young people experience real disadvantage, poverty, hardship and failure to achieve the results they should in school. Our work will be targeted at seeking to ensure that all of our young people grow up in safety and have the best possible start in life.'

- 6.2.2 In order to support these aims the library service will:

- Develop closer links with children centres to develop a strategic approach to activities and programmes which support families and

children, and to encourage children and their families to become active library users.

- Develop links with other services and organisations aimed at supporting children and families to ensure that the library service supports and compliments the initiatives and work that they do.
- Provide reading groups across the Borough, with a focus on target groups and in areas where literacy levels are lowest.
- Provide homework clubs in areas where educational achievement is lowest, to provide a quiet and supportive study area with the right resources (PCs, printers and access to reference materials).
- Provide information and signposting on further and higher education as well as job clubs with a focus on areas with highest levels of young people who are not in employment, education or training (NEET).

6.3 Your Family – Adult Social Services

6.3.1 A significant proportion of regular library users are elderly, and many use libraries to read newspapers, for social interaction and as a warm and safe place to visit. The library service already provides a comprehensive service for the elderly and vulnerable including:

- Adult learning classes
- Audio books
- Home Reader Service
- Reading groups for vulnerable groups

6.3.2 The Corporate Plan states that ‘A key priority for the Council is to improve the quality of services we deliver for vulnerable people’. We want to ‘make sure that people can enjoy a high quality of life with maximum independence’.

6.3.3 Wirral libraries can provide stimulation and learning experiences to the elderly and vulnerable to ensure that they enjoy a high quality of life and play an active part in society.

6.3.4 In order to support these aims the library service will:

- Develop closer links to organisations and partners working with the elderly and vulnerable to ensure that the library service is meeting the needs of older and vulnerable citizens.
- Provide reading groups aimed at the elderly at times to suit them.
- Provide reading groups for other vulnerable groups at times and places to suit them (eg hospitals, care homes).
- Develop its volunteering scheme so that visitors to the library can become library volunteers and take a more active part in the library community if they wish to do so.
- Develop a strategic approach to activities and programmes for adult learning and self-improvement activities across the Borough by working with partners and agencies.
- Develop links with social enterprises to support the development of vulnerable adults.

6.4. Your Neighbourhood

6.4.1 The Corporate Plan places Wirral Libraries at the heart of the community, stating that 'We will...promote the service across all communities, with particular emphasis on the most hard to reach groups in our society'.

6.4.2 In order to support these aims the library service will:

- Work with hard to reach groups and their representatives to gain an understanding of the barriers to accessing the service.
- Develop closer links with partner organisations working with adult literacy to develop a strategic approach to adult literacy activities and programmes, focussing on areas with the lowest levels of adult literacy
- Develop programmes for those people for whom English is a second language (ESL), focussing resources on the areas with highest levels of ESL residents.
- Recognising that anti social behaviour in young people often stems from boredom and low self esteem, work with youth services to identify gaps in the current offering to young people, and provide activities and learning opportunities that are relevant and accessible to young people at times and places that suit them. We will focus on areas with highest levels of anti-social behaviour.
- Working closely with our One Stop Shop colleagues in provision of our jointly located services which will increase our place and role in the neighbourhoods and communities of Wirral.

6.5 Your Economy

6.5.1 Wirral's Corporate Plan aims to reduce economic inactivity and increase employment in all parts of the Borough.

6.5.2 In order to support these aims the library service will:

- Work with partner organisations to provide a strategic delivery of job clubs focussing on areas of highest unemployment.
- Provide WiFi, access to PCs, fax and photocopying facilities to support small businesses.
- Work to improve levels of IT literacy by offering classes and support in the use of PCs, focussing on areas of greatest deprivation.

6.6 Your Council

6.6.1 Wirral Council wants to ‘focus on increasing the involvement of the independent, voluntary and community, faith sectors in Council service delivery, and transfer more power to local Councillors and neighbourhoods.’

6.6.2 In order to support this, the library service will:

- Develop its volunteering scheme so that more support and activities can be offered within existing resources.
- Work with groups in the neighbourhood to ensure that the library service is responsive to local needs.

7. CREATING EFFICIENCIES

7.1 We want to ensure that as much of our budget as possible is spent on books and facilities, and is aligned to the Council's strategic priorities. To this end we will work to reduce overheads and increase income by:

- Exploring available external funding opportunities
- Developing partnership working and shared working wherever practical and if of an assistance to the provision of a Library service.
- Exploiting existing IT functionality and keeping abreast of developments to promote self service and automate administrative functions wherever possible.
- Review and rationalise library charges to appropriately and responsibly maximise income
- Explore opportunities for creating or increasing income streams

8. COMMUNICATION

8.1 It is clear that whilst our library service has a wide ranging offering of events, activities and facilities, many Wirral residents are not aware of what is on offer at their local library, and are equally unaware of the range of services available at our one stop shops. By bringing the two services together we anticipate that there will be an increase in take-up and usage of both service areas.

8.2 We will also develop a joint marketing plan aimed at raising awareness of the Council's library and one stop shop services, as well as a more targeted campaign to increase the take-up of library services among hard to reach groups.

8.3 User groups, volunteers and customer facing staff play a key role in communicating with the public, and processes will be developed to ensure that customers and staff feel they have a role in the further development of the library and one stop shop service.

9. **GOVERNANCE**

- 9.1 Once the strategy has been approved a plan will be developed to take these actions forward and then monitor and report upon them. This work will be overseen by the Head of Service and progress will be reported periodically to Executive Team and Members via the Director of Finance & Deputy Chief Executive.
- 9.2 A new set of performance indicators will be developed to monitor our progress against specified Library objectives, and these will be based on outcomes and help us improve the service. Where possible the reports will be automated and be scrutinised by the Library Management Team and reported to the Head of Service.

WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

30 JANUARY 2012

SUBJECT:	DECISIONS TAKEN UNDER DELEGATED POWERS – TENDER ACCEPTANCE FOR HIGHWAYS ASSET AND CONDITION SURVEYS FRAMEWORK
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF TECHNICAL SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR HARRY SMITH STREETSCENE AND TRANSPORT SERVICES
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to inform Members, in accordance with the Approved Scheme of Delegation, of any instances where delegated authority has been used by the Director of Technical Services with respect to the appointment of contractors. In this case, the tender procurement process for the provision of Highways Asset and Condition Surveys Framework.
- 1.2 The procurement exercise was undertaken by Cheshire West and Chester Council in conjunction with Cheshire East Council and is open to all unitary authorities in the North West including all five Merseyside authorities, Halton Borough Council and Shropshire Council.

2.0 RECOMMENDATION/S

- 2.1 That the report be noted.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 To advise Members in accordance with the Approved Scheme of Delegation.

4.0 PROCUREMENT EXERCISE

- 4.1 The purpose of the Contract is to procure the resource to undertake annual condition surveys of the Council's highway network.
- 4.2 The Contract has been divided into two specific functions, machine condition surveys and visual condition surveys.
- 4.3 Machine condition surveys will be carried out on the principal and non-principal classified network and visual condition surveys will be carried out on the unclassified network.
- 4.4 The surveys are necessary to verify and validate the condition of the network to produce annual performance indicators measuring the overall condition and deterioration of the

Council's highway network in accordance with national best practice, and to assist in prioritising programmes of maintenance.

- 4.5 Due to the overall value of the proposed contract, the process was subject to OJEU requirements. A Pre Qualification Questionnaire was produced and made available for prospective tenderers. Six companies submitted a response of which four passed the initial quality section.
- 4.6 The outcome of the tender process resulted in contracts being awarded to W.D.M. Limited for the supply of 'Machine Condition Surveys' and Yotta D.C.L. Limited for the supply of 'Visual Condition Surveys' to carry out the work for all of the authorities under the Framework Agreement.

5.0 RELEVANT RISKS

- 5.1 Section 41 of the Highways Act 1980 imposes a duty on the Council, as Highway Authority, to maintain highways at the public expense and the Council's ability to undertake this duty is enhanced by provision of accurate and relevant condition survey data.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 Procurement solely by Wirral Council was rejected as collective procurement of these services ensures value for money and minimise costs to each individual authority.

7.0 CONSULTATION

- 7.1 Consultation with the five Merseyside Districts and Cheshire West and Chester Council was undertaken as part of this procurement exercise.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 There are no specific implications arising directly from this report.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 9.1 The contractual cost of undertaking the condition surveys is funded from the Highway Maintenance Block of the Local Transport Plan Capital Programme.
- 9.2 Based on the lengths of highway to be surveyed each year the Council's annual costs will be approximately £8,300 for the machine condition surveys and approx £24,000 for the visual condition surveys including reporting data provision. Due to the financial benefits of collaborative procurement across potentially many authorities the Council's annual survey costs will be reduced by approximately £80,000 over the length of the contract. The previous contract was procured solely for the five Merseyside Authorities.
- 9.3 For both contracts the contract period is for four years commencing from April 2011, however survey work was not carried out until August 2011. The lengths of highway network surveyed over the four year period will be dependent on funding and the requirement to provide future road condition data to Government departments.

9.4 Highway condition surveys for 2011/12 have been completed and condition data provided by both contractors has been used in the preparation of the Council's Highway Structural Maintenance Programme for 2012/13.

9.5 As the costs of the condition surveys are funded from the Highway Maintenance Block any reduction in survey costs will allow the remaining funding to be spent on maintaining the highway network.

9.6 The contract contains an annual incremental inflationary uplift.

10.0 LEGAL IMPLICATIONS

10.1 There are no specific implications arising from this report.

11.0 EQUALITIES IMPLICATIONS

11.1 There are no specific implications arising from this report..

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are no specific implications arising from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no specific implications arising from this report.

REPORT AUTHOR: **Shaun Brady**
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APPENDICES

None.

REFERENCE MATERIAL

(Include background information referred to or relied upon when drafting this report, together with details of where the information can be found. There is no need to refer to publicly available material: e.g. Acts of Parliament or Government guidance.)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
None	

Assessing Impact of Policy and Funding Decisions

1. What is being proposed?

To inform Members of the tender procurement process for the provision of Highways Asset and Condition Survey Framework.

2. Is the proposal part of the Corporate Plan? If so, which objective?

Have a safe and well maintained highway network for all users.

3. Has a criteria been drawn up for making a decision? If so, what are the criteria?

Part of the tender procurement process undertaken by Cheshire West and Chester Council.

4. Have you consulted or taken advice from anyone (internal or external) to inform your decision? If so please state who.

Consultation with Procurement Section, Liverpool City Council and Cheshire West and Chester Council.

5. What information, data or research have you used to inform your decision?

6. Will the proposal have a favourable or negative impact on any of the protected groups (race, gender, disability, gender reassignment, age, pregnancy and maternity, religion and belief, sexual orientation, marriage and civil partnership)?

Favourable - improving the highway network will reduce potential hazards for those with disabilities.

7. What is your decision?

That the proposal is satisfactory in terms of impacts on protected groups.

8. Please document the details of this impact assessment in a memo, set of minutes, in a report, or equality impact assessment and send a copy to Kevin Adderley, who will store the information confidentially and organise the relevant details for publishing on the internet in conjunction with the Corporate Equality Manager.

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WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

30 JANUARY 2012

SUBJECT:	DECISIONS TAKEN UNDER DELEGATED POWERS
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF TECHNICAL SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR HARRY SMITH, STREETSCENE AND TRANSPORT SERVICES COUNCILLOR CHRIS MEADEN, CULTURE, LEISURE AND TOURISM
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to inform Members, in accordance with the Approved Scheme of Delegation, of any instances where delegated authority has been used by the Director of Technical Services with respect to the appointment of contractors. In this case, the tender procurement process for the Supply, Installation and Maintenance of Electronic Variable Message Signs, the supply of Catering for the Floral Pavilion Theatre and Conference Centre, and Bromborough Station Footbridge Parapet Replacement
- 1.2 These procurement exercises were undertaken by Wirral Council's Corporate Procurement Unit using the electronic tendering process called The Chest.
- 1.3 In all cases the lowest/most economically advantageous tender was accepted.

2.0 RECOMMENDATION/S

- 2.1 That the report be noted.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 To advise Members in accordance with the Approved Scheme of Delegation.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 Under the Approved Scheme of Delegation, the Director of Technical Services has used delegated authority to approve the appointment of the contractor as follows:
- 4.2 Project Title: Supply, Installation & Maintenance of Electronic Variable Message Signs

	Contractor:	Swarco Traffic Ltd.
	Contract Term:	Supply a maximum of Twelve (12) Electronic Variable Message Signs over 3 years and maintain for 5 years from installation.
	Contract Sum:	Schedule of rates for the supply/installation/warranty and maintenance (Total cost if the maximum of 12 signs are ordered is £130,788).
4.3	Contract Title	Catering contract for the Floral Pavilion Theatre and Conference Centre
	Contractor	Carringtons Catering Ltd
	Contract Term	5 January 2012 to 4 January 2015
	Contract Sum	The appointed supplier will pay £95,550 (depending on turnover) to the Council and 19.5% of the costs in respect of building expenses estimated to be in the region of £65,000. The net increased revenue to the Council is estimated to be £45,000 per annum.
4.4	Contract Title:	Bromborough Station Footbridge Parapet Replacement
	Contractor:	DCT Civil Engineering Ltd
	Contract Term	5 weeks
	Contract Sum	£71,891.30

5.0 RELEVANT RISKS

5.1 Electronic Variable Message Signs

5.1.1 The Council has a statutory duty under the Traffic Management Act 2004 to facilitate the expeditious movement of traffic around its road network.

5.1.2 The use of Electronic Variable Message Signs helps to inform drivers of incidents, road works and events, allowing them to make early decisions about the best possible route and reduce delays on their journey.

5.2 Floral Catering Contract

5.2.1 As insufficient standard of catering provision at the Floral Pavilion and Conference Centre could lead to a reduction in income. The tender process has been undertaken to ensure that the companies are experienced and will deliver a high quality service.

5.3 Bromborough Station Footbridge

5.3.1 There are no relevant risks.

6.0 OTHER OPTIONS CONSIDERED

6.1 Electronic Variable Message Signs

6.1.1 Other options would be to obtain quotes from previous suppliers but this would not necessarily ensure value for money.

6.2 Floral Catering Contract

6.2.1 To continue with the existing service. The new tender will result in an improvement in provision and an increase in income.

6.2.2 Bringing the service in-house. There is no existing experience of providing this type of service.

6.3 Bromborough Station Footbridge

6.3.1 There were no other options considered.

7.0 CONSULTATION

7.1 There are no specific consultation implications arising from this report. The Council invited tenders from a total of 6 contractors via The Chest for the Electronic Variable Message Signs and Bromborough Station Footbridge Parapet Replacement, and 5 for the Floral Pavilion Catering Contract.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are no specific implications arising directly from this report.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

9.1 Electronic Variable Message Signs

9.1.1 Initially 6 signs will be ordered using funding provided by the developers for the ASDA Birkenhead development through a Section 278 Agreement.

9.1.2 Further signs will only be ordered if a specific requirement is identified together with the necessary funding from capital budgets or developers.

9.1.3 The new signs will be added to Wirral Council's existing Electronic Variable Message Signs, operated and monitored from Wirral Council's Urban Traffic Control office.

9.2 Floral Catering

9.2.1 The venue is presently reporting a deficit of around £300,000 per annum due to the delay in transfer of Pacific Road Arts Centre and the level of business activity in the conference market. The increased income from the catering contract could be used to reduce the deficit or as this is the outcome of a

procurement exercise it may be set against the procurement efficiency targets approved for 2011-12 and 2012-13.

9.2.2 There are no direct staffing implications arising from this report but staff employed by the present catering contractor will be subject to a TUPE transfer.

9.3 Bromborough Station Footbridge

9.3.1 There are no specific implications arising from this report.

10.0 LEGAL IMPLICATIONS

10.1 There are no specific implications arising from this report.

11.0 EQUALITIES IMPLICATIONS

11.1 There are no specific implications arising from this report.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are no specific carbon reduction implications arising from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no specific implications arising from this report.

REPORT AUTHOR: **Mark Smith**
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APPENDICES

None

REFERENCE MATERIAL

(Include background information referred to or relied upon when drafting this report, together with details of where the information can be found. There is no need to refer to publicly available material: e.g. Acts of Parliament or Government guidance.)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
None	

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WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE

30 JANUARY 2012

SUBJECT:	DECISIONS TAKEN UNDER DELEGATED POWERS
WARD/S AFFECTED:	VARIOUS
REPORT OF:	DIRECTOR OF LAW, HR AND ASSET MANAGEMENT
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR ADRIAN JONES
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to inform Members, in accordance with the Approved Scheme of Delegation, of any instances where delegated authority has been used by the Director of Law, HR and Asset Management with respect to the appointment of Contractors pursuant to Contract Procedure Rule 14.1.

2.0 RECOMMENDATION/S

2.1 That the report be noted.

3.0 REASON/S FOR RECOMMENDATION/S

3.1 The below listed tenders were the lowest/most economically advantageous received.

4.0 BACKGROUND AND KEY ISSUES

4.1 The following tenders have been accepted since the last meeting of this Committee on 23 November 2011.

Project Title:	Grosvenor Ballroom Extension/Alterations/Window & Door Replacement
Contract Sum:	£385,973.00
Contractor:	PJ Allison (Contracts) Ltd
Funded from:	Community Asset Transfer Fund

Project Title:	Hoylake Community Centre & Sanderling Unit Roof renewal
Contract Sum:	£214,315.00
Contractor:	MAC Roofing & Contracting Ltd
Funded from:	Community Asset Transfer Fund

Project Title: Woodchurch Leisure Centre
Pool Filtration & Ultraviolet Sterilisation Installation
Contract Sum: £107,417.00
Contractor: H2O Servicing Ltd
Funded from: Capital Programme - Cultural Services Assets

5.0 RELEVANT RISKS

5.1 There are no risks as a result of this report.

6.0 OTHER OPTIONS CONSIDERED

6.1 There are no other options in relation to this report.

7.0 CONSULTATION

7.1 There has been no consultation in relation to this report.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are no implications for any voluntary, community and faith groups as a result of this report.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

9.1 There are no resource implications as a result of this report.

10.0 LEGAL IMPLICATIONS

10.1 There are no legal implications as a result of this report.

11.0 EQUALITIES IMPLICATIONS

11.1 There are no equalities implications as a result of this report.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are no carbon reduction implications as a result of this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no planning and community safety implications as a result of this report.

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APPENDICES

None.

REFERENCE MATERIAL

None.

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2011/12

Title:	Department:	Comments/ Justification:
7th June 2011:		
Review of Winter Working Resilience Arrangements	Technical Services	Progress report and formal presentation – item requested by Cabinet and O&S Committee (COMPLETE)
Library Service Introduction of E-books	Finance	One off report (COMPLETE)
2010/11 Quarter 4 Performance Report	Technical Services Law, HR & Asset Management Corporate Services	Regular report covering performance and financial issues (COMPLETE)
26th September 2011:		
Review of Pavement/ Verge Parking Enforcement Initiative	Technical Services	Progress report requested by O&S Committee
Highway & Engineering Services – Second Annual Review	Technical Services	Progress report and formal presentation on the strategic contract with Colas Ltd that commenced in April 2009
'Have a safe and well-maintained highway network for all users' – Progress Update	Technical Services	Corporate 'goal' annual progress report
Wirral Trader Scheme	Law, HR & Asset Management	Report on the development and progress of the scheme
2011/12 Quarter 1 Performance Report	Technical Services Law, HR & Asset Management Corporate Services	Regular report covering performance and financial issues

<p>23rd November 2011:</p> <p>'Reduce Wirral's Carbon Footprint' – Progress Update</p> <p>Wirral Flood & Water Management Partnership – Progress Update</p> <p>Consumer Landscape Review</p> <p>Tackling Domestic Violence in Wirral</p> <p>2011/12 Quarter 2 Performance Report</p>	<p>Law, HR & Asset Management</p> <p>Technical Services</p> <p>Law, HR & Asset Management</p> <p>Law, HR & Asset Management</p> <p>Technical Services Law, HR & Asset Management Corporate Services</p>	<p>Corporate 'goal' annual progress report</p> <p>Regular progress report on the work of the Partnership as requested by O&S Committee</p> <p>To consider the outcome and implications of a major review of consumer protection by the Office of Fair Trading</p> <p>To fulfil the OSC scrutiny role in respect of the OSC and report on activity to support the Corporate Goal to provide advocacy and support for survivors of domestic violence</p> <p>Regular report covering performance and financial issues</p>
<p>30th January 2012:</p> <p>Streetscene Environment Services Contract – Fifth Annual Review</p> <p>'Minimise waste by encouraging waste reduction and recycling' – Progress Update</p> <p>'Have high standards of environmental quality across Wirral' – Progress Update</p>	<p>Technical Services</p> <p>Technical Services</p> <p>Technical Services</p>	<p>Progress report and formal presentation on the strategic contract with Biffa that commenced in August 2006</p> <p>Corporate 'goal' annual progress report</p> <p>Corporate 'goal' annual progress report</p>

Review of Underage Sales Prevention and Enforcement	Law, HR & Asset Management	To report activity that supports the Corporate Goal to protect children and young people from harm
2011/12 Quarter 3 Performance Report	Technical Services Law, HR & Asset Management Corporate Services	Regular report covering performance and financial issues
28th March 2012:		
'Provide and maintain high quality parks and open spaces in partnership with local communities' – Progress Update	Technical Services	Corporate 'goal' annual progress report
'Provide high quality, value for money leisure and cultural facilities for Wirral residents' – Progress Update	Technical Services	Corporate 'goal' annual progress report
Wirral Climate Change Group Annual Report	Law, HR & Asset Management	Annual report on work of Wirral Climate Change Group

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