



Sustainable Communities Overview and Scrutiny Committee

Date:	Monday, 21 June 2010
Time:	6.00 pm
Venue:	Committee Room 2 - Wallasey Town Hall

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AGENDA

1. DECLARATIONS OF INTEREST/PARTY WHIP

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 meeting held on 8 March 2010.

3. APPOINTMENT OF VICE-CHAIR

The Committee is requested to appoint a Vice-Chair.

4. SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE - TERMS OF REFERENCE (Pages 11 - 14)

The terms of reference are attached for Members' information.

5. HIGHWAYS AND TRAFFIC REPRESENTATIONS PANEL (Pages 15 - 18)

6. SCRUTINY WORK PROGRAMME 2010-11 (Pages 19 - 22)

The views of the Committee are requested concerning topics to be included in this year's scrutiny work programme.

A list of officers' suggested items for the Scrutiny Work Programme is attached.

7. FORWARD PLAN

The Forward Plan for the period June to September 2010 has now been published on the Council's intranet/website and Members are invited to review the Plan prior to the meeting in order for the Committee to consider, having regard to the Committee's 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.

8. REDUCING THE COUNCIL'S CARBON FOOTPRINT' - PROGRESS REPORT NO 3 (Pages 23 - 42)

9. REVIEW OF THE IMPACT OF SEVERE WEATHER IN JANUARY 2010 - PRESENTATION (Pages 43 - 48)

10. HIGHWAY AND ENGINEERING SERVICES CONTRACT - FIRST ANNUAL REVIEW (Pages 49 - 106)

11. 2009/10 END OF YEAR PERFORMANCE REPORT (Pages 107 - 152)

12. DECISIONS TAKEN UNDER DELEGATED POWERS (Pages 153 - 154)

13. SCOTTISH POWER - STREET LIGHTING

Further to minute 52(8/3/10) the Director of Technical Services will give a verbal update report,

14. ANY OTHER BUSINESS

To consider any other business that the Chair accepts as urgent.

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SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

Monday, 8 March 2010

Present:

Councillor	H Smith (Chair)	
Councillors	T Anderson	KJ Williams
	P Reisdorf	D Mitchell
	J Hale	M Redfern
	S Taylor	S Williams
	B Kenny	

38 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.

Councillor J Williams declared a personal interest in respect of minute 45 (Licensing of 'A' Boards, Shop Displays and Pavement Cafes) by virtue of his involvement in a ward issue relating to this matter.

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. No such declarations were made.

39 MINUTES

Members were requested to receive the minutes of the meeting held on 20 January, 2010.

Resolved – That the minutes be received.

40 HIGHWAY AND TRAFFIC REPRESENTATIONS PANEL

The Director of Law, HR and Asset Management, submitted the minutes of the panel meeting held on 5 March, 2010 when it was resolved that the panel:-

(1) Note the petitioners' request for a Residents' Parking Scheme to be implemented in Lingdale Road North and the recent consultation exercise carried out in Lingdale Road North, Scotts Place and Mona Street which indicated that support for such a scheme did not meet the Councils approved criteria of 80% in any of the roads.

(2) Recommend to the Overview and Scrutiny Committee that no further action is taken in respect of the petition requesting the introduction of a Residents' Parking Scheme in Lingdale Road North.

(3) Recommend to the Overview & Scrutiny Committee that the "pedestrian refuge" scheme together with complementary bus stop and shelter relocations (as shown on drawing number BEng/10/10a) be approved for implementation in Seabank Road, Liscard, ask officers to investigate the feasibility of a pedestrian controlled crossing at this location and report back to a future meeting of the Panel.

(4) Recommend to the Overview & Scrutiny Committee that the "pedestrian build-out" scheme and associated prohibitions of waiting restrictions (as shown on drawing number Beng/16/10) be approved for implementation in Stavordale Road and Chapelhill Road, Moreton.

Resolved –

(1) That the minutes of the panel be received.

(2) That the committee recommend to the Cabinet Member that the following schemes be approved:-

(a) Pedestrian refuge scheme, together with complementary bus stop and shelter relocations, as shown on drawing number BEng/10/10a), for implementation in Seabank Road, Liscard,

(b) Pedestrian build-out scheme and associated prohibitions of waiting restrictions, as shown on drawing number Beng/16/10, for implementation in Stavordale Road and Chapelhill Road, Moreton.

41 **THE WORK OF TRADING STANDARDS**

The Director of Regeneration submitted a report outlining the work of the Trading Standards Division and its contribution to the relevant Strategic Objectives.

The Trading Standards Division was responsible for discharging a wide range of statutory duties regulating the manner in which businesses provide goods and services to their customers and to ensure that they are safe, correctly described, nutritionally wholesome, comply with specified legal requirements (such as agreements regulated by the Consumer Credit Act) and sold to the appropriate age group. These duties were discharged through a range of interventions with traders ranging from general publicity campaigns and targeted advice through to prosecution in the Magistrates Court or Crown Court or injunctive action in the County Court. Enforcement action would be taken when appropriate in accordance with the Regeneration Department's Enforcement Policy.

The Division was organised in two teams, one team with responsibility for investigating breaches of criminal and civil law and resolving consumer complaints and the other with responsibility for advising and monitoring business practices. This report demonstrated how the fulfilment of those statutory duties contributed towards the Council's strategic objectives.

Resolved –

(1) That the Committee note the contents of this report.

(2) That the Trading Standards Manager and his team be congratulated for their efforts in discharging the wide range of statutory duties described in the report.

42 **IMPACT OF ALCOHOL UPON COMMUNITY SAFETY**

The Director of Regeneration presented a report outlining the methodology by which the impact of alcohol on Community Safety was measured and the progress of action plans with partner agencies to minimise the impact of inappropriate use on crime and anti social behaviour.

The report detailed:

- The number of methods by which the impact of alcohol is measured
- The types of alcohol related crimes and anti social behaviour that we are able to monitor
- A profile of victims of alcohol related crime or anti social behaviour
- A profile of offenders responsible for alcohol related crime or anti social behaviour
- Temporal analysis of alcohol related crime and anti social behaviour incidents
- Geographic analysis of alcohol related crime and anti social behaviour incidents on Wirral
- What action is being taken to minimise the impact of inappropriate alcohol use on crime and anti social behaviour

The Director reported that Wirral's Alcohol Harm Reduction Strategy 2007-2010 which was produced by Wirral Drug and Alcohol Action Team aimed to address the harms caused by alcohol misuse in the borough and tackle these problems by co-ordinating efforts with local agencies to educate young people about the risks of alcohol misuse through effective prevention campaigns; redesigning treatment services to meet demands especially for those most at risk; to tackle alcohol related crime and disorder through the introduction of criminal justice interventions and to provide the community with information, advice and guidance on how to drink sensibly. Crime disorder and communities was chosen as one of the key themes within the strategy and a subsequent three year action plan had been drawn up to tackle the key objectives within the strategy. The Wirral Drug and Alcohol Action Team were working in conjunction with partner agencies to review the current strategy and re-draft the forthcoming strategy for 2010-2013. The next strategy would look to build on the ever developing evidence base and guidance documents and to address some of the following emerging themes:

- Minimum Pricing
- New licensing legislation
- High Impact Changes
- Anti-social Behaviour
- Alcohol related violence

The range of work detailed within the report was delivered through the Council (Joint Community Safety Team, Licensing, Trading Standards, Children and Young Peoples Department), the Drugs and Alcohol Team, Probation Service, Police, and Primary Care Trust.

On a motion by the Chair seconded by Councillor Mitchell it was;-

Resolved –

(1) That the Committee note the contents of this report.

(2) That the Community Safety Team, Council departments and partner agencies be thanked for their efforts in developing strategies and actions to minimise the impact of alcohol on community safety.

43 **SALE OF ALCOHOL TO CHILDREN**

The Director of Regeneration reported upon action being taken by the Trading Standards Division to reduce the sale of alcohol to young people and highlighted some of the key issues and challenges.

It was a criminal offence under the Licensing Act 2003 to sell alcohol to a person under the age of 18 and Wirral's Trading Standards Team was working closely with Merseyside Police to minimise the sale of alcohol to young people. This activity contributed to reducing potential harm to young people and to tackling alcohol fuelled anti-social behaviour.

Funding from Wirral PCT for two additional posts had enabled Trading Standards to set up a team of three, including one existing full time post, to tackle under age sales of alcohol (and to make progress deal with the sale of tobacco to young people). The team used a combination of advice and enforcement, supplemented by various marketing initiatives, to prevent sales of alcohol to young people. This had been successful in significantly reducing the number of sales at off-licences to single figures with no sales recorded between October and December 2009. It was noted that provision for the continuation of this funding was made in the Council's budget for next year.

In 2009, 136 test purchase attempts were made at off-licences but in only four instances was alcohol sold to the under age volunteer.

Recently, underage work had now also been extended to underage test purchase operations in on-licence premises (pubs and clubs). This work was led by Merseyside Police with Trading Standards Officers assisting. Such operations were labour intensive because of the need to ensure the safety of the volunteer. In 36 joint operations conducted with the police 19 premises sold alcohol to the under age volunteers. In all instances, the member of staff selling the alcohol was issued with a fixed penalty notice and in two cases Trading Standards had called the licence into review.

In addition to the test purchase operations Trading Standards, are seeking the review of the licence of premises where underage sales occur. This could result in additional conditions being placed on a licence, suspension or revocation of a licence if there was evidence of a breach of one of the four licensing objectives, one of which was "the protection of children from harm". Failure to comply with the licence conditions was a criminal offence.

Resolved –

(1) That the Committee note the contents of this report.

(2) That the Trading Standards Manage and team be thanked for their work in seeking to minimise the sale of alcohol to young people.

44 **HIGHWAY AND ENGINEERING SERVICES CONTRACT - REVENUE IMPLICATIONS**

The Director of Technical Services submitted a report outlining the projected financial implications of the Highway and Engineering Services Maintenance Contract that commenced on 1st April 2009. A more detailed report would be presented to Members in summer 2010 detailing the first year contract performance and financial implications.

Resolved – That the Committee note the contents of this report pending the presentation of a further report in July 2010 detailing the contract performance and financial implications for the first year of the contract.

45 **REVIEW OF POLICY LEQ08 - LICENSING OF 'A' BOARDS, SHOP DISPLAYS AND PAVEMENT CAFES**

The Director of Technical Services submitted a report reviewing the current policy on the control of 'A' boards, shop displays located within the public highway.

The report reviewed the scope of the existing policy and the charges in relation to items placed temporarily on the highway for the purpose of advertising, promoting or enhancing an adjacent business. It specifically excluded pavement cafes licences as this element of the policy was already well established and was not the subject of the concerns raised. Included in the review were the results of consultations received from a number of bodies and groups representing users of the footway and/or vulnerable user groups. These representations which were summarised in the report were in support of the policy of regulation of such items on the highway.

It was proposed that the existing Policy LEQ08 should be amended to include all items temporarily placed on the highway for the purpose of promoting, advertising or enhancing a business (Appendix B). Each application would be assessed by reference to the criteria for site and location standards, and a consultation process would also take place including the display of a site notice and notification to adjacent frontagers and ward councillors.

Members were asked to consider the fee options for or items displayed on the highway which were detailed in the report. When fully implemented the staffing and administration costs estimated at £17,000 would be offset by income of £10,000, the balance being contained within existing budgets.

It was not proposed to change the process for implementation of the policy or enforcement action.

Councillor W Smith, Bebington Ward Councillor, addressed the committee and made representations on behalf of shopkeepers in Teehey Lane regarding the existing charging policy. The pavement areas outside this particular block of shops could easily accommodate shop displays or goods and he therefore considered that the imposition of charges for items displayed on the highway was an unnecessary burden for this group of small shopkeepers.

Councillor J Williams addressed the committee in his capacity as Bebington Ward Councillor and supported his colleague's comments.

There was a general discussion regarding implementation and enforcement of the existing policy during which members identified their particular ward issues. Consideration was also given to the representations received from The Blind and Visually Impaired, living streets and the Council's Access Officer.

Resolved - That the Committee:

(1) Note the outcome of the review of the "A" board and shop display policy,

(2) Recommend to Cabinet that the revised policy as discussed in the report and detailed in Appendix B be approved.

(3) Consider the options for charging and recommend to Cabinet that the charging element of the policy be abolished completely and that the scheme be administered utilising existing staffing resources.

46 REDUCING WIRRAL'S CARBON FOOTPRINT

The Director of Technical Services submitted a progress report on the various projects currently being undertaken by the Council, the Local Strategic Partnership and other partners, to 'Reduce Wirral's Carbon Footprint', which was a Corporate Priority in the Council's Corporate Plan 2010/11, and supported NI 186, one of Wirral's Local Area Agreement targets.

To improve its own emissions the Council initially set a target within the Climate Change Strategy to achieve a reduction in carbon emissions by 2010. Due to the successful implementation of phase 1 & 2 Energy Efficiency Investment initiatives, this target was achieved by late 2007, significantly ahead of schedule. The Council had now adopted the CRed target of a 60% reduction by 2025 and was now working with residents, communities and both the public and private sectors to achieve their own reductions.

Wirral's Carbon Reduction Programme coordinated all Council activities to reduce its CO2 emissions. This corporate programme was approved by Cabinet and progress update reports were presented to councillors bi-annually with next progress update scheduled for the June meeting of this committee.

Wirral's joint working with external partners to reduce CO2 emissions across the borough had now been re-named the Wirral Climate Change Group (WCCG) to more accurately reflect its co-ordinating role. At its last meeting on 26th January, the WCCG had approved its terms of reference (Appendix A), and also signed off version 1 of its Wirral-wide Carbon Reduction Programme.

The proposed monitoring and delivery arrangements for the Wirral-wide NI 186 Carbon Reduction Action Plan (Appendix B) were as follows:

- Regular updates by partners to WCCG meetings, held approx every 6 weeks
- Wirral-wide NI 186 Carbon Reduction Action Plan progress updates to the LSP Living and Working Environment Partnership at its 6 weekly meetings
- Bi-annual Update Wirral-wide NI 186 Carbon Reduction Action Plan Progress Reports to the Sustainable Communities Overview & Scrutiny Committee in the usual manner;
- Regular informal Cabinet Member briefings.

The Council's NI 186 partnering organisations would have their own structures and mechanisms in place to monitor and report the delivery of their respective Carbon Reduction projects.

Resolved – That the Committee:

- (i) Note the Terms of Reference of the Wirral Climate Change Group
- (ii) Note the performance and progress of the various Wirral-wide 'Carbon Footprint Reduction' projects undertaken by the Council and its LSP and other partners.

- (iii) Endorse the various joint 'Carbon Footprint Reduction' projects being undertaken, and support future proposed projects,
- (iv) Endorse the proposed arrangements for monitoring the delivery of these projects including regular informal briefings for the Cabinet Member for Environment and the LSP Board.
- (v) Refer this report on to Cabinet for approval.

47 THIRD QUARTER PERFORMANCE REPORT 2009/10

The Directors of Regeneration and Technical Services submitted a report providing an overview of progress made against the indicators for 2009/10 and key projects which were relevant to this overview and scrutiny committee.

Resolved – That the committee note the contents of this report.

48 WIRRAL FLOOD GROUP - COMMUNICATION

Further to minute 16 (21/9/2010) the Director of Technical Services submitted a report on the progress made to date by the Wirral Flood Group, specifically on the item of community group involvement relating to flooding, and requested approval for a Wirral Flooding Awareness Event in Summer 2010.

The issue of community group representation and general flood awareness had been considered at the meeting Wirral Flood Group held on the 21 January, 2010 when it was agreed to organise a Wirral flood awareness event for the Summer of 2010. The event would offer an opportunity for all residents on Wirral who were concerned about flooding to receive current information on flood prevention activities from all relevant agencies.

An invitation to this event would be offered to all known community flood group representatives and their views would be sought as to how they would wish to be involved in the Wirral Flood Group. This would also give the groups an opportunity to engage with the respective agencies that work to reduce flooding on Wirral and also meet other residents who may have experienced similar flooding problems.

Currently, any domestic property that had experienced flooding and was recorded on the Council's Reported Flooding Register (formerly the "Hot Spot" list) had been visited by a Technical Services Officer. It was further agreed that a letter would be distributed to residents who had experienced flooding highlighting actions they could take to protect their properties and mitigate the risk of any flooding. The letter would also communicate what actions the Council had taken in response to flooding and alert them to the existence of a Wirral Flood Group and the forthcoming awareness event.

Resolved – That the Committee note the progress to date of the Wirral Flood Group and endorse the proposal to hold a Wirral Flood Awareness Event.

49 **TECHNICAL SERVICES DEPARTMENT - DECISIONS TAKEN UNDER DELEGATED POWERS**

The Director of Technical Services submitted a report informing Committee, in accordance with the Approved Scheme of Delegation, of those instances where delegated authority had been used for the appointment of contractors or consultants.

Resolved – That the report be noted.

50 **REGENERATION DEPARTMENT - DECISIONS TAKEN UNDER DELEGATED POWERS**

The Director of Regeneration submitted a report informing Committee, in accordance with the Approved Scheme of Delegation, of those instances where delegated authority had been used for the acceptance of tenders.

Resolved – That the report be noted.

51 **MONITORING REPORT - SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2009/10**

The Director of Law, HR and Asset Management, submitted an Updated Monitoring Report on the Committee's Work Programme.

Resolved – That the report be noted.

52 **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR**

(a) Draft Protocol – Scrutiny of the Crime and Disorder Reduction Partnership

The Director of Law, HR and Asset Management, submitted a referral from the Scrutiny Programme Board (minute 50 – 4/3/2010) for this committee to consider the draft protocol to define the way in which this overview and scrutiny committee may scrutinise the crime and Disorder Reduction Partnership

Resolved – That this committee endorse the Protocol.

(b) Scottish Power – Street Lighting

Resolved – That arrangement be made for Scottish Power to attend the next meeting of this committee.

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

In support of Objective 2 of the Corporate Plan, which is:

to create a clean, pleasant, safe and sustainable environment, and in particular to:

- ***sustain improved levels of recycling;***
- ***reduce the Council's carbon footprint;***
- ***reduce the number of people killed or seriously injured in road accidents,***

the Overview and Scrutiny Committee will

(i) review and/or scrutinise decisions made or actions taken in connection with the discharge of the Council's functions;

(ii) make reports and/or recommendations to the Council and/or the Cabinet and/or any joint or area committee in connection with any policy or the discharge of any functions;

(iii) consider any matter affecting the area or its inhabitants; and

(iv) exercise the right to call in, for reconsideration, decisions made but not yet implemented by the Executive; and

(v) specifically, act as the Council's **crime and disorder committee** for the purposes of Section 19 of the Police and Justice Act 2006 (as amended);

within the following terms of reference of the Cabinet portfolio(s) indicated:

Streetscene and Transport Services

- (1) Highways, streets and footpaths, including street lighting and related enforcement activities.
- (2) Traffic regulations and road safety.
- (3) The management of Council car parks.
- (4) Liaison with the MITA and other external organisations.
- (5) Reservoirs, sewerage and land drainage.
- (6) The provision of civil engineering services to the Council.
- (7) The provision of architectural, quantity surveying and mechanical, electrical and structural engineering services.
- (8) Coast protection and sea defences.
- (9) Restricted and selective tendering for civil engineering services.
- (10) Grass cutting in residential areas

- (11) Weed control.
- (12) Refuse collection and street cleansing.
- (13) Advertisement control.

Environment

- (14) Trading standards and consumer protection.
- (15) Food safety and hygiene.
- (16) Home safety.
- (17) Health education.
- (18) Control of communicable diseases.
- (19) Port health.
- (20) Monitoring of waste disposal.
- (21) Recycling
- (22) Public conveniences.
- (23) Preservation and improvement of amenities in residential areas.
- (24) Clean air and pollution control.
- (25) Abatement of nuisance (other than statutory nuisance in private dwellings).
- (26) Identification and action in relation to derelict land and buildings.
- (27) Sea Fisheries.
- (28) The development and implementation of strategies for continually improving sustainability and reducing the environmental impact of the Council, its policies, plans, programmes and services.

Culture, [Tourism] and Leisure

- (29) The provision of leisure and cultural services including:
 - library services;
 - museums and galleries, promotion of the Arts;
 - civic theatres, entertainment and cultural activities;
 - swimming pools, sports halls and indoor recreation;
 - parks, recreation grounds, and adventure playgrounds;
 - public playing fields, outdoor sports facilities.
- (30) Community centres and public halls.

- (31) Sports activities and development, the promotion of sporting activities and joint use of sporting facilities.
- (32) Resort activities, including publicity.
- (33) Beaches and the Beach Lifeguard Service.
- (34) The provision of country parks and allotment gardens.
- (35) The provision and management of cemeteries and crematoria.
- (36) The heritage of the Borough, including the preservation of buildings of architectural or historic interest in liaison with the Heritage Champion.

[Housing and] Community Safety

- (37) Community Safety including:
 - Co-ordinating neighbour nuisance policies in the private and public sector.
 - Co-ordinating anti-social behaviour policies.
 - Working with partners, the Police and other Cabinet members on youth diversion schemes.
 - Working with the appropriate Cabinet member in liaison with the Drug & Alcohol Team.
 - Working with the Licensing Team on issues of under age sales of alcohol and with Trading Standards in liaison with the Cabinet member for Environment.
 - The use of the Council's powers under the Crime and Disorder Act 1998, the Housing Act 1996 and the Anti-social Behaviour Act 2003;
 - The Council's duty under section 17 of the Crime and Disorder Act 1998 to have regard to the effects on crime and disorder in the exercise of all of its powers and duties;
 - Liaison with other agencies such as the police, Primary Care Trusts, the voluntary sector and the Probation Service on community safety issues;
 - The development and implementation of the Crime and Disorder Reduction Strategy and the Anti-social Behaviour Strategy
- (38) The operation and development of Community Patrol.

Corporate Resources

- (39) The Emergency Plan and resilience issues.

All portfolios

- (40) Those parts of the Corporate Plan within the remit of this Committee,
- (41) To seek to achieve continuing and improving performance, better value for money and customer satisfaction in respect of those services provided through these areas.
- (42) To support the Council's equal opportunity policies by promoting and monitoring initiatives to encourage equality of opportunity amongst disadvantaged groups including: the disabled, ethnic minorities, the long-term unemployed, the poor, and women;

(43) To scrutinise Local Area Agreements that fall within the areas set out above and to hold partners to account.

WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

7 JUNE 2010

REPORT OF THE DIRECTOR OF LAW, HR AND ASSET MANAGEMENT

APPOINTMENT OF THE HIGHWAYS REPRESENTATION PANEL

1. Executive Summary

The purpose of this report is to enable the Committee to undertake a review of the Highways Representation Panel and to appoint members to serve on that panel if it is to be retained in 2010-2011. Members of panels must be appointed by the parent Committee; and appointments cannot be made by the Council.

2. Background

Standing Order 33 (1) requires that Committees should keep the need for panels under review and, in particular, the position must be reviewed at the first meeting of a Committee in each municipal year.

As a result of a High Court judgement, only named deputies may attend panel meetings in place of a permanent member. Standing Order 25(6)(a) permits appointment of up to a maximum of eight deputies for each political group. It should be noted that deputies are normally called to serve in the order in which they are nominated.

Unless appointed as full members, the Leaders and Deputy Leaders of the three largest political groups represented on the Council are entitled to attend meetings of all Committees, Sub-Committees and Panels, with the right to speak at the Chair's invitation, but not to vote (Standing Order 25(5) refers).

3. Highways Representation Panel Terms of Reference

Terms of reference

(i) To consider objections relating to all highway and traffic management matters governed by the Road Traffic Regulation Act 1984, whether subject to a traffic regulation order or otherwise, including (but not limited to) the following:

- waiting and parking restrictions;
- speed limits;
- one way traffic orders;
- weight limits
- prohibiting or restricting the use of heavy commercial vehicles;
- signalised and non signalised pedestrian/cycle/horse crossings;

- provision of off street parking and parking on roads, footpaths, pavements and verges;
- traffic signs and traffic signals
- bus lanes and taxi ranks

(ii) unresolved petitions relating to highway and traffic management matters in accordance with Standing Order 34 (Petitions)”

(b) Membership

The membership of the Licensing Panel in 2009-2010 in the political ratio (1:1:1) (including deputies) is shown below:

	Members	Deputies
1 Labour Councillor	H Smith Chair)	B Kenny J Williams
1 Conservative	T Anderson	J Hale S Taylor
1 Liberal Democrat	P Reisdorf	D Mitchell M Redfern

Financial Implications

None

Other Implications

There are no implications arising out of this report in terms of equal opportunities, planning, community safety, human rights, Local Agenda 21 and local member support.

6. Access to Information

The only background papers used in the preparation of this report were departmental records on panel membership and the Constitution of the Council.

7. Recommendation

The Committee is requested:

(i) to confirm that the Highways Representation Panel be re-appointed for 2010-2011 with the terms of reference identified.

(ii) to appoint members to serve on the Highways Representation Panel in 2010-2011, including the appointment of the Chair and named deputies.

BILL NORMAN
Director of Law, HR and Asset Management

27 May 2010

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SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE – SUGGESTED ITEMS FOR SCRUTINY WORK PROGRAMME 2010/11

Title:	Department:	Comments/ Justification:
7th June 2010:		
Review of the Impact of the Severe Weather in January 2010	Technical Services	Progress report and formal presentation – item requested by Cabinet and O&S Committee
Highway & Engineering Services Contract – Annual Review	Technical Services	Progress report and formal presentation on the new strategic contract with Colas Ltd that commenced on 1 st April 2009
Review of Scottish Power	Technical Services	Requested by O&S Committee (could be delegated to Highways & Traffic Representations Panel with Committee approval)
Carbon Reduction Progress Update - NI 185 (Council activity)	Technical Services	Progress report on delivering Corporate Priority 2.2: Reducing the Council's carbon footprint
2009/10 Quarter 4 Performance Report	Technical Services Law, HR & Asset Management	Regular report covering performance and financial issues
15th September 2010:		
Road Safety Progress Update – NI 47 & NI 48 (All KSI and Child KSI) (including review of Road Safety Audit procedure)	Technical Services	Progress report on delivering Corporate Priority 2.4: Reduce the number of people killed or seriously injured in road accidents
Carbon Reduction Progress Update – NI 186 (Wirral-wide activity)	Technical Services	6 monthly Progress report on delivering Corporate Priority 2.2: Reducing Wirral's carbon footprint

Joint Municipal Waste Management Strategy Review Update	Technical Services	Update on the review of the Merseyside JMWMS
Beach Management	Technical Services	Report requested by Chair
Business Plan for Wirral's Parks	Technical Services	Business Plan linked with ongoing PACSPE Procurement Exercises
Physical Activity for Hard to Reach Groups	Technical Services	Review of the provision of physical activity for this group
2010/11 Quarter 1 Performance Report	Technical Services Law, HR & Asset Management	Regular report covering performance and financial issues
18th November 2010:		
Local Environmental Quality Update – NI 195	Technical Services	Progress report on delivering Corporate Priority 2.3: Create exemplary levels of street cleanliness
Arrowe Park Hospital Travel Plan	Technical Services	Annual review of the Hospital Travel Plan in accordance with Section 106 condition (could be delegated to Highways & Traffic Representations Panel with Committee approval)
Flood Working Group Progress Report	Technical Services	Progress report of the formal Working Group established by the O&S Committee
Carbon Reduction Progress Update – NI 185 (Council Activity)	Technical Services	6 monthly progress report on delivering Corporate Priority 2.2: Reducing the Council's carbon footprint
Arts & Museums Development Plan	Technical Services	Development Plan for Arts and Museums
Food Safety and Nutrition	Law, HR & Asset Management	Review of the work of Environmental Health and Trading Standards

Dog Fouling	Law, HR & Asset Management	Review of Dog Fouling initiatives
Doorstep Crime	Law, HR & Asset Management	Progress in Tackling Doorstep Crime
2010/11 Quarter 2 Performance Report	Technical Services Law, HR & Asset Management	Regular report covering performance and financial issues
20th January 2011:		
Waste Recycling/ Minimisation Update – NI 191 & NI 192	Technical Services	Progress report on delivering Corporate Priority 2.1: Sustain improved levels of recycling
Streetscene Environment Services Contract – Fourth Annual Review	Technical Services	Progress report and formal presentation on the strategic contract with Biffa that commenced in August 2006
Review of second phase Pavement/ Verge Parking Enforcement initiative	Technical Services	Review of second phase of initiative as requested by O&S Committee (could be delegated to Highways & Traffic Representations Panel with Committee approval)
8th March 2011:		
Flood Working Group Progress Report	Technical Services	Progress report of the formal Working Group established by the O&S Committee
Carbon Reduction Progress Update – NI 186 (Wirral-wide activity)	Technical Services	6 monthly Progress report on delivering Corporate Priority 2.2: Reducing Wirral's carbon footprint
Carbon Reduction Commitment (CRC)	Technical Services	CRC Initiative Progress Report
Underage Sales	Law, HR & Asset Management	Progress in the Control of illicit sales to Young People.
Quarter 3 Performance Report	Technical Services	Regular report covering performance and

	Law, HR & Asset Management	financial issues
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NB: The Sustainable Communities Scrutiny Committee is the designated committee to provide the statutory scrutiny of the Community Safety Partnership. The scrutiny work is still to be identified and is the subject of consultation between the Scrutiny committee and the community Safety Partnership.

WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES O & S COMMITTEE

7 JUNE 2010

REPORT OF THE DIRECTOR OF TECHNICAL SERVICES

'REDUCING THE COUNCIL'S CARBON FOOTPRINT' – PROGRESS REPORT No 3

1.0 EXECUTIVE SUMMARY

- 1.1 This third progress report updates Members on the various projects currently being undertaken by Technical Services to achieve the Council's Corporate Objective to '*Reduce the Council's Carbon Footprint*', as set out in the Wirral Carbon Reduction Programme to support NI 185.
- 1.2 Members are asked to note the progress made to date on these ongoing projects and to endorse the further initiatives proposed.

2.0 BACKGROUND

- 2.1 At the request of Cabinet, the Wirral Carbon Reduction Programme project plan is updated every six months, it enables the Council to plan and monitor progress in achieving NI 185, ie, reducing the Council's CO₂ emissions. This third six monthly progress update of the Project Plan is attached to this report at Appendix 1.
- 2.2 Members will be aware that the Department of Technical Services continues to play a significant role in supporting the Corporate Objective "to create a clean, pleasant, safe and sustainable environment". This report details the progress made in implementing the Wirral Carbon Reduction Project Plan.
- 2.3 Members will also recall that the reporting of this Wirral Carbon Plan (NI185) update report, alternates with the reporting of the Council-wide Carbon Action Plan (NI 186), where the Council is working with its LSP and other partners to reduce CO₂ emissions across the Wirral.

3.0 NEW INITIATIVES SINCE LAST REPORT - CARBON BUDGET

- 3.1 Following the Council Resolution on 14 December 2009, (Minute 77 refers) Members requested that:
- The Council's carbon footprint be establish and to quantify the number of tonnes of CO₂ released as a direct result of Council operations for 2010 onwards, and to bring forward proposals for quantifying CO₂ emissions as part of the procurement process for new council contracts and other spend from April 2011,
 - Prepare carbon budgets detailing carbon emissions and carbon efficiency targets for each department to be presented at Budget Cabinet and Council alongside the Council's financial budget,

- And to report to Cabinet on progress made regarding the carbon budget. This report to include measures and projects to reduce carbon emissions, including an analysis to show progress being made by department and key service areas.
- 3.2 The Carbon Budget 2010-11 was presented at Budget Cabinet on the 22 February 2010. A Carbon Budget is similar to a financial budget whereby each Council service is given an allowance of CO₂ in which to operate and deliver their services. Each service's carbon budget is expected to decrease annually by its target figure which equates to a 5.25% reduction to enable the Council to achieve its target of a 60% reduction by 2025. The aim is that as time progresses the Council will be able to continue to deliver services to the borough whilst decreasing its carbon emissions.
- 3.3 Previous schemes to reduce the Council's CO₂ emissions have all taken place at a corporate level, however the proposed carbon budgets will enable service managers to plan for CO₂ reductions at a Departmental and operational level.
- 3.4 Whilst the Council's CO₂ emissions have significantly reduced since 2005, setting an annual carbon budget for each department will provide a clear picture of the environmental impact of the Council's spending and will help us achieve both local and national carbon reduction targets.
- 3.5 There are financial savings to be made through procurement of energy efficient and low carbon contracts, goods and services, however strong departmental leadership will be needed to ensure that financial and carbon budgeting is fully integrated into mainstream financial management and business planning activity.

4.0 PROGRESS UPDATE ON INDIVIDUAL COUNCIL PROJECTS

4.1 IEEP Phase 1

- 4.1.1 Phase 1 of the IEEP is complete apart from the long term ongoing schemes which includes the Boiler Replacement Programme and Bill Validation.

4.2 IEEP Phase 2

4.2.1 Electrical Energy Efficiency Scheme

As previously reported we will now install an Automatic PC Power Down system across all Council owned buildings which utilises software to automatically close down non-essential computers. A small number of Voltage Optimisation(3) and Variable Speed Drives(4) systems are also due to be installed this year.

4.2.2 Awareness Raising Programme

The energy awareness raising team have visited six Leisure Centres this year. That has involved talking to senior managers about how to manage energy within the centres and engaging the staff at each site. A number of

energy champions have also been recruited. They have given talks and conducted walkabouts in six Libraries.

- 4.2.3 Twenty three schools have been visited, the team have also developed an awareness raising session specifically for Teachers, with twelve teacher training sessions delivered to over 120 teachers. Two Governor training events on the subject of energy conservation have been held with 35 governors in attendance at one day and one evening session.
- 4.2.4 The team have also promoted Wirral CRed. This allows them to work within the local areas including Civic Centres such as Bromborough. This has given them the opportunity to engage with the wider community and raise awareness of the need to reduce their own carbon emissions.
- 4.2.5 Adult Learners were also reached through talks at Adult Learning Centres. Over nine care homes were visited with talks to residents and staff. They also conducted walkabouts, giving advice on low cost energy measures. The team also engaged One Stop Shops managers. This resulted in giving presentations to their staff at several centres.
- 4.2.6 Part of the role of the awareness raising team has involved visiting over 70 sites to deliver the new Display Energy Certificates this provides the opportunity for the team to engage directly with staff at these sites.
- 4.2.7 We have developed a new training guide for Energy Champions which ensures a consistent and generic approach when we recruit new energy champions. The team have also developed the Energy Champion of the Year award which was presented on Learning at Work day.

4.3 IEEP Phase 3

- 4.3.1 **Automatic Meter Reading (AMR) Project:** The contract was tendered earlier this year using the Buying Solutions Framework Agreement. Cabinet approved the Tender Report submitted on the 15 April 2010 (minute 398 refers) recommending that Stark Software International Limited be appointed subject to contract.
- 4.3.2 **Street Lighting/Signage Energy Efficiency Improvements:** Originally delayed due to HESPE, this project is now being progressed with Keep Left Bollards being converted to Solar Power. Following revisions to the Traffic Regulations regarding Illumination Standards further energy saving are now being assessed. The contract to install the Central Management System (CMS) has now been tendered. The CMS will initially control the operation of approximately 350 streetlights and will accurately measure their energy consumption. This will facilitate immediate financial benefits for any energy saving measures implemented.

4.4 IEEP Phase 4 Proposals

- 4.4.1 The proposals detailed in the previous report to Members on the 21 September 2009 regarding the installation of Bio-Mass Heating Systems and Intelligent Lighting Controls within Council buildings will be included

within the Green Building Specifications Guide, please refer to section 4.8 regarding the development of the guide.

4.5 Related Energy Projects

- 4.5.1 **National Indicator 186:** Measures the CO₂ emissions across the LA's area and is one of our LAA targets which also requires us to actively work with our partners in the LSP. This item is now the subject of a separate regular report the first of which (Reducing Wirral's Carbon Footprint - Progress Report No 1) was presented to Cabinet on the 18th March, 2010 (minute 355 refers).
- 4.5.2 **Combined Heat and Power (CHP) Project :** Approval has been received from Asset Management to progress the installation of a CHP plant at Europa Pools. This project will now be retendered and reported to Members in due course. As there are a number of projects scheduled to be progressed on site, which are expected to reduce operational power loads, it will be essential to carefully manage the timing of the CHP installation.
- 4.5.3 **Carbon Reduction Commitment :** As has previously been reported to Cabinet, April 2010 saw the start of the Government's CRC Energy Efficiency Scheme (CRCEES) [formerly known as the Carbon Reduction Commitment] a new regulatory incentive to improve energy efficiency in large public and private sector organisations. The Council will also be responsible for administering the scheme on behalf of Wirral Schools and the Merseyside Pension Fund (MPF). A particular issue arises over the Council being the administering body for the MPF. The fund owns property and as such is treated by the regulations as being part of the Council's CO₂ emissions and management. The impact and circumstances concerning MPF property is not yet fully explored but will be built into the Carbon Budget when the details are established.
- 4.5.4 **Display Energy Certificate Scheme :** There are 30 municipal sites which require certification on an annual basis. 19 sites have been provided with new Display Energy Certificate and 11 are still to be completed. Of those completed, 8 have improved, 10 remain unchanged and 1 has dropped slightly one band. A complete picture will be available for the next report.

4.6 NI 188 Planning to Adapt to Climate Change

- 4.6.1 To ensure local authority preparedness to manage risks to service delivery, the public, local communities, local infrastructure, businesses and the natural environment from a changing climate, and to make the most of new opportunities. The indicator measures progress on assessing and managing climate risks and opportunities, and incorporating appropriate action into local authority and partners' strategic planning.
- 4.6.2 A comprehensive action plan has been developed to ensure that Level 2 is attained by March 2011. Additional Sustainability Unit staff have been assigned to help deliver this indicator. There will be a number of Climate Change Workshops, the first of which was held on the 11th May with some of our LSP and external partners. We have taken on a student from Chester

University on work placement to undertake required research into weather related climate change events in Wirral.

4.7 CRed Wirral

4.7.1 Launch – The CRed website was launched at Tranmere Rovers home game against Brentford on 5th December 2009 to coincide with the COP 15 Climate Change Conference in Copenhagen. The launch featured: pre-match and half-time announcements, scrolling score board messages, programme advert and editorial feature. In parallel, a press release was issued alongside launch related electronic communications sent to Wirral Council and NHS Wirral staff. The launch press release was picked up directly by the Wirral News website, Heart FM and The Liverpool Year of the Environment website.

4.7.2 Festive Promotion – A ‘festive’ promotion followed the launch. A press release and photograph was issued to link the Wirral Council’s involvement in the national ‘10:10’ carbon reduction campaign with CRed. People were encouraged to make a New Year’s resolution to cut emission by 10% during 2010 and to sign up at the CRed Wirral website to help them. At this time, a Christmas New Year email was also sent from the Director of Technical Services encouraging staff to sign up. The press release was featured by the Wirral Globe – both newspaper and web edition – and Wirral News website.

4.7.3 Boiler Scrappage Promotion – In February, a press release was issued promoting CRed in the context of the ‘Boiler Scrappage Scheme’. It was featured by Wirral News.

4.7.4 Presentations – Presentations on CRed Wirral have been made to:

- Cheshire and Wirral Partnership NHS Trust Environmental Strategy Group –February 2010
- Transition Towns West Kirby – February 2010
- Wirral Older Peoples Parliament – February 2010
- NHS Wirral Wellbeing Group – April 2010

4.7.5 ‘Sign-up’ stalls – The following ‘sign-up’ sessions have been held:

- Bidston Heritage Day – September 2009
- Bromborough Civic Centre – March 2010
- Cheshire and Wirral Partnership NHS Trust environmental champions session – March 2010
- Bromborough Library – March 2010
- NHS Wirral Wellbeing Day – April 2010
- Birkenhead Park Visitor Centre – April 2010

4.7.6 Participation

- Number of members is 350
- Number of pledges now stand at 1413
- 201 tonnes of CO2 saved

4.7.7 Promotion

- 4 presentations were given
- 5 'sign up' stalls were run; and
- The first issue of the CRed e-Bulletin was produced
- A group of students at the University of Chester have completed an evaluation of different approaches to recruitment. They compared a leaflet drop to 299 houses – resulting in 1 sign up – with a 'sign-up' stall at a civic centre – resulting in 11 sign-ups.

4.7.8 Planned 'promotional' work

- Leaflets and a banner stand have now been produced.
- A series of 'sign-up' stalls are being programmed for spring and summer.
- Twenty bus backs adverts will run from 31st May for 6 weeks.
- A two week billboard campaign is programmed from 21st June with posters advertising CRed at 10 sites for two weeks (48 Sheet posters at Liscard Crescent, Wallasey; Old Chester Road, Railway embankment, Bebington; Market Street, Hoylake; New Chester Road, Rock Ferry; Church Road, Tranmere; Borough Road/Victoria Road, Birkenhead; Duke Street/Corporation Road, Birkenhead; and 6 Sheet posters at BP Petrol Station, Bromborough Road; Pensby Road, Thingwall and Total Fitness Entrance, Prenton).
- A radio campaign is planned to coincide with the poster campaign.
- Two schools (Woodchurch High and Woodlands Primary) have been contacted to discuss options for promoting CRed Wirral in the next school year.

4.7.9 The Corporate Marketing team recently completed art promotion work for the CRed Wirral initiative. CRed Wirral now has a high profile on the recently launched new look Wirral Council website, featuring on the front page of the site. This will greatly enhance visibility of CRed for all visitors to the Council's website.

4.8 Renewables

4.8.1 We have placed the order to install the 5kW Photo Voltaic (PV) array at Cheshire Lines Building, installation will begin shortly. Renewable energy projects are now being integrated directly into building projects. Please refer to sections 4.9 "Green Building Specification Guide" and 4.10 "Key Educational Projects" for further information.

4.9 Green Building Specifications Guide

4.9.1 The guide will ensure the design of more energy and resource efficient buildings, roads and services using materials and low carbon technologies that minimise damage to people and the environment within the borough. The guide is currently being finalised, and once approved, it will be used to develop enhanced green spec designs for the Council's new and refurbished buildings. This will enable client departments, and Members at Scheme and Estimate stage, to make an informed choice between adopting a standard specification or an enhanced green specification. A report will be presented to Members on the 'Green Specification' in the Sep 2010 cycle.

4.10 Key Educational Projects

- 4.10.1 Both Park Primary and Pensby Primary schools will include various environmentally sustainable systems including bio mass boilers, solar water heating and rainwater harvesting. Park Primary School is now on site and due for completion in January 2011 with Pensby following later.
- 4.10.2 Woodchurch High School, the Authority's BSF One School pathfinder project is on site and nearing completion. It has been designed with a bio mass boiler, intelligent lighting controls, a mix of natural and mechanical ventilation, rainwater harvesting and a wind turbine, which combine to achieve a BREEAM Very Good rating for the development. There are biodiversity habitats planned to encourage native species including the endangered black poplar. All these green specification features will also contribute to curriculum teaching on the environment and sustainability.

4.11 Waste Minimisation and Recycling

- 4.11.1 All Council buildings that were previously on the old paper and cardboard recycling service have now received a new and improved multi-material recycling service. All locations that have their normal refuse collected by Biffa but had previously not had a recycling service have now also been provided with the multi-material recycling service.
- 4.11.2 Scoping work has now been completed and a Chief Officers report will be presented to seek approval to roll out recycling services to 55 facilities where there is currently a lack of recycling service. The roll out will be completed by September 2010. This will ensure that every Council building is provided with a recycling service.

4.12 Reducing Council Mileage

- 4.12.1 The Staff Travel Survey was completed in January 2010 with 2104 members of staff completing the survey as part of a review of the 2nd Travel Plan. The results of the survey show that 58.9% of staff drive to work on their own compared to 61.2% in 2005. 16% of staff car share as part of their journey to work whilst 4.1% use the train and 7% use the bus, 9.8% walk to work and 2.4% cycle. The survey also showed that there were a number of staff that travel one or two days a week by an alternative mode of transport with 3.7% of staff car sharing, 2.2% walking and 1.9% cycling one or two days a week. The results of the survey will help to inform the initiatives for the Council's third Travel Plan, with the aim to increase car sharing, walking and cycling whilst reducing the need to travel.
- 4.12.2 The Action Plan has been amended as the Green Travel to Work Scheme is unfortunately no longer in operation due to HM Revenue and Customs revision of the criteria for eligible schemes.

4.13 Council Transport

- 4.13.1 As previously reported two members of the Transport Section have completed a 'The Safe and Fuel Efficient Driving Scheme' (SAFED). The SAFED assessor course provides high quality driver development training with proven, significant fuel saving benefits. Since then nearly all of Social Services access bus drivers have undergone SAFED training. Fuel consumption will be reviewed in March 2011 to verify the results.
- 4.13.2 As originally report to Members in April, the trial on 20% bio fuel was halted in October 2008 due to contamination of the fuel. The trial was being carried out on the Highway Operations fleet which has now been transferred to Colas.

5.0 STAFFING and FINANCIAL IMPLICATIONS

- 5.1 There are no staffing or financial implication arising directly from this report

6.0 EQUAL OPPORTUNITIES IMPLICATIONS

- 6.1 There are no specific implications under this heading.

7.0 PLANNING IMPLICATIONS

- 7.1 There are no specific implications under this heading.

8.0 COMMUNITY SAFETY and HUMAN RIGHTS IMPLICATIONS

- 8.1 There are no specific implications under these headings

9.0 SUSTAINABILITY IMPLICATIONS

- 9.1 We will continue to reduce the Council's Carbon Footprint by improving our energy efficiency, reducing our energy needs, introducing renewable technologies and improving our overall environmental performance. We will also work with and encourage our partners and the community to reduce CO₂ emissions across all sectors in the borough through the Wirral Wide Strategic Climate Change Action Plan and Wirral CRed.

10.0 SOCIAL INCLUSION and ANTI-POVERTY IMPLICATIONS

- 10.1 There are no specific implications under these headings.

11.0 ACCESS TO INFORMATION ACT

- 11.1 There are no specific implications under this heading.

12.0 LOCAL MEMBER SUPPORT IMPLICATIONS

- 12.1 The Council's Carbon Footprint Reduction projects are borough wide.

13.0 RECOMMENDATIONS

- 13.1 Members are requested to note and endorse the performance and progress of the various Council 'Carbon Footprint Reduction' projects to date undertaken by the Technical Services Department.

DAVID GREEN
DIRECTOR, TECHNICAL SERVICES

This report was prepared by Tony Dodd, Energy Manager, who can be contacted on 606 2354.

APPENDIX 1
Wirral Carbon Reduction Programme
Wirral Council Activities 2009\10 (September 2009 to April 2010)

Version 2.2: Status at May 2010

	Activity	Planned Outcome	Activity Owner & Partners	Detailed Action	Review Date\ Milestones	Progress To Date	Next Steps	On Target R-A-G
EN1	Carbon Footprint Performance Monitoring	Improve the overall method of monitoring performance and assist in reporting NI185, 186, 194 and the CRC.	Technical Services	Monitor emissions from : <ul style="list-style-type: none"> • Energy use in Buildings. • Transport Fleet. • Business Mileage. 	Review Energy Database Progress Monthly	Begin the process of automatic data collection refer to section EN4	Continue to improve the overall method of data collection.	G
EN2	Investment Energy Efficiency Programme PHASE 1	Reduce the Council's carbon emissions by 60% by 2025. Going forward, achieve carbon neutrality for the borough by 2050. Assist in achieving pseudo targets set in NI 186	Technical Services WMBC	Phase 1 of the IEEP is complete apart from the ongoing schemes which includes the Boiler Replacement Programme and Bill Validation	N/A	Complete	Manage the system to ensure savings are maintained. Monitor performance Ensure all future BEMS systems are compatible with the Corporate system.	G
EN3	Investment Energy Efficiency Programme PHASE 2	Reduce the Council's carbon emissions by 60% by 2025. Going forward, achieve carbon neutrality for the borough by 2050. Assist in achieving pseudo targets set in NI 186	Technical Services WMBC	<ul style="list-style-type: none"> • Electrical Energy Efficiency Scheme <ul style="list-style-type: none"> ➤ Corporate PC Power Down System ➤ Voltage Optimisation ➤ Variable Speed Drives • Awareness Raising Programme 	Oct '10 Monthly	Approval given to progress these schemes. Full programme of events/workshops developed and on schedule.	Develop schemes and obtain quotations prior to installation. Continue to develop the programme and review progress.	G G
EN4	Investment Energy Efficiency Programme PHASE 3	Reduce the Council's carbon emissions by 60% by 2025. Going forward, achieve carbon neutrality for the borough by 2050. Assist in reporting CRC annually.	Technical Services WMBC	<ul style="list-style-type: none"> • Automatic Meter Reading Project • Street Lighting Energy Efficiency 	Aug '10 Oct '10	The contract was tendered earlier this year. Tender approved & contract being developed. Continue to	Operate contract to install & manage AMR system Monitor systems	G G

	Activity	Planned Outcome	Activity Owner & Partners	Detailed Action	Review Date\ Milestones	Progress To Date	Next Steps	On Target R-A-G
Page 33				Improvements <ul style="list-style-type: none"> ▪ Switch off traffic signs (where illumination is no longer required as a result of a relaxation of legal requirements). ▪ Convert illuminated signs and bollards to night - time operation only. ▪ On new schemes illuminated bollards to be solar powered. ▪ Dimming of some streetlights for part of night. ▪ Replacement of old equipment with more energy efficient items. ▪ Install and operate the Central Management System to control suitable street lighting columns 		implement the programme. Explore possible installation of dimming equipment in columns on selected routes. The contract was tendered earlier this year. Tender approved & contract being developed. The proposed trial installation of a CMS will initially control the operation of approximately 350 streetlights	efficiency. Develop contract and install system.	
	EN5	Related Energy Projects	Reduce the Council's carbon emissions by 60% by 2025. Help to achieve carbon neutrality for the borough by 2050.	Technical Services WMBC	<ul style="list-style-type: none"> • Combined Heat & Power Invest to Save Scheme 	Mar '11	Approval has been received to progress the installation of a CHP plant at Europa Pools.	This project will now be retendered and reported to Members in due course

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Version 2.2: Status at May 2010

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Page 34				<ul style="list-style-type: none"> Carbon Reduction Commitment Display Energy Certificates 	Ongoing Oct '10	Preparing for introduction in 2010 Of the 30 municipal sites which required certificate renewals, 19 sites have been provided with new Display Energy Certificate and 11 are still to be completed.	Prepare baseline data for 2008-09. Begin registration process. Review site performance and provide next years certificates	G
	Renewables	Reduce the Council's carbon emissions by 60% by 2025. Help to achieve carbon neutrality for the borough by 2050	Technical Services WMBC	<ul style="list-style-type: none"> Solar Water Heating Scheme at Europa Pools Photovoltaic Scheme at Cheshire Line Building Micro CHP System at Pensall House Develop a bio-mass fuel contract for Floral Pavilion 	May '09 Oct '10 Nov '10	Complete Order placed with the Contractor to install the system Projects currently on hold due to the Strategic Asset Review Contract extended to December '10.	Monitor Performance. Develop system of automatic monitoring to allow performance profiles to be produced Install system and monitoring unit. Awaiting the outcome of, and the future proposals arising from the Strategic Asset Review Tender for new 4 year contract	G
	EN7	Wirral CRed Scheme	Help to achieve 60% carbon reduction in the borough by 2025. Assist in the operation	Technical Services WMBC	Develop and promote the CRed scheme together with our partners the Wirral PCT and Cheshire & Wirral Hospital Trust.	Ongoing	CRed website launched on 5 th December 2009	Continue to develop, promote and market the scheme.

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	Activity	Planned Outcome	Activity Owner & Partners	Detailed Action	Review Date\ Milestones	Progress To Date	Next Steps	On Target R-A-G
		of the LAA				developed, promoted and marketed the scheme.		
DC1	Introduction of Department "Green Specification"	Design more energy and resource efficient buildings, roads and services using materials and technologies that minimise damage to local people and the environment. To generate policies and strategies to ensure Low Carbon technologies are used within the Borough.	Project Team: Tech Services Individual Project Officers to access following implementation	Analyse national guidance, prepare activity programme, consider methodology for communication (staff awareness), consider PIs, collect material profiles, produce generic design details/guidelines, roll-out	Sep '10.	Develop a draft Scheme & Estimate reporting structure to include elements of the "Green SPEC."	Obtain approval for the use of the new S&E report	G
DC2	BSF One School Pathfinder Woodchurch High School £26M BSF Funding	Achieves BREEAM 'Very Good' Achieves 60% carbon reduction on 2002 Building Regulations. Water saving measures to reduce use Benchmarked lower running costs	Project Team: Tech Services CYPD Kier NW and BDP Woodchurch High School	High efficiency M&E design and Biomass Boiler High levels of insulation & thermal mass. Rainwater harvesting for WC's	Ongoing Reviews	Project is on site and nearing completion.	Completion of project and monitor environmental performance	G
DC3	Primary Capital Programme Park Primary and Pensby Primary £11M DCSF Funding	Achieves BREEAM 'Very Good' as a minimum with aim for 'Excellent' Water saving measures to reduce use Min 10% recycled content Benchmarked lower running costs	Project Team: Tech Services CYPD Park and Pensby Primary Schools	Passive solar design and High efficiency M&E design High levels of insulation & thermal mass. Rainwater harvesting for WC's High recycled content materials	Ongoing Reviews	Both Park Primary and Pensby Primary schools will include environmentally sustainable systems. Park Primary School is now on site and due for completion in January 2011 with Pensby following later.	Completion of projects and monitor environmental performance	G

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	Activity	Planned Outcome	Activity Owner & Partners	Detailed Action	Review Date\ Milestones	Progress To Date	Next Steps	On Target R-A-G	
Page 36	WR1	Questionnaire all Council complexes to establish service provision regarding waste and recycling and plastic bag usage.	To enable a picture to be gathered of the current service provision and possibilities for expansion. To enable the information gathered to be passed onto Chief Officers.	Technical Services	Questionnaire facilities managers , attend the facilities managers meetings.	Have all replies in by the end of September .	All replies have been analysed, good baseline data established. Looking to roll out recycling service to all Council buildings that are currently serviced for refuse collection under the Biffa contract, approx 26 locations. The existing locations that are already serviced for recycling will receive an improved service. This should be complete by June09.	Completed roll out in May 2009.	G
	WR2	Implement a new recycling system in Cheshire Lines and Wallasey Town Hall.	To enable these buildings to have mini grey bins for use by staff and have 1100 litre bulk bins outside for emptying by Biffa. Backed up by an internal communications campaign.	Technical Services	Count the number of recycling bins and rubbish bins in Cheshire Lines In Wallasey Town Hall Meet with the Green Team for support Order bin stickers Draft and email for communication to staff	By mid September Due to be completed by 26 th By mid September By Mid September By mid September	Complete Will now be part of the main roll out. Completed Complete Complete	Complete	G

	Activity	Planned Outcome	Activity Owner & Partners	Detailed Action	Review Date\ Milestones	Progress To Date	Next Steps	On Target R-A-G
				<p>Meet with facilities team at Cheshire Lines to brief them about swapping the old bins over for the new bins.</p> <p>Meet with facilities team at Wallasey Town Hall to brief them about swapping the old bins over for the new bins.</p> <p>Deliver bins to Cheshire Lines)) Deliver bins to Wallasey Town Hall)</p>	<p>By mid September</p> <p>Due to be completed by 26th September</p> <p>By end of September</p>	<p>Complete</p> <p>Now part of the main roll out.</p> <p>Complete</p>		
Page 37	Implement a limited use on plastic bags in Cheshire Lines building as detailed in the Plastic Bag Notice of Motion.		Technical Services	Inform Chief Officers about the Notice of Motion on Plastic Bag Usage and the recommendations passed at Cabinet. Provide the Chief Officers with some of the baseline data gathered to use as best practice or evidence towards achieving the recommendations in the Notice of Motion.	By Mid October 2008	Due to be completed by June '09.	Will now be included in Chief Officers report June 2010.	A
BM1	Cycle Purchase – promotion of salary sacrifice scheme where staff are encouraged to purchase cycles at a discount of up to 40%	Increased number of staff having access to and using bikes for travelling to work	Technical Services P-MM (external)	Promotion of scheme through 3 windows of opportunity for staff to register and purchase cycles within 2010	Mar 11	1 window has been held in 2010 with 2 further windows to be confirmed	Set dates for windows for purchase for remainder of 2010 Monitor take up levels	G
BM2	Bus Season tickets – promotion of salary sacrifice scheme where staff are encouraged to purchase bus season tickets at discounted rates	Increased number of staff using buses to travel to work	Technical Services P-MM (external)	This scheme has been cancelled due to HMRC revised guidance for bus ticket salary sacrifice schemes. This means that the scheme we ran is no longer viable	-	No longer available	Remove the action from the Action Plan	N/A

APPENDIX 1

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BM3	Offer interest free loans to staff for purchase of lower cc/greener mopeds/motorcycles	Increased number of staff using greener motorised two wheelers to travel to work	Technical Services, HR, Finance	Approved motorcycle loans	Mar 11	Supplementary Road safety guidance to be provided	Publicise scheme and monitor take up levels	G
BM4	Emergency ride home policy to allow car share scheme to ensure staff are always guaranteed a lift home should their car share arrangements breakdown	Increased take up of car share scheme	Technical Services, HR	£200 Emergency Ride Home fund available for staff and to be promoted	Mar 11	£200 fund in place	Promote Emergency Ride home fund as part of the car share scheme. Monitor take up levels	G
BM5	Teleworking	Increased numbers of homeworkers and mobile workers	All departments, HR	Development of teleworking to reduce need for staff to travel to office bases.	Mar 11	Trials in some departments on going		
BM6	Flexible Flexi Time- All departments to have introduced extended office hours, relaxed core hours and a maximum of 2 days flexi per month	Increased number of staff who can take advantage of flexible working	All departments	Departments not currently offering this to take through appropriate HR and Union processes	Mar 11	Finance, Technical Services, Corporate Services and Regeneration currently operating this.		
BM7	Improve facilities for staff to travel by motorcycle	Increased numbers of staff who can travel to work using PTW	Technical Services	Motorcycle facilities installed at Wallasey Town Hall, Westminster House, Bebington and Conway Building Site audits for Councils sites to be undertaken and identify needs for further ground anchors.	Mar 11	Ground anchors have been purchased		G
BM8	Facilities Fund – offer an annual £5k for buildings to bid for improvements to encourage/assist staff to travel sustainably	Increased number of staff travelling by sustainable modes	Technical Services	Works for a shower room in the Treasury Building ongoing and cycle lockers for the Hamilton Building and Greasby Library	Mar 11	Works ongoing	Works to be completed. Advertise for bids for new improvements in August	G

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Wirral Council Activities 2009\10 (September 2009 to April 2010)

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	Activity	Planned Outcome	Activity Owner & Partners	Detailed Action	Review Date\ Milestones	Progress To Date	Next Steps	On Target R-A-G
BM9	Attend annual Green transport /Corporate Health Day to promote the health and financial benefits of travelling by sustainable modes	Increased number of staff travelling by sustainable modes	Technical Services	Provide information to staff such as journey planners, travel and cycle training (if required) as well as promoting other incentives to aid modal shift.	June 10	Event to be held in June for Bike Week with PCT	Hold event	G
BM10	Production of How to Get to Guides for Birkenhead Buildings and Wallasey Town Hall	Increased number of staff travelling by sustainable modes	Technical Services/Merseyside TravelWise	Leaflets produced which set out public transport, walking and cycling information for main Council buildings and distributed to staff	Mar 11	Provide all new members of staff with leaflets through the corporate induction	Monitor take up and arrange re-prints as appropriate	G
BM11	Production of promotional materials to raise the awareness of the Travel Plan	Increased number of staff travelling by sustainable modes	Technical Services	Produce promotional materials which promote consistent messages to staff regarding sustainable travel	Mar 11	Benefits guide updated and Travel Plan currently being updated.	Update to Staff travel plan	G
BM12	Production of a dedicated "Getting Started Cycling" leaflet to promote cycling to staff	Increase number of staff who choose to, and are able to cycle to work	Technical Services, Corporate Services	Production of leaflet and distribution to all staff as well as distribution via staff inductions	Mar 11	Leaflet has been produced	Distribute leaflet to staff. Monitor usage and identify need for re-print	G
BM13	Promotion of car share database to reduce number of single occupancy vehicles by encouraging staff to car share	Increase number of staff who are registered on the car share database.	Technical Services, All departments	Promotion of database through email, poster and intranet as well as staff induction events	Mar 11	Liftshare database in operation, take up is still low	Promotion of scheme in Autumn at sites with high numbers of SOV through coffee mornings and monitoring of take up.	A
BM14	Promotion of Travel Plan to all new staff through presentation and distribution of	Increased number of staff travelling by sustainable modes.	Technical Services	All new starters are provided with a Travel Plan pack which promotes public transport, walking and cycling as well as incentives such as salary sacrifice	Mar 11	Attendance/Presentation at all inductions to date-positive feedback	Continue attendance	G

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APPENDIX 1
Wirral Carbon Reduction Programme
Wirral Council Activities 2009\10 (September 2009 to April 2010)

Version 2.2: Status at May 2010

	Activity	Planned Outcome	Activity Owner & Partners	Detailed Action	Review Date\ Milestones	Progress To Date	Next Steps	On Target R-A-G
	information at regular Corporate Induction Events			schemes, cycle training and personalised journey planning		received from attendees		
BM15	All new starters with the Council to be issued with a personalised journey plan for public transport prior to commencement of their employment to raise awareness of alternatives to the private car prior to peoples first day with the Council	Increased number of staff travelling by sustainable modes.	Technical Services/Merseytravel/ Corporate HR	HR issue details of new starter to Merseytravel who send information on how to undertake the journey using public transport to the new starter.	Mar 11	Plans issued to all new starters	Monitor new starters to ascertain effectiveness and recognition of journey plans	G
BM16	Raise awareness of the existence of pool bikes and encourage staff to use them for appropriate journeys	Increased number of staff who use pool bikes for short inter-building visits or site visits when appropriate	Technical Services, All departments	Pool bikes available in Cheshire Lines, Wallasey Town Hall, Treasury and Westminster House	Mar 11	Bikes available, promotional campaign held during Summer 09.	Monitor take up levels	G
BM17	Snapshot Staff Travel Survey - Annual snapshot of modal share of staff travel	Obtain information on breakdown of modal share of staff travel	Technical Services	All staff were sent a survey with their wage slip and returned. Surveys were then entered online	Mar 11	Survey undertaken in Jan 10. 2104 members of staff participated	Review feedback from survey and consider changes	G
TR1	Run 40 vehicles on a 20% bio diesel for a 12 month period from April 08 to April 09	20% Reduction in CO ² emissions in the trial vehicles.	Technical Services Transport Section and Merseytravel	Monitor group for any adverse effects. Monitor fuel consumptions. Share information collected with Transport Travel Research (TTR) and EU Energy Network, coordinated through Merseytravel		The trial on 20% bio fuel was halted in October 2008 due to contamination of the fuel.	Fleet transferred to Colas. Remove the action from the Action Plan	N/A
TR2	Safe and Fuel Efficient Driving Scheme	The SAFED assessor course provides high quality driver	Technical Services Transport Section	Introduce a programme of sessions firstly for drivers of high mileage vehicles (social	Mar '11	Nearly all of Social Services access bus	Training completed. Monitor performance.	G

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APPENDIX 1
Wirral Carbon Reduction Programme
Wirral Council Activities 2009\10 (September 2009 to April 2010)

Version 2.2: Status at May 2010

	Activity	Planned Outcome	Activity Owner & Partners	Detailed Action	Review Date\ Milestones	Progress To Date	Next Steps	On Target R-A-G
	Introduced	development training with proven, significant fuel saving benefits.		services and education bus drivers) and then move on to other fleet drivers.		drivers have undergone SAFED training.	fuel consumption will be reviewed in March 2011 to verify the results.	

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WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE – 7TH JUNE 2010

REPORT OF THE DIRECTOR OF TECHNICAL SERVICES

A REVIEW OF THE IMPACT OF THE SEVERE WEATHER IN JANUARY 2010

1.0 EXECUTIVE SUMMARY

- 1.1 This report is provided in response to a request made by Cabinet on the 14 January 2010 (Minute 250 refers):

Cabinet recognises the positive aspects of undertaking a formal review of winter maintenance arrangements across the Council and recommends the Sustainable Communities Overview and Scrutiny Committee undertake this work.

- 1.2 It highlights the make-up of the current winter maintenance budget and requests Committee Members views as to whether that allocation is still sufficient given the likelihood of a recurrence of this type of weather in the future.
- 1.3 It also provides Committee Members with information as to the extraordinary lengths that some departments and employees went to in ensuring business continuity and client welfare.
- 1.4 The report is purely for background and at committee a PowerPoint presentation will be made covering all areas of winter activity and to seek agreement from committee as to how best to conduct the requested review.

2.0 BACKGROUND

- 2.1 Weather forecasts in the first week of January 2010 suggested that snow was likely in the North West of England and the Met Office issued several weather warnings during that week. The weather forecasts predicted a 60% possibility of 5 – 10 cms of snow falling in some areas of the North West, with a risk of drifts on higher ground.
- 2.2 The snowfall that occurred on the afternoon of the 5th January 2010 on Wirral actually reached 35cms and was the heaviest recorded for over 18 years.
- 2.3 The snow was also accompanied by an unprecedented period of freezing conditions that began on the 30th December and did not relent until the middle of January. Many areas recorded their lowest temperatures for many years with Woodford (Manchester Airport) reaching –17.5 °C its lowest for over 70 years.
- 2.4 Unsurprisingly the combination of snow falling on an already frozen road network led to widespread disruption of traffic and resulted in a significant number of buses and trains being cancelled or postponed at short notice.

- 2.5 The severe weather and its impact on the transport network severely affected other businesses and agencies. Wirral NHS reported a number of appointments were cancelled and ambulance staff had to carry patients considerable distances to treated (main) roads. There was also an increased number of attendees to A&E and orthopaedic clinics to treat patients with fractures, which required a cancellation to out-patient clinics for one day and some elective operations were also cancelled.
- 2.6 It is now widely accepted that periods of high intensity weather patterns are likely to become more common. Indeed the government has taken the step of increasing the risk of a severe weather occurrence, to the highest probability section in the National Risk Register.
- 2.7 This report highlights the key findings identified from an internal review of the effects of the severe weather on the Council's Services. The review concentrated on the winter maintenance provision but also identified some good practice adopted by certain departments and also some areas for improvement.
- 2.8 What became clearly evident from the review were reports of the extraordinary lengths that many employees went to in an effort to ensure service continuity and the welfare of the vulnerable residents of Wirral.

3.0 WINTER MAINTENANCE

- 3.1 Wirral has a history of maintaining a very efficient winter maintenance programme and continuing support of the winter maintenance budget evidences this commitment to safe roads. However heavy snow followed by lengthy freezing temperatures pose incredibly difficult conditions to try and maintain safe roads.
- 3.2 Members will already be aware that Cabinet agrees the Winter Maintenance provision and any supporting budget on an annual basis. This budget is continually reviewed to ensure that it meets needs of Wirral and includes the treatment (gritting) of pre-determined primary and secondary roads, the distribution and maintenance of grit bins and other winter maintenance related activities.
- 3.3 The current budget for winter maintenance is £269,700 and this equates to approximately 31 gritting operations per year across a road network of approximately 240 miles. It also pays for the provision and maintenance of some 86 grit bins.
- 3.4 What became increasingly clear during this most recent period of freezing temperatures is that a never-ending supply of rock salt is increasingly unlikely. Following on from lessons learnt during the freezing temperatures of February 2009, in times of high demand for rock salt and other treatments, the Government establishes a national "Salt Cell". The "Salt Cell" is a central government coordination group established to ensure the fair and equitable distribution of rock salt to all LA's across the country. Local Authorities in the North West experienced the "Salt Cell" during the severe weather in February 2009 and grew to understand its importance. I am pleased to report to Members that Wirral had a 100% record reporting our rock salt stock levels to central government and in turn I believe this led to us continuing to receive deliveries and not running out.

- 3.5 However, Members must be advised that the levels of Rock Salt did get down to critically low levels. I believe this was as a result of a number of reasons:
- The actual number of gritting operations was far more than in previous years (48 compared to an average of 31 over the last few years).
 - Due to the severity of the road conditions and the weather it was necessary to increase the spread rate – this resulted in 1250 tonnes more than average.
 - There was an outstanding order of 1000 tonnes from the supplier leading up to Christmas that was never delivered.
 - Historically a number of extra roads and other areas have been added to the pre-determined gritting routes.
- 3.6 The issue of rock salt supplies not being delivered is not going to recede. Officers have attended a number of meetings with the suppliers and they have explained a number of the moves they are taking to ensure the resilience of their supply network. However based on the amount of usage nationally from the last severe weather there can be no certainty that supplies will not be affected again as they are unable to meet the demand.
- 3.7 Members should also be aware that the amount of rock salt that we can order is limited by the size of the “salt barn” storage facility. Rock Salt must be stored under cover to ensure it retains its safety properties. The current salt barn can store a maximum of 2500 tonnes. If members wish to consider further storage capacity then estimated costs are in the region of £300,000 and this will require officers to present a further paper on these details.
- 3.8 Government advice issued during the severe weather requested Councils to provide details of how they would reduce their salt usage. Wirral undertook this theoretical exercise and following these guidelines we can, in critical circumstances deliver up to a 60% reduction in the amount of rock salt we use. This is achieved by a combination of reducing the spread rate, reducing the routes that are treated, mixing the rock salt with other alternatives e.g. grit, sand, etc. However, Members should be minded that the decisions to take this action must come from clear central government directive as acting unilaterally could leave the Council at high risk of civil insurance claims and loss of life.
- 3.9 Other measures that have been taken post the severe weather are:
- A one off increase in the 2009/10 Highways Maintenance budget to facilitate a programme of road repairs following the severe weather.
 - A payment of £5000 per Area Forum as part of the You Decide initiative to be spent of winter maintenance equipment – grit bins, snow clearing equipment, etc.
- 3.10 Members should also be mindful that the current gritting fleet is part of the review of the Council’s transport fleet being undertaken by the Director of Adult Social Services.

4.0 OTHER SERVICE AREAS

- 4.1 In an effort to capture as many comments as possible from the review asked each Chief Officer to provide feedback on any issues posed by the severe weather and also to highlight any areas of good practice. These requests were followed up by a range of meetings with nominated departmental officers and a number of one to one meetings with the lead officer and various representatives from interest groups such as the Equality and Diversity Forum.
- 4.2 In direct response to the severe weather a partial emergency crisis management team was quickly established. This led to (at least) daily meetings amongst key managers within each department and a collation of the information by the Health, Safety & Resilience Team. This allowed for the production and dissemination of a briefing paper for employees and a separate one for Elected Members.
- 4.3 In addition to these regular briefings the Health, Safety & Resilience Team produced and forwarded a range of information including weather forecasts, public transportation information and safety guidance notes on dealing with and working in inclement weather.
- 4.4 Members should be aware that the national media attention and the sudden onset of the snow and the already freezing temperatures led to a great amount of uncertainty for employees and clients. The council moved as quickly as it could to coordinate a single message from each relevant service area. This led to constant media messages passed to local radio stations and the informing both employees and the public of the latest situation.
- 4.5 Both DASS and CYPD have undertaken their own respective de-briefs and they have drawn up action plans to improve their response arrangements should these occurrences be experienced here again. Both these departments experienced a tremendous sense of community spirit shown by staff with some specific examples highlighted here:
- DASS and CYPD transport staff worked late into the night on Tuesday 5th January to ensure that all children from special needs schools and clients from day care centres were able to get home safely.
 - Some day care centres acted as refuges for those people from other services who had become stranded.
 - Meals on Wheels were able to ensure that all clients continued to receive meals – to our knowledge none were missed.
 - Several offers of assistance came from the community including the offer of 4 wheeled drive vehicles – this is something that is presently being actively pursued.
 - Working with the Probationary Service on the “Community Payback” scheme, a number of people were put to clearing ice and snow from around GP surgeries, health, centres and other critical community amenities.
- 4.6 Work will continue to build on the many lessons learnt following this severe weather and where appropriate formalised plans will be written to ensure that the agreed methods of dealing with this type of occurrence is captured.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The 2010-2011 winter maintenance budget of £269,700 together with the one off additional allocation of £250,000 in 2009-2010 detailed in para 3.9 was agreed by Cabinet on 22 February 2010.
- 5.2 Members views are sought as to the future of the Winter Maintenance budget, though it is important to note that an increase in resilience and service provision will lead to increase costs.

6.0 STAFFING IMPLICATIONS

- 6.1 It is expected that existing staff resources will be used to implement this programme of work.

7.0 EQUAL OPPORTUNITIES IMPLICATIONS

- 7.1 Whilst there are no specific ethnic minority, elderly persons or equal opportunities implications arising directly from this report, weather of this nature gives greatest problems to the mobility of the elderly and the disabled. It is expected that any review of the winter maintenance routes will take account of community amenities where services relating to these members of the community frequent.

8.0 HEALTH IMPLICATIONS/IMPACT ASSESSMENTS

- 8.1 A well-maintained highway has positive health implications in terms of ensuring the safe and efficient movement of traffic and pedestrians.
- 8.2 Nationally periods of severe weather lead to an increase of fractures and other impact injuries from slips and falls.

9 LOCAL AGENDA 21 IMPLICATIONS

- 9.1 There are none arising out of this report.

10 PLANNING IMPLICATIONS

- 10.1 There are no specific planning implications arising out of this report.

11 ANTI-POVERTY IMPLICATIONS

- 11.1 There are no specific anti-poverty implications arising from this report.

12 SOCIAL INCLUSION IMPLICATIONS

- 12.1 There are no specific social inclusion implications arising out of this report.

13 HUMAN RIGHTS IMPLICATIONS

- 13.1 There are none arising from this report.

14 LOCAL MEMBER SUPPORT IMPLICATIONS

- 14.1 The Winter Maintenance Programme and associated severe weather planning covers all Wards.

15 BACKGROUND PAPERS

- 15.1 The following papers were referred to in the compilation of this report:

- Cabinet 14 January 2010 Minute 250
- Sustainable Communities Overview & Scrutiny Committee requested under Any Other Business
- Health & Well-being Overview & Scrutiny Committee 25 March 2010 – Agenda Item 10 – Report of the Director of Adult Social Services
- Lessons Learnt from the Severe Weather February 2009 – UK Roads Liaison Group 2009. <http://www.ukroadsliaisongroup.org/liaison/winter.htm>
- Department of Transport guidance Are You Ready for Winter? www.dft.gov.uk/adobepdf/165237/areyoureadyforwinter.pdf

16 RECOMMENDATIONS

- 16.1 Committee is requested to note the impact of the severe weather in January 2010 and provide views on whether the councils' current winter maintenance provision is still sufficient given the likelihood of a recurrence of this type of weather in the future.

WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE – 21st JUNE 2010

REPORT OF THE DIRECTOR OF TECHNICAL SERVICES

HIGHWAY AND ENGINEERING SERVICES CONTRACT – FIRST ANNUAL REVIEW

1.0 EXECUTIVE SUMMARY

- 1.1 This report updates Committee Members on the current Highway and Engineering Services Contract at the end of its first year of operation. It also invites Members to provide views on potential areas for innovation or improvement to be included in the Innovation Sub-group programme for the coming year.

2.0 BACKGROUND

2.1 Contract Overview

On the 16th October 2008 (Minute 246 refers) Cabinet formally awarded the Highway and Engineering Services Contract to Colas following an extensive procurement exercise. The contract term is for 5 years plus 3 individually awarded annual extensions and has a value of approximately £8 million per annum.

Most maintenance activities are included within the Contract and comprise – reactive and planned maintenance for highway, street lighting, coastal and bridge works, together with winter maintenance activities, and painting programmes.

2.2 Partnership Management and Governance

A robust and clearly defined approach to partnership management and governance is an important aspect of the Highway and Engineering Services contract and can be instrumental in achieving a number of significant benefits. These include:

- Ensuring an appropriate management and governance framework to properly manage the day-to-day business of a large strategic service contract, including the effective use of management and performance information.
- Improved communication between Council Client and Partner Contractor representatives at all levels, with reporting on a “highlight/exception” basis to ensure information/issues are considered at the appropriate levels within both organisations.
- Improved working relationships between representatives from both organisations through a “cascading approach” to dispute resolution.
- An effective vehicle for driving continuous improvement and achieving added value from the Contract, supported by a formal Partnering Agreement.

This revised approach to Partnership Management and Governance including Risk/Opportunity and Innovation meetings was approved by the Partnering Board on 30th November 2009 and is **attached as Appendix 1**.

2.3 Partnership Development

A Partnering Workshop on 10th July 2009 developed a Charter from the common goals discussed and looked at the Strengths, Weaknesses, Opportunities and Threats affecting the Contract and how both parties could jointly maximise the

strengths and opportunities and minimise the weaknesses and threats identified. A copy of the Charter is **attached as Appendix 2**.

Also completed is the Partnering Agreement. This is a voluntary arrangement entered into by both Parties with a prime purpose:

- To provide a forum for open discussion and exchange of information and ideas.
- To establish an approach and mechanism for developing and sharing the benefits of improved performance of the Contract.
- To establish an approach and mechanism for problem solving in the Contract to the mutual advantage of the Council and Colas.
- To establish a form for agreeing a strategic approach to improving the Contract performance to the mutual advantage of the Council and Colas.
- To establish a framework to enable improvement and innovation and promote best practice and is responsive to legislative change.
- To further the concept of continuous improvement in service delivery by learning from other service providers to bring together other organisations and agencies to identify possibilities for future joint action.

The development of the Partnering Charter and Agreement was the start of a key process in the contract relationship. Following on a joint Innovation Forum was held from which the various Innovation Sub-groups were established. These groups subsequently becoming the springboard for innovation and continuous improvements.

3.0 OPERATIONAL OVERVIEW – FIRST TWELVE MONTHS

The first year of the contract has required a certain amount of “bedding in” with both client and contractor making adjustments and accommodations to their ways of working. Further changes will inevitably be required and these may well result from the work of the Innovation Sub-groups described later.

However it has been a productive year with a variety of work jointly completed, particularly with planned works. The list below gives an indication of the work completed in the first twelve months.

- 3 No. Pedestrian crossing facilities (Toucan/Puffin)
- 5 No. Cycling Strategy Schemes
- 12 No. Local Safety Schemes
- 1 No. Major safety Scheme
- 11 No. Safer Route to School Schemes
- 4 No. Pedestrian Facilities Schemes
- 11 No. Street Lighting Improvement Schemes
- 60,000 No. Road Gullies cleansed
- 37 No. Carriageway Surfacing Schemes (HRA/DBM)
- 64 No. Micro Asphalt Surface Treatment Schemes
- 101 No. Footway Slurry Seal Schemes
- 18 No. Carriageway Retread Schemes
- 11 No. Footway Reconstruction Schemes
- 37 No. Major patching locations
- 34 No. Area Forum Improvements (pedestrian droppers, vehicle activated signs, refuges)

The Winter Maintenance operation proved relatively successful despite issues once again over salt deliveries. However a separate report on the Council’s approach to

dealing with adverse winter weather will be presented to the Committee, and will detail the areas of concern, lessons learnt and the mitigating actions to be put in place to improve the Council's response to adverse weather conditions.

The severe weather in January and February caused extensive damage to our carriageways. However a joint recovery plan was instigated with Colas providing additional resources to complete the extra works within a limited time frame.

At contract commencement Colas occupied the part of the Council's Dock Road Depot previously taken by Operational Services. However from the end of April Colas are now located in their own depot on the Prenton Way Industrial Estate.

4.0 INNOVATION SUB GROUPS

These joint Sub-groups were established in the early part of the year and followed on from the Partnering Workshop and Innovation Forum. Listed below are the introduced improvements and innovations of each of the Sub-groups:

ISG 1 – Works Ordering

Progressive work has taken place within this Group to identify innovations and opportunities to improve works ordering and in particular the receipt and processing of orders to carry out the works efficiently.

Key achievements have been:

- Allocation of reactive and routine works twice monthly to assist planning and programming (August 2009).
- Clarification of reactive, routine and planned work.
- The provision of a collaborative sub group identifying additional functionality and training on CRM reporting, visibility and functionality.
- Further steps to assist planning and organisation by creating works batching to drive operational efficiency within areas.
- Inspector/Supervisor area champions to streamline communication and understanding of the works issue.

Work has also started on a reactive routine protocol to develop communication to avoid non productive time and abortive visits.

ISG 2 – Planned Works and Programming

Key achievements have been:

- Introduction of programming for planned works using Microsoft Project. This has provided a developed and collaborative approach to the "submitted" and "accepted" programme.
- Consolidation of client pre-programme activities introducing early contractor involvement and advanced visibility.
- Introduction of a shared web portal to provide transparency of key issues such as the Programme, Early Warning Register, Operational Protocols, Risk Register and Innovation Sub-groups.
- Introduction of the Planned Maintenance Protocol providing a consistent and holistic approach to the delivery of planned maintenance schemes.

ISG 3 – Street Lighting

Street lighting has benefited from the development of early close collaboration resulting in the following innovation successes:

- Lone working delivering efficiencies.
- Warranty management to avoid wastage.

- Holistic approach to works requiring traffic management (in accordance with Traffic Management Act).
- Joint inspection audits to ensure compliance.
- Energy saving measures.
- Cap prototype for damaged columns.

ISG 4 – Integrated Asset Management and ICT

Joint project work on this has resulted in good progress on the procurement exercise with a proposed contract award planned for Cabinet in September.

ISG 5 – Winter Maintenance

Innovation has been largely influenced by a challenging winter. Key development work still in progress includes:

- Rationalising supervision.
- Route optimisation.
- Ice prediction and forecasting.
- Increasing salt capacity and logistics.
- Introduction of advanced GPS tracking on gritters.
- Winter Maintenance Review to be reported to Committee.

ISG 6 – Material Innovation

An Inaugural meeting identified the following areas worthy of consideration:

- Early contractor involvement.
- First time permanent repair material.
- Integrated approach to carriageway condition surveys.
- Bound and concrete reinstatements to reduce excavation depths.

Committee Members' views are welcomed on potential areas for innovation or improvement to be included in the Innovation Sub-group programme for the coming year.

5.0 CONTRACT PERFORMANCE MANAGEMENT FRAMEWORK (attached as Appendix 3)

5.1 Key Principles

In order to monitor and manage performance in the delivery of the contract, there is a requirement in the contract, for information to be provided to the Client on a quarterly and annual basis by the Contractor.

The Contractor is responsible for monitoring his performance against pre-determined targets on a monthly basis in preparation for the quarterly review and has to make the monitoring system and records available to the client for inspection and audit.

The Contractor is also required to undertake random self audits on 5% of all Works Orders plus any varying by more than 10% from the initial Works Order value. The audits should address the technical, financial and programme aspects of the Works Orders. Self audit reports are also to be considered quarterly.

Due to the nature of the performance measures, it was not feasible to implement the performance monitoring regime from the commencement of the contract.

Collaborative work commenced during Year 1 of the contract to develop the performance framework in readiness for measurement and application from 1st April 2010. This involved working with the framework contained within the tender documents and jointly developing this to a point where it was workable. Additional

Performance Indicators (PIs) have been added to the performance framework but to date these remain non contractual.

A Performance Incentivisation is to be applied to the contract, whereby from Year 2 of the contract, a maximum sum of 3% of the estimated contract value will be used as a basis to implement adjustments to the Contractor's payment for failing to meet performance targets. This percentage of annual contract value will reduce by 0.5% per annum over the period of the contract, subject to the contractor meeting all targets by the time of the annual review or by the re-negotiation of improved targets. Any amendments to the Contractor's payments will be adjusted over the following quarter after assessments.

The final agreed version of the PMF was agreed at the Partnering Board meeting of the 1st July 2009.

5.2 Planned Work

The majority of these PIs during Year 1 were on hold pending the development of an agreed protocol for the lead in and delivery of planned works. Innovation Sub-group 2 led much of this work which resulted in the final version being reported to and agreed at the Liaison meeting of the 1st February 2010 and the Partnering Board of the 16th February 2010.

The only PI measured during 2009/10 was the number of Priority 2 Works Orders requiring completion within 7 days and these P2 Orders require 100% completion within the timescales. During 2009/10 this was not achieved in most months culminating in a worsening dip during December and January largely as a result of the severe winter. The average of the last 6 months is 78.44% with the last two months achieving 100. A recovery plan resolved this area of work with full compliance in February and March 2010. It is likely that the number of P2s will reduce as a result of the client's rationalisation of works ordering by moving the P2s to P1 or P3 to assist with the planning of the work.

5.3 Reactive Work

This area is relatively unchanged and therefore was measurable from Year 1.

- PMF6 response to reactionary treatment was fully compliant at 100%.
- PMF7 Emergency response fell below the required 100% at an average of 97.19% although with relatively small numbers a single failure can cause a wide performance reduction.
- PMF8 Priority 1 work fell below the required 100% at an average of 88.70%. This was largely affected by the severe winter and a marked improvement was recorded in February and March 2010.
- PMF9 was a change from the contract PI. The original PI looked for % data of lights on across the network. This presented logistical problems and resulted in a rationalised PI measuring the time to complete reactive street lighting works. The PI requirement was jointly set at 95% with 83.47% achieved. Figures improved during the final three months of 2009/2010 but remained below the target completion.

5.4 Contract Management

This area was not measured during 2009/10 as this relied on the development of the Planned Maintenance Protocol to ensure a consistency in the delivery of planned schemes.

5.5 Customer Interface

As above but additional collaboration with Technical Services' Performance Manager has helped to ensure an independent approach to measurement.

5.6 Client Performance

This area was not measured during 2009/10 as this relied on the development of the Planned Maintenance Protocol to ensure a consistency in the delivery of planned schemes.

5.7 Year 2 (2010/11)

Full agreement has been reached in respect of areas and methods of measurement. Dates of liaison meetings are now moved to the middle of each month to ensure that a full and jointly agreed set of performance figures can be presented to the meeting to overview and agree corrective actions.

It is further understood that whilst it is the Contractor's responsibility to collect and supply performance data during Year 2, both parties will continue to monitor, agree and present data until such time as the recording data is proved to be fully integrated.

Additional non contractual PIs have been included within the agreed framework. This is to ensure that the critical areas not included within the contract are monitored and recorded pending a full integration in due course, possibly for Year 3 of the contract.

These new PIs pick up the omitted P3 'time for completion', drainage, additional street lighting and other desirable measurables.

5.8 Outstanding Challenges

Even though good progress has been made in relation to the development and implementation of the PMF, there remain a number of outstanding challenges:

- Full improved IT visibility through CRM at the Contractor end to manage the order queues to complete within the required dates.
- Full improved IT visibility in respect of outstanding work and "jeopardy" reports.
- Organisation, resourcing and planning of works.

6.0 BENEFITS REALISATION PLAN (attached as Appendix 4)

6.1 Key Principles

This plan has been developed to determine a definitive benefits realisation strategy and plan that will ensure the aims, objectives and aspirations of the procurement exercise are fully delivered. Projects can be delivered in isolation and merely reaching the project completion is often seen as a milestone of success without really understanding or measuring to see if the purpose of the project has achieved the required outcomes.

It is realised that clear benefits can be delivered in two key areas: benefits arising from the completion of the HESPE Procurement Exercise and benefits arising from and during the delivery of the Highways and Engineering Service Contract itself.

6.2 Summary Overview of Year 1 (Y1) 2009/10

BR1 – Qualitative

The Performance Management Framework identifies the proposed performance targets on a 5-year basis during the contract. These are also cross-referenced to Corporate and Departmental aims for 2009/10.

An executive summary of the Year 1 (Y1) qualitative performance and plans for Year 2 (Y2) is provided.

In summary the Y1 qualitative performance requirements are not met in all areas.

BR2 – Improved Management of Risk

The management of micro contract risk managed through the NEC contract with risk reduction meetings where contract specific items are raised as early warnings with a view to mitigating an issue that has the propensity to change the works information.

This has worked well during the year with the early warning and compensation event process working well during Y1 with monthly commercial meetings. The register of events is up to date and accurate with only 13% (22 no.) of early warnings still open out of a total of 185. There are currently 52 compensation events and 8 Project Managers assessments.

Commercial risk is integrated into the macro risk and highlights more strategic partnership risks. Risk reduction meetings are collaborative and have resulted in a quarter-by-quarter contract strategic risk reduction. These are reported at monthly liaison meetings and quarterly Partnering board meetings.

Current risk stands at £0.8M compared to £1.8M at contract commencement.

BR3 (Capital Savings); BR4 (Revenue Savings)

Capital and Revenue efficiency savings from the contract were identified in a report to Cabinet in October 2008. These were linked to a baseline budget of 2008/09 and represents £550k, with a split of:

- £220k per annum true revenue saving against Revenue Works expenditure (£1.76m over the eight year contract term) to contribute to corporate efficiency savings targets.
- £330k per annum efficiency saving against Capital works expenditure (£2.64m over the eight year contract term) primarily to facilitate increased work output for the allocation available or possible offset the effect of the contract inflation in future.

With regard to the financial benefits achieved in the first year of the Highway and Engineering Services contract, officers are currently analysing the quantities and values of work achieved last year, together with a comparison against previous years.

This is a complex and lengthy task only now beginning as the end of financial year figures become available. It is the intention that this analysis is available for the Gateway 5 Review (Operations and Benefits Realisation) at the end of June.

BR5 – 1.5% Gershon Efficiency Savings

This is achieved by reducing the new rates following the application of Baxter by 1.5%. Therefore the efficiencies are achieved in line with the requirements of the contract and the benefits realisation strategy.

BR6 – Income generation and cost saving through the potential disposal of depots

Identified within the Colas tender Method Statement Submission was a move from the Council's Dock Road depot to their own premises. This has been realised, as from the beginning of Maty as Colas now operate from their depot on the Prenton Way Industrial Estate. This move allows the Council to gain some benefit from the Dock Road site.

BR7 – Cost saving through client staff reduction

Capita Symonds Outline Business Case for the project details a reducing client staff profile and subsequent cashable efficiency savings throughout the life of the contract. This emerging reduction is in line with predicted natural wastage and has produced savings of £100K in 2009/10 and £180K in 2010/11 and is therefore on target.

BR8 – Additional savings from ICT rationalisation and the introduction of a single integrated asset management facility

The procurement of an integrated highway asset management system is progressing well with procurement completion targeted for October 2010. This is therefore on target.

6.3 Summary RAG Analysis of Benefit Realisation Strategy

Benefits Progress at 1st April 2010			
Benefit Number	Description	8 Year Value (£M)	RAG
Qualitative			
BR1	Continuous improvement measured by performance management framework linked to Technical Services Divisional performance indicators that are a contributor to Wirral MBC Corporate aims.	Qualitative	A
Quantitative			
BR2	Improved management of risk – savings from effective risk management.	1.16	G
BR3	Capital savings	2.64	A
BR4	Revenue savings	1.76	A
BR5	1.5% Gershon efficiency savings	0.96	G
BR6	Income generation and cost saving through the potential disposal of depots.	0.93	A
BR7	Cost saving through client staff reduction.	2.18	G
BR8	Additional savings from ICT rationalisation and the introduction of a single integrated asset management facility.	0.25	G
Total realisable benefits		9.88	

7.0 PROPOSED GATEWAY 5 OPERATIONAL AND BENEFITS REALISATION REVIEW

7.1 Members will no doubt recall the procurement exercise for the new Contract was conducted using the Office of Government Commerce's "Gateway" process.

7.2 The Gateway 5 review will be carried out on the 22-24 June 2010 by the external Local Partnerships Organisation (formerly 4Ps). The review will consider the operational arrangements and look to establish the extent to which the qualitative and quantitative benefits that were identified during the procurement exercise have been brought to fruition.

7.3 The findings of the Gateway reviewers will be reported to Cabinet in the summer and it is proposed that a subsequent report is brought to the next Overview and Scrutiny Committee in September detailing progress made against any recommended actions.

8.0 FINANCIAL IMPLICATIONS

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

9.0 STAFFING IMPLICATIONS

9.1 There are no specific staffing implications arising from this report.

10.0 EQUAL OPPORTUNITIES/EQUALITY IMPACT ASSESSMENT

10.1 There are no specific equal opportunity implications arising from this report.

11.0 HEALTH IMPLICATIONS/IMPACT ASSESSMENT

11.1 There are no implications under this heading.

12.0 COMMUNITY SAFETY IMPLICATIONS

12.1 There are no implications under this heading.

13.0 LOCAL AGENDA 21 IMPLICATIONS

13.1 Opportunities have arisen throughout the year to use recycled produced and construction processes. In particular Brimstage Road utilised Colas' retread process.

14.0 PLANNING IMPLICATIONS

14.1 There are no specific planning implications arising from this report.

15.0 ANTI-POVERTY IMPLICATIONS

15.1 There are no implications under this heading.

16.0 SOCIAL INCLUSION IMPLICATIONS

16.1 There are no implications under this heading.

17.0 LOCAL MEMBER SUPPORT IMPLICATIONS

17.1 The Highway and Engineering Services Contract operates across all Wards.

18.0 BACKGROUND PAPERS

18.1 No background papers have been used in the preparation of this report.

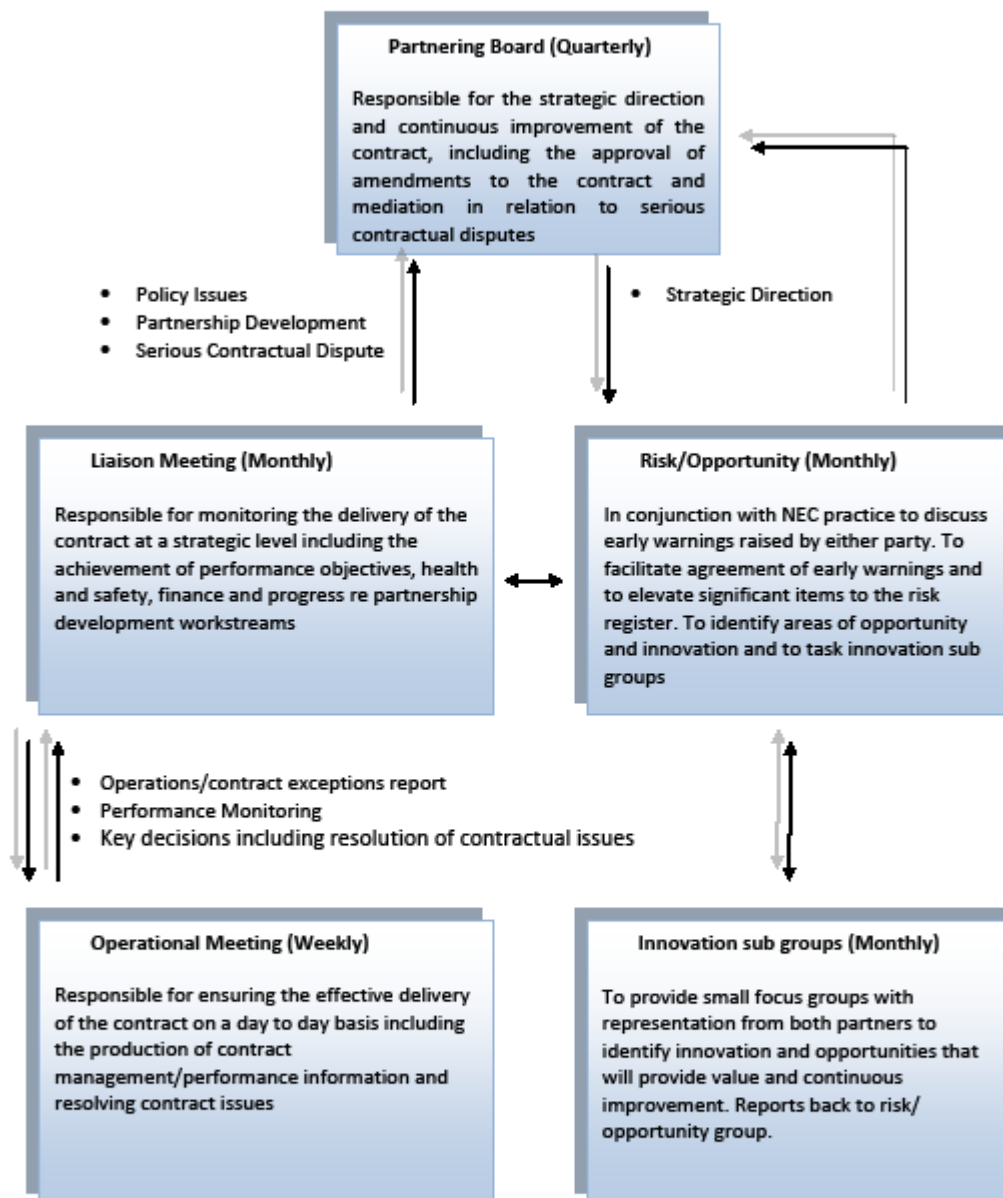
19.0 RECOMMENDATIONS

18.1 Committee is requested to:

- (i) Note the progress of the contract during the past year;
- (ii) Provide views on potential areas for innovation or improvement to be included in the Innovation Sub-group programme (refer Section 4.0) for the coming year as appropriate;
- (iii) Request officers to report to the next meeting on the outcome of the Gateway 5 Review and the progress made against any recommended actions.

DAVID GREEN, DIRECTOR
TECHNICAL SERVICES

WIRRAL Colas – Approach to Partnership Management & Governance



Note: Nominees for the partnering Board and Liaison Meeting are as stated in the Partnering Agreement



STREETSCENE PARTNERSHIP

HIGHWAY AND ENGINEERING SERVICES 2009-2014
PARTNERING CHARTER

OUR AIM

We will align our objectives and work together in the spirit of partnership to successfully deliver the Streetscene Vision. Our broad aims are to:

- △ Continually improve the condition of Wirral's highway infrastructure
- △ Provide a responsive customer-focused service dedicated to improving perception and satisfaction
- △ Deliver value for money cost efficient services

MUTUAL OBJECTIVES

Our mutual objectives in support of the above are to:

- △ Ensure that our customers' needs are recognised and addressed
- △ Aim for a "right first time" attitude
- △ Provide a high quality service at a fair price
- △ Meet cost, time and safety targets
- △ Minimise disruption to third parties
- △ Seek continuous improvement together to ensure the contract is successful for both parties
- △ Encourage innovation and sharing of best practice

TEAM VALUES

We will meet out mutual objectives through effective, integrated team-working across the parties, which will involve:

- △ Acting with honesty, fairness and co-operation
- △ Encourage an environment that enables constructive challenge
- △ Open communications at all levels
- △ Timely resolution of issues at the lowest practical level
- △ Creating an enjoyable working environment

Producing a "Win-Win" Relationship

APPENDIX 3

PERFORMANCE MANAGEMENT FRAMEWORK

Planned and Routine Works		Routine Planned		P3 - 24 Calendar days P5 - 40 Calendar days Schemes	17/05 (Y1 Baseline)	Definitions and Measurability - Performance will be considered on a quarterly basis
GROUP	REQUIRED OUTCOME	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET			
Planned and routine works (Weighting 40%) A. Availability of carriageway within the Borough is maintained		PMF1 - The Contractor shall ensure that the number of Planned Schemes carried out in accordance with their agreed dates and times for completion is kept at target level. Weighting 25%	Number of occasions when a Programmed Scheme is completed in accordance with the agreed programme of work. Formal sign off by PM required as required by PMP	80%	The scheme will be programmed in accordance with the planned maintenance protocol. This will identify by way of the agreed 'MS Project' programme the time for completion. Any additional works instructed by the client will require an additional agreed time for completion based upon NEC principles. A revised programme will be required for changes to the works information for the scheme. The performance target is based on a 'yes or no' criteria for completion in accordance with the latest programme based on schemes falling due for completion within the month. Contractor will ensure all planned schemes are carried out to agreed targets. (i) The base line was agreed at 80%. (ii) Colas to monitor this and report monthly. (iii) Changes made due to unforeseen circumstances will be the subject of a revised programme. The proposal is to measure all schemes whose first programme identifies works with a programmed duration of greater than one week. Performance will be monitored at the weekly programme meetings and reported in summary at the liaison by Colas. WMBC to audit	
		PMF2 - The Contractor shall ensure that the number of Planned Schemes carried out in accordance with the specification is kept at target level. Weighting 25%	Number of Programmed Schemes not requiring a second visit to undertake remedial work.	80%	This will be measured in accordance with the planned maintenance protocol. Upon completion a joint inspection will be required to sign off the work not withstanding any outstanding works. Work can be signed off as substantially complete. Missing road markings will not be classed as substantially complete. This PI is therefore based on a return visit to rectify defects following full completion including the completion of any snagging. This will be a cumulative measure to capture rectification work going forward. The contractor will ensure work is carried out to specification with the PI based on return visits. (i) Base line set at 80%. (ii) The PI to take effect after agreed completion and snag list. (iii) Wirral will monitor and report on such requests via CRM. This will be analysed by Colas from WMBC's remedial list and monitored at the weekly operational meetings and reported in summary at the liaison by Colas. WMBC to audit.	
		PMF3 - The Contractor shall ensure that the number of Routine Works Orders carried out in accordance with their agreed dates and times for completion is kept at target level. Weighting 25%	Number of Routine Works Orders completed within their allocated timescales.	Priority 2 - Works to be completed within 7 working days of issue = 100%	Priority 2 CRM orders to be completed within 7 days will be reported on the 5th day of each month. This will cover the previous months P2's issued on the 1st of that month and the 3rd Monday. The contractor will ensure Priority 2 work is completed within 7 days of issue. These will be monitored weekly by the contractor to ensure timely corrective action. (i) Base line set at 100%. (ii) Wirral would monitor via CRM. (iii) Data would be cross-checked with Colas' own database each week at the POS meeting. (iv) It was agreed as a trial, Priority 2 would be issued as and when. This would further reduce Priority 1, provide Colas with flexibility work levels, and provide Wirral with a better service. (v) Start date to be agreed early in the new year. Colas report from CRM and WMBC Audit	
		PMF4 - The Contractor shall ensure that the number of Routine P3 Works Orders carried out in accordance with the specification is kept at target level. Weighting 25%	Number of Routine Works Orders not requiring a second visit to undertake remedial work.	Priority 3 works not requiring a second visit = 80%	This PI is based on a return visit to rectify defects following full completion including the completion of any snagging. Routine works return visits. This will be a cumulative measure to capture rectification work going forward. (i) Agreed Priority 3 will be measured and reported each month. (ii) Base line set at 80%, with a view to this being a minimum. (iii) Wirral will monitor via CRM. BSS looking to set up new service requests for 1 April. Sample work inspection Outstanding Priority 1 inspection Outstanding Priority 2 inspection Outstanding Priority 3 inspection Outstanding work inspection Defective work inspection	

GROUP	REQUIRED OUTCOME	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET	Definitions and Measurability - Performance will be considered on a quarterly basis
Reactive Work and Emergency Response (Weighting 40%)	B. Carriageway within the Borough is free from ice and snow. Weighting 10%	PMF5 - The Contractor shall provide an appropriate response in accordance with the approved Winter Maintenance Plan, to prevent the formation of ice or snow on the Carriageway and Urban Footways where such weather conditions are forecast. Weighting 12.5%	Number of times when an appropriate response is provided in accordance with the approved Winter Maintenance Plan, to prevent the formation of ice or snow on the Carriageway and Urban Footways in accordance with the winter maintenance plan.	Winter maintenance ongoing. Colas to report on non-gritting action. (i) Full review of winter maintenance operations to be made at the end of this season. Analysed by the 5th of the following month after any gritting activity based on failure to deliver all or any part of a gritting instruction within a month. Colas to Report at Operational Meetings and Liaison meetings. WMBC to audit.
	C. Emergency incidents are dealt with safely and efficiently. Weighting 10%	PMF6 - The Contractor shall respond within target time to all incidents where reactionary treatment is required. Weighting 12.5%	Response time to reactionary treatment within 2 hrs.	Analysed by the 5th of the following month after any gritting activity based on failure to commence winter maintenance activity by the agreed start time. Colas to report at Operational meetings. Wirral to audit
	D. Category 1 defects are made safe and repaired within the appropriate response times. Weighting 10%	PMF7 - The Contractor shall respond to all Emergency Incidents within the Emergency Target Response Time in accordance with the approved Emergency Plan. Weighting 25%	Emergency Target Response Time in accordance with approved Emergency Plan.	Benchmark relates to current performance level = Target 100% within 1 hour
E. Street Lighting on the Network Weighting 10%	PMF8 - The Contractor shall ensure that the proportion of identified Category 1 Defects made safe and repaired within the appropriate response times, is kept at or above target level. Weighting 10%	Category 1 Defects made safe and repaired within the appropriate response times, as a proportion of the total number of Category 1 Defects identified.	Benchmark relates to current performance level Priority 4 - Works made safe within 24 hours of issue and permanently repaired within 24 calendar working days = 100%	Measured by Colas for the initial response as above and then the permanent repairs measured separately. These works are issued on the 1st and 14th of each month. Batch 1 works can be reported at the end of the month and batch 2 works measured the following month. Priority 1 work. (i) Agreed base line 100%. (ii) Current guide notes and procedures working well. (iii) Wirral will monitor via CRM. (iv) Weekly review and contract management meeting. Colas to report at operational meetings. Wirral to audit
		PMF9 - The Contractor shall ensure that the percentage of lamps functioning correctly during the Road Lighting Safety Inspection, as a proportion of the total number of lamps on the Network across the Borough, is kept at or above target level. Weighting 25%	% of reactive works completed within 3 working days	Revised PI from Contract. This PI measures the % of street lighting faults completed within the required 3 day period. Target 95%. Colas to report. Wirral to Audit.

Contract Management				
GROUP	Required Outcome	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET	Definitions and Measurability - Performance will be considered on a quarterly basis
Contract Management (Weighting 10%)	F. Number of reportable accidents and incidents Weighting 2.5%	PMF-10 - The Contractor shall ensure that Safe Working Practices and adherence to the Health & Safety at Work Act are maintained continuously to ensure that reportable accidents and incidents, is kept at target level. Weighting 25%	Number of reportable accidents and incidents	Colas to report in line with existing Coporate arrangements. Health & Safety (i) Colas to report in line with their own policy. Richie Collins/Michelle Stonley
	G. The Contractor demonstrates an appropriate level of consideration to the environment through recycling activities. Weighting 2.5%	PMF-11 - The Contractor shall ensure that the amount of Recycled Material used as a proportion of the total volume of material used, is kept at or above target level. Weighting 25%	Amount of Recycled Material purchased for use as a proportion of the total amount of material used.	Colas to report in line with existing Coporate arrangements. Recycled material. (i) Colas to report on this. RC to feed back how this will be undertaken. Richie Collins/Michelle Stonley
	H. Reports and Operational Plans are submitted at the appropriate times of the year and are compliant with submission instructions Weighting 2.5%	PMF-12 - The Contractor shall ensure that the number of Reports or Operational Plans submitted late and/or non-compliant in accordance with any submission instructions is kept at target level. Reports and Operational Plans required include: <ul style="list-style-type: none"> • Payment Reports • Accident Reports • Third Party Claims Reports • Winter Maintenance Plan • Environmental Management Plan • Communications Plan • Annual Programme of Work • Weekly/Monthly Programmes of Work Weighting 25%	Number of Reports or Operational Plans submitted late and/or non-compliant in accordance with any submission instructions.	100% compliant
I. Final Accounts agreed and paid within reasonable timescales to assist the control of expenditure Weighting 2.5%	PMF-13 - The Contractor shall ensure that Final Accounts are submitted for agreement in accordance with the terms of payment within the Contract, and is kept at or above the target level. Weighting 25%	Final accounts submitted within 6 weeks of the Part N completion notice	80% Compliant	Refer to project specific requirements as outlined by the planned maintenance protocol. Contractor will ensure final accounts submitted. (i) Agreed final accounts within 6 weeks of the date of the completion notice (Part N). (ii) Base line set at 80%.

GROUP	REQUIRED OUTCOME	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET	Definitions and Measurability - Performance will be considered on a quarterly basis
Customer Interface (10% weighting)	<p>The Contractor shall keep all vehicles, plant and equipment employed in connection with the Project in sound, safe and serviceable condition at all times, and commensurate with the requirements of this Contract. (Weighting 25%)</p> <p>All signing and coning is in accordance with either chapter 8 of the traffic signs manual or in accordance with safety at road works. Signs, cones and barriers are clean, legible, fit for purpose and are marked with the owners name. (Weighting 25%)</p> <p>J. PMF14 - All operators of the contractor are carried out to the level of corporate identity required by the contract and to the level of performance identified in the quality subsector. (Weighting 4%)</p>	<p>The Contractor's employees shall be appropriately dressed for the activities being undertaken on all occasions and be readily identifiable by means of logos, ID cards and name badges. They shall deport themselves in an appropriate, courteous and respectful manner at all times. (Weighting 25%)</p> <p>The Contractor's vehicles shall be clearly marked with appropriate information including a relevant contact number for the general public to use and the indication of file reference with the Authority. (Weighting 25%)</p> <p>No vehicles shall be inconspicuous.</p> <p>No vehicles, plant or equipment shall be unavailable for unreasonable periods of time.</p> <p>Corporate identity remains at a high level and in accordance with health and safety legislation. The operation sets the standard to others.</p>	<p>96% Compliant</p>	<p>Colas will monitor and report each month on:</p> <p>(i) Employees action. (ii) Vehicles. (iii) Signing to be monitored an agreed random 5% of all work streams. (2 visits per month) Could also consider Street works inspectors auditing in line with Cat A in progress inspections. IE independent approach. Remedial work could also be checked using Cat B 6 months after completion) and Cat C 3 months before end of defects period.</p>
	<p>K. The contractor shall minimise complaints received through CRM (Weighting 3%)</p>	<p>PMF15 - All courtesy boards and correspondence/communications from the contractor shall have the Wirral MBC customer services telephone number. This will enable calls to be dealt with in a uniform way and allow urgent calls to be redirected at the first point of call.</p>	<p>10% annual reduction in complaints</p>	<p>John Smith's section to report based on key word searches from correspondence and CRM logs. Colas also to submit ant correspondence to the authority in line with the contract. WMBC to measure and report</p>
	<p>L. The Contractor shall aim to consistently improve its operational capability carrying out customer satisfaction surveys for all planned maintenance schemes. (Weighting 3%)</p>	<p>PMF16 - Customer satisfaction surveys will be carried out post completion of highways and lighting planned maintenance schemes predetermined at monthly performance meetings.</p>	<p>10% improvement in stakeholder perception</p>	<p>Recognised satisfaction criteria. John Smith to determine from the accepted programme which schemes will receive customer satisfaction surveys. WMBC to measure and report.</p>

Client Performance Criteria	Contractor Non Performance reduction	Rationale	PMF Ref	Corporate & Divisional PI Link (5th Feb 2009 Cabinet)
Failure to set up and maintain a quarterly performance review calendar	100% deduction on any failure	Underpins the entire Performance Management framework and allows PIs to be monitored/changed/developed in line with progressive objectives and benefits realisation. Links to PMF 1 to 16.	CP1	
Failure to maintain ward inspections as programmed	50% deduction from any failure on on PMF 5 to 9	Supports statutory obligation, mitigates third party claims and provides consistent throughput of orders that provides constant resource levels maintaining performance. Links to PMF 5 to 9.	CP2	W187,739 MI195A to D TEC-IMP-03 TEC-IMP-09 TEC-IMP-10 TEC-RI-06
Failure to issue priority 2 & 3 work twice monthly at the prescribed times (Mid month and month end +/- 1 week)	50% deduction from any failure on on PMF 5 to 9		CP3	TEC-RI-06 TEC-RI-07
Failure to issue Structural Maintenance programme for surfacing, footways and specialist treatments by May End each year	25% deduction on any failure on PMF 1 to 4		CP4	
Failure to issue traffic schemes programme by May End each year	25% deduction on any failure on PMF 1 to 4		CP5	
Failure to issue bulk lamp change order by May End each year	25% deduction on any failure on PMF 1 to 4	Improves early planning and ECI. Additional lead in salaries. TMA improves opportunities for value Engineering, collaboration and stakeholder involvement. Maximises discount to a works order and therefore reduces unit cost. Improved planning and effective delivery improves customer perception. Key to benefits realisation. Early structural delivery improves performance due to summer working, maximises outputs and reduces the volume of reactive works. Links to PMF 1 to 4.	CP6	
Failure to issue Structural street lighting programme by May End each year	25% deduction on any failure on PMF 1 to 4		CP7	
% of works orders accurate in value to within 10% due to Bill omissions (Target 90%)	50% deduction on any failure on PMF 10 to 13		CP8	
Failure to identify designer risks on Pre construction phase Plans	50% deduction on any failure on PMF 10 to 13	Provides cost assurance. Develops a lean client die to less time on remeasure and dealing with valuations. Creates trust and stimulates self audits. Creates safer working environment and trust. Links to PMF 10 to 13.	CP9	
Failure to liaise in advance with Utility Company's resulting in openings in new surfaces	100% deduction on any failure on PMF 14 to 16	Improves customer perception of the highway service, improves the street scene aesthetics and develops collaboration between highway stakeholders. Creates safer working environment and trust. Reduces inefficiencies. Links to PMF 14 to 16	CP10 CP11	W187,739,749 TEC-CP-01 TEC-RI-06

Planned Work		Routine Schemes	P3 - 24 Calendar days P5 - 40 Calendar days Schemes	1/7/09 (Y1 Baseline)	Jul-09	Aug-09	Sep-09	Oct-09	Interim Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	
GROUP	REQUIRED OUTCOME	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET											
Planned work	A. Availability of courses within this Budget is maintained	<p>PMF1 - The Contractor shall ensure that the number of Planned Schemes carried out in accordance with their agreed dates and times for completion is kept at target level.</p> <p>Weighting 25%</p>	Number of occasions when a Programmed Scheme is completed in accordance with the agreed programme of work. Formal sign off by PM required as required by PMF	80%	NM	NM	NM	NM	NM	NM	NM	NM	NM	
				Number of Programmed Schemes not requiring a second visit to undertake remedial work.	80%	NM	NM	NM	NM	NM	NM	NM	NM	NM
				Number of Routine Works Orders completed within their allotted timescales	Priority 2 - Works to be completed within 7 working days of issue = 100%	100.0%	83.3%	85.0%	77.8%	42.86% Recovery Plan in progress	50% Recovery Plan in progress	100%	100%	100%
				Number of Routine Works Orders not requiring a second visit to undertake remedial work.	Priority 3 works not requiring a second visit = 80%	NM	NM	NM	NM	NM	NM	NM	NM	NM
	Weighting 40%	<p>PMF2 - The Contractor shall ensure that the number of Planned Schemes carried out in accordance with the specification is kept at target level.</p> <p>Weighting 25%</p>												
	Weighting 25%	<p>PMF3 - The Contractor shall ensure that the number of Routine Works Orders carried out in accordance with their agreed dates and times for completion is kept at target level.</p> <p>Weighting 25%</p>												
	Weighting 25%	<p>PMF4 - The Contractor shall ensure that the number of Routine P3 Works Orders carried out in accordance with the specification is kept at target level.</p> <p>Weighting 25%</p>												

Reactive Work and Emergency Response - Emergency = 1hr, P1 = 24, 24cd, P2 = 7wd

GROUP	REQUIRED OUTCOME	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET	1/7/09 (Y1 Baseline)	Aug-09	Sep-09	Oct-09	Interim Nov 2009	Dec-09	Jan-09	Feb-09	Mar-09		
Reactive work and emergency response	B. Carriageway within the Borough is free from ice and snow. Weighting: 10%	PMF5 - The Contractor shall provide an appropriate response in accordance with the approved Winter Maintenance Plan, to prevent the formation of ice or snow on the Carriageway and Urban Footways, where such weather conditions are forecast. Weighting: 12.5%	Number of times when an appropriate response is provided in accordance with the approved Winter Maintenance Plan, to prevent the formation of ice or snow on the service in accordance with the winter maintenance plan.	NM	NM	NM	100%	100%	100%	100%	100%	100%		
			Response time to reactionary treatment within 2 hrs.	NM	NM	NM	100%	100%	100%	100%	100%	100%	100%	
			C. Emergency incidents are dealt with safely and efficiently. Weighting: 15%	Emergency Target Response Time in accordance with approved Emergency Plan.	99.07	95.00	98.81	100.00	100.00	96.51	98.55	93.55	94.50%	
Street Lighting on the Network	D. Category 1 defects are made safe and repaired within the appropriate response times. Weighting: 10%	PMF8 - The Contractor shall ensure that the proportion of identified Category 1 Defects made safe and repaired within the appropriate response times, is kept at or above target level. Weighting: 25%	Category 1 Defects made safe and repaired within the appropriate response times, as a proportion of the total number of Category 1 Defects identified.	95.24	96.55	93.48	95.24	100.00	100.00	64.18	78.26	94.50%		
			E. Street Lighting across the Network Weighting: 10%	PMF9 - The Contractor shall ensure that the percentage of lamps functioning correctly during the Road Lighting Safety Inspection, as a proportion of the total number of lamps on the Network across the Borough, is kept at or above target level. Weighting: 25%	% of reactive works completed within 3 working days	TBA	TBA	TBA	TBA	95%	Changed P1 = No % of reactive repairs completed within 3 working days Initial figures reveal 76%	Changed P1 = No % of reactive repairs completed within 3 working days Initial figures reveal 76%	82.52%	91.89%

Contract Management		Y1 Baseline 1st July 2009	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-09	Feb-09	Mar-09
GROUP	Required Outcome	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET							
Weighting 10%	F. Number of reportable accidents and incidents. Weighting 2.5%	PMF10 - The Contractor shall ensure that Safe Working Practices and adherence to the Health & Safety at Work Act are maintained continuously to ensure that reportable accidents and incidents is kept at target level. Weighting 25%	Colas to report in accordance with their corporate procedure. 5% improvement per annum	NM	NM	NM	NM	NM	NM	NM
	G. The Contractor demonstrates an appropriate level of consideration to the environment through recycling activities. Weighting 2.5%	PMF11 - The Contractor shall ensure that the amount of Recycled Material used as a proportion of the total volume of material used, is kept at or above target level. Weighting 25%	5% annual improvement in the use of recycled material	NM	NM	NM	NM	NM	NM	NM
Weighting 2.5%	H. Reports and Operational Plans are submitted at the appropriate times of the year and are compliant with submission instructions. Weighting 2.5%	PMF12 - The Contractor shall ensure that the number of Reports or Operational Plans submitted late and/or non-compliant in accordance with any submission instructions is kept at target level. Reports and Operational Plans required include: - Payment Reports - Accident Reports - Third Party Claims Reports - Winter Maintenance Plan - Environmental Management Plan - Communications Plan - Annual Programme of Work - Weekly/Monthly Programmes of Work Weighting 25%	Number of Reports or Operational Plans submitted late and/or non-compliant in accordance with any submission instructions. 100% compliant	NM	NM	NM	NM	NM	NM	100%
	I. Final Accounts agreed and paid within reasonable timescales to assist the control of expenditure. Weighting 2.5%	PMF13 - The Contractor shall ensure that Final Accounts are submitted for agreement in accordance with the terms of Payment within the Contract, and is kept at or above the target level. Weighting 25%	Final accounts submitted within 8 weeks of the Part N completion notice	NM	NM	NM	NM	NM	NM	NM

Customer Interface		REQUIRED OUTCOME	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET	Y1 Baseline 1st July 2009	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10
GROUP			The Contractor's employees shall be appropriately dressed for the activities being undertaken on all occasions and be readily identifiable by means of logos, ID cards and name badges. They shall deport themselves in an appropriate, courteous and respectful manner at all times. Weighting 25%	Number of employees inappropriately dressed, not readily identifiable and discourteous.									
	Customer Interface	J. PMF14 - All operations of the contractor are carried out to the level of corporate identity required by the contract and to the level of performance identified in the quality submission (Weighting: 4%)	The Contractor's vehicles shall be clearly marked with appropriate information including a relevant contact number for the general public to use and an indication of the partnership with the Authority. Weighting 25%	No vehicles shall be inconspicuous.	NM	NM	NM	NM	NM	NM	NM	NM	NM
			The Contractor shall keep all vehicles, plant and equipment employed in connection with the Project in sound, safe and serviceable condition at all times, and conform with the requirements of this Contract. Weighting 25%	No vehicles, plant or equipment shall be unavailable for unreasonable periods of time.									
			All signing and coning is in accordance with either chapter 6 of the traffic signs manual or in accordance with safety works Signs, cones and barriers are clean, legible, fit for purpose and are marked with the owner's name. Weighting 25%	Corporate identity remains at a high level and in accordance with legislation. The operation sets the standard to others									
			PMF15 - All courtesy boards and correspondence/notifications from the contractor shall have the Wirral MBC customer services telephone number. This will enable calls to be dealt with in a uniform way and allow errant calls to be redirected at the first point of call.	The partnership will look for a 10% annual reduction in customer complaints from year 2	NM	NM	NM	NM	NM	NM	NM	NM	NM
			PMF16 - Customer satisfaction surveys will be carried out post completion of highways and lighting planned maintenance schemes predetermined at monthly performance meetings.	Customer satisfaction surveys categorised by satisfied or unsatisfied. The partnership will look for continuous improvement of 10% stakeholder perception improvements per annum in the satisfied category									
			L - The Contractor shall aim for continuous improvements in the delivery of its operations by carrying out customer satisfaction surveys for all planned maintenance contracts. (Weighting 3%)	10% annual reduction in complaints									
				10% improvement in stakeholder perception									

Client Performance Criteria	Contractor Non Performance reduction	Rationale	PMF Ref	Corporate & Divisional PI Link (5th Feb 2009 Cabinet)
Failure to set up and maintain a quarterly performance review calendar	100% deduction on any failure	Underpins the entire Performance Management Framework and allows PIs to be monitored/changed/developed in line with progressive objectives and benefits realisation. Links to PMF 1 to 16.	CP1	
Failure to maintain yard inspections as programmed	50% deduction from any failure on PMF 5 to 9	Supports statutory obligation, mitigates third party claims and provides consistent throughout of orders that provides constant resource levels maintaining performance. Links to PMF 5 to 9.	CP2	N197,46 N1195A to D TEC-IMP-03 TEC-IMP-08 TEC-IMP-10 TEC-CL06
Failure to issue priority 2 & 3 work twice monthly at the prescribed times (Mid month and month end (+/- 1 week))	50% deduction from any failure on PMF 5 to 9		CP3	
Failure to issue Structural Maintenance programme for surfacing, footways and specialist treatments by May End each year	25% deduction on any failure on PMF 1 to 4	Improves early planning and ECI. Additional lead in satisfies TMA improves opportunities for value Engineering, collaboration and stakeholder involvement. Maximises discount to a works order and therefore reduces unit cost. Improved planning and effective delivery improves customer perception. Key to benefits realisation. Early structural delivery improves performance due to summer working, maximises outputs and reduces the volume of reactive works. Links to PMF 1 to 4.	CP4	
Failure to issue traffic schemes programme by May End each year	25% deduction on any failure on PMF 1 to 4		CP5	
Failure to issue bulk lamp change order by May End each year	25% deduction on any failure on PMF 1 to 4		CP6	
Failure to issue Structural street lighting programme by May End each year	25% deduction on any failure on PMF 1 to 4		CP7	
% of works orders accurate in value to within 10% due to Bill omissions (Target 90%)	50% deduction on any failure on PMF 10 to 13	Provides cost assurance. Develops a lean client, due to less time on remeasure and dealing with variations. Creates trust and stimulates self audits. Creates safer working environment and trust. Links to PMF 10 to 13.	CP8	
Failure to identify designer risks on Pre construction phase Plans	50% deduction on any failure on PMF 10 to 13		CP9	
Failure to liaise in advance with Utility Company's resulting in openings in new surfaces	100% deduction on any failure on PMF 14 to 16	Improves customer perception of the highway service, improves the street scene aesthetically and develops collaboration between highway stakeholders. Creates safer working environment and trust. Reduces inefficiencies. Links to PMF 14 to 16	CP10	N197,105-109 TEC-CP-01 TEC-CL06
		CP11		

Non Contractual		Y2 Baseline 1st July 2009	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10
Highways Routine	P3	Works completed within 24 Calendar days	80%								
Highways Routine	P5	Works completed within 40 calendar days	80%								
Highways Routine	P5	Work not requiring a second visit	80%								
Drainage		2 hr response	100%								
Drainage		4 hr response	100%								
Drainage		24 hr response	100%								
Drainage		2 week	95%								
Drainage		1 month	80%								

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APPENDIX 4

BENEFITS REALISATION PLAN



Benefits Realisation

Highways & Engineering Services Term Maintenance
Contract

May 2009

Benefits Realisation

Executive Summary

The purpose of this drafting document is to build on work already carried out in respect of benefits realisation for the Highways and Engineering Services Procurement Exercise (HESPE) to determine a definitive benefits realisation strategy and plan that will ensure the aims objectives and aspirations of the procurement exercise are fully delivered. Frequently projects are delivered in isolation and merely reaching a position of completion is often seen as a milestone of success without really understanding or measuring if the purpose of the project has achieved the required outcomes.

The need for additional work has arisen from the dynamics of the procurement exercise from the early days of consultation, the outline business case and the project initiation resulting in developing and emerging benefits throughout the procurement process.

Initially perceived benefits are based on consultation and engagement with internal and external stakeholders resulting in various levels of qualitative and quantitative subjective aims and objectives.

During the Procurement exercise, a number of dynamics have evolved through workshops and consultation resulting in clear benefits that the procurement exercise will deliver in two key areas:

1. Benefits arising from the completion of HESPE
2. Benefits arising from and during the delivery of the Highways and Engineering Contract.

In accordance with PRINCE2 principles the two sub projects will be treated as one project to produce one lean measurable benefits realisation plan.

The changing dynamics of perceived benefits have emerged as a result of the following:

1. Interpretation of subjective aims into benefits that is tangible, realisable and measurable.
2. Introduction of the Performance Management framework (PMF) for qualitative improvements and monitoring. The PMF is the realisation plan through which the qualitative benefits are measured. This is Benefit Realisation 1 (BR1) – 'qualitative' benefits
3. Development of Corporate and Departmental aims 2009/10 during the procurement process.
4. The development of 'quantative' benefits (BR 2 to 8) during the HESPE process.

The emergence of clear benefits is tracked in **Appendix 1** but an executive summary is identified in **Figure 1 on page 2 including the total value of quantitative benefits over an 8 year contract period.**

The following document outlines the development of the benefits realisation strategy and the plan for measurement and monitoring; including owners and dependencies to ensure the aspirations of the contract are managed, recorded and delivered within the required timescales.

Kevin Earle
April 2009

Emerg ed Benefits		
Benefit Number	Description	8 Year Value (£M)
Qualitative		
BR1	Continuous improvement measured by performance management framework linked to Technical Services Divisional performance indicators that are a contributor to Wirral MBC Corporate aims.	Qualitative
Quantative		
BR2	Improved management of risk – savings arising from effective risk management	1.16
BR3	Capital savings	2.64
BR4	Revenue savings	1.76
BR5	1.5% Gershon efficiency savings	0.96
BR6	Income generation and cost saving through the potential disposal of depots	0.93
BR7	Cost saving through client staff reduction	0.36
BR8	Additional savings from ICT rationalisation and the introduction of a single integrated asset management facility.	0.25
Total realisable benefits		8.06

Figure 1 - Executive summary of emerg ed benefits through the Highways procurement exercise

Benefits Realisation Strategy

Contents

Section 1 – Project Scope (One project or two projects?)

Section 2 – Benefits Management strategy model

Section 3 – Benefits Realisation Plan model

Section 4 – Previous Benefits work

Section 5 – Changing aspirations

Section 6 – Qualitative Benefits (BR1)

Section 7 – Quantative Benefits (BR2 to 8)

Appendix 1 – Benefits timeline (from subjective to objective)

Appendix 2 – BR1 Realisation plan through the Performance Management Framework (PMF)

Appendix 3 – BR2 to 8 Realisation plan

1. Project Scope -One Project or two Projects?

Prince2 defines a project as 'a management environment that is created for the purpose of delivering one or more business products according to a specified Business case' or 'a temporary organisation that is needed to produce a unique and pre defined outcome or result at a pre-specified time using predetermined resources'

If the benefits realisation was limited to the procurement project itself the realised benefit would be the successful procurement. PRINCE2 describes benefits realisation as the practice of ensuring that the outcome of a project produces the projected benefits claimed in the business case, even when the project is closed.

For the purpose of this exercise we will make the assumption, in the interests of having a single strategy that we are referring to one project from the commencement of the procurement exercise to the earliest completion date of the contract in 2014.

Benefits Realisation requires a Benefits Realisation Strategy and a Benefits realisation Plan. These are explained below.

2. Benefits Management Strategy Model

This is used to establish the approach to managing benefits and will contain the following:

- Description of the projects benefits and where in the organisation the benefits will occur.
- A model of the benefits showing interdependencies and dependencies on specific areas of change required within the organisation
- Description of the functions, roles and responsibilities for benefits planning and realisation. Aligned to the organisational structure
- Review and assessment process for measuring benefits realisation covering who will be involved in reviews and how and when the reviews will be carried out.

3. Benefits Realisation Plan Model

This is the tool used to track realisation of benefits through the lifecycle of the project

- A schedule detailing when each benefit or group of benefits will be realised
- Identification of appropriate milestones when a programme benefit review could be carried out
- Details of any handover activities, beyond the mere implementation of a deliverable output, to sustain the process of benefits realisation after the programme is closed.

4. Previous Benefits Work

An initial Benefits Management Strategy was drafted in February 2009 in preparation for Gateway 4 'readiness for service' this contained, at various levels, the objectives required to be realized through the Highways and Engineering Services Procurement Exercise. The plan is attached to this report (See **Appendix 2**) and was aimed at establishing measurable benefits which will be all linked to the Council's vision and strategic objectives contained in the Corporate Plan.

The Strategy was updated to take account of the information given in the Cabinet Report "Award of Contract" 16 October 2008.

The Benefits Management Strategy considered objectives and benefits at the following levels

- Statutory context
- Project Objectives
- Service Standards
- Performance

The Technical Services Department had determined two particular Service Delivery aims at Department level for this procurement exercise:

- 4.1. Procure Term Maintenance Providers beyond March 2006. – (Achieved subject to contract)
- 4.2. Produce a Highways Asset Management Plan (HAMP) in time to inform the above. – (Achieved with ongoing improvements)

At this stage the strategy linked the Council's aspirations to benefits in the form of economic savings and improved service delivery. These were however subjective and this has, therefore, necessitated development into tangible objective aspirations that are have a baseline and are measurable.

5. Changing Aspirations

During the lifecycle of the procurement process from 2007 through to 2009 the original subjective benefits have emerged into a clearer set of measurable aspirations. **Appendix 1** charts the lifecycle journey of the subjective aspirations brought about by the Outline Business Case project into a meaningful set of perceived benefits during the course of subsequent Cabinet and Project Board meetings.

The emerging benefits and their journey from subjective to objective are cross referenced on the timeline. This culminates in the identification of 8 key benefits (BR1 to 8) in readiness for contract commencement.

During the latter part of the procurement process the audit commission signaled a move away from the traditional Key Performance indicators referred to in the early benefit Management Strategy. These are now replaced with a new national indicator set that are included in the latest Corporate and Divisional plan for 2009/10. The original performance indicators and KPI's identified in the first benefits strategy document appendix 2 are therefore redundant.

A further dynamic is the recent publication of the definitive current Corporate Aims for 2009/10 arising from Cabinet on the 5th February 2009. This has produced a new set of Technical services owned LAA indicators and a revised range of internal performance indicators, which are cross referenced to the qualitative benefits identified in the PMF BR1. **(Appendix 2)**

6. Benefit Realisation 1 (BR1)

Background

The HESPE contract documents identified the following headline statement within the ITT in respect of benefits

'Efficiency savings are to be achieved by linking Performance Indicators (PIs) and Continuous Improvement to the contract payment mechanism over the term of the new Contract.'

In addition under 'Performance Management'

'In order to monitor and manage performance in the delivery of the contract, there will be a requirement for information to be provided to the Client on a quarterly and annual basis by the Contractor.'

During the procurement process many subjective aims were offered up as efficiencies and performance improvements for the new contract. Appendix 1 tracks the progress of these up to the development of the PMF.

Measurement

BR1 (Continuous improvement) will be measured by the performance management framework linked to Technical Services Divisional performance indicators that are a contributor to Wirral MBC Corporate aims. These are detailed in full in **Appendix 2** which identifies service delivery outputs, owners and milestones.

The contract document contained an outline performance management framework based on a list of performance indicators (PI's). Tenderers were also given the opportunity to state their own preferred PIs in the submission of method Statements. These PI's could be linked to the public view on customer service during the life time of the contract and would represent the qualitative benefits. An overview of the performance management framework is as detailed in **Fig 2** below

The Contractor will be responsible for monitoring his performance against pre-determined targets on a monthly basis in preparation for the quarterly review and should be prepared to make the monitoring system and records available to the Client for inspection and audit.

The performance management framework identifies the performance management framework and proposed targets on a 5 year basis during the contract. These are also cross referenced to Corporate and Departmental aims for 2009/10.

BR1 Performance Management Framework Overview					
Group	Weighting	Sub group	SG Weighting	SDO	O/A Weighting
Planned Work	40%	A	25%	1	10%
			25%	2	10%
			25%	3	10%
			25%	4	10%
Reactive	40%	B	12.50%	1a	5%
			12.50%	1b	5%
		C	25%	2	10%
		D	25%	3	10%
		E	25%	4	10%
Contract Management	10%	F	25%	1	2.5%
		G	25%	2	2.5%
		H	25%	3	2.5%
		I	25%	4	2.5%
Customer Interface	10%	J	40%	1a	1%
				1b	1%
				1c	1%
				1d	1%
		K	30%	2	3%
		L	30%	3	3%

Figure 2 - Performance Management Framework (BR1) Overview.
(See Appendix 2 for full details of the service delivery outputs)

The performance management framework is the benefits realisation plan for BR1. This is a management tool that identifies the baseline performance and the **Service delivery outputs (SDO's)** and identifies what improved performance should be achieved and when the improvement should take place.

Year 1 baseline represents the performance levels achieved by the outgoing Client/OSD partnership at 31st March 2009. Year 1 targets are based on realistic and achievable performance improvements required by the incoming Contractor (Colas) with a small suite of PI's measured from 1st July 2009 and the full performance set effective from 1st October 2009.

Dependencies

These qualitative benefits also deliver quantitative challenges through the introduction of the clients performance targets also identified in **Appendix 2**. It is recognised that the ability of the Contractor to perform can be affected by the corresponding performance of the Client. To this end certain Client functions will also be subject to Performance Monitoring and this in turn is a qualitative performance criteria. Failure to meet the criteria contained within the client's performance targets will reduce any deductions from the contractor's inflationary payments for contractor under performance within corresponding Service delivery areas which are clearly cross referenced.

This is in addition to the 1.5% Gershon efficiency savings, referred to later as quantative benefit 5 (BR5).

The partnering Board will be the vehicle by which new performance indicators, performance measurement processes and performance targets possibly linked to incentives will be introduced.

Owner

The PMF contains qualitative performance criteria for the client and contractor

The Contractors PMF is owned by Colas (Jim Nimmo) and the Contractor PMF is owned by Wirral MBC (Brian Smith)

7 – Quantative Benefits (BR2 to 8)

7.1 BR2 – Improved management of risk

Background

Risk operates at two distinct levels

Micro – contract risk managed through the NEC contract with risk reduction meetings where contract specific items are raised as early warnings with a view to mitigating an issue that has the propensity to change the works information

- Clause 60.1(1) A change to the works information
- Clause 16.1 and 62.1. The contractor raises an early warning and submits a quotation.

Macro – Corporate risks such as those threatening the ability of the partnership and the Authority in delivering the aspirations of the contract with a likelihood of financial impact.

BR2 is derived from Council's baseline objectives for the new contract. This is a tangible quantative benefit as a well developed risk register will provide savings and efficiencies in dealing with any risks that are materialised.

Objectives:

- To identify all risks to the project apparent at this stage that could represent a risk to the Authority in the delivery of the project.
- To capture the risks on an initial risk register that will be 'live' and reviewed throughout the project.
- To evaluate the risks identified, in terms of probability of occurrence and impact.
- To further develop the risk register, ascertain and agree ownership of the risks, considering action plans to develop the register and exploit opportunities when they arise.

Process

The post commencement risk analysis is a follow up exercise from the mobilization risk analysis and is therefore intended to be the first draft of project risks for further development and sharing.

Risk identification (Refer to full post commencement risk register, held corporately within the Health safety and Resilience department managed by Dave Callcott)

Post commencement risks fall into the following categories:

- Commercial
- Operational
- Asset Management
- Health and Safety
- Human Resources
- Changes & Challenges
- Planning and programming
- Specification
- Other

Risk evaluation

After evaluation any risk scoring greater than 10 are deemed to be potentially the most severe. These are sub classified as High Amber or Red. See Fig 2.

Risk Mitigation Planning

The post commencement risk register represents risks appropriate to this project at this point in time.

Risk registers are living documents and probabilities and impacts will change with time. As some of these risks require further mitigation the financial risk evaluation is at its maximum potential. It will be necessary as the project develops to review the impact of the risks and allocate more accurate detailed cost impacts which will reduce the financial evaluation as follows.

- Minimum cost £945 000 PA
- Likely cost £1,800 000 PA
- Maximum cost £2,890 000 PA

In order for the Risk Register to be a meaningful document and one that continues to be used in conjunction with the partnership planning and risk reduction strategy it is essential that an early risk workshop is followed by a programme of risk reduction meetings that can operate as an overarching control mechanism, Within this mechanism the micro NEC risks and opportunities can also be developed in line with the principals of the contract.

With adequate management of the macro risk register the likely cost figure of £1.8M (mid range evaluation) should be viewed as a saving but some cognisance should be acknowledged in respect of reserves for undesired outcomes of risks materialising despite mitigation.

The evaluation of risks on the risk register is targeted at a 12% reduction per annum in line with the sensitivity assessment for high value efficiency savings for Option 2, saving a notional £1.16M over the duration of the contract.

Risk Description	Risk Index	Risk Evaluation			
		Probability %	Financial Impact Minimum £k	Financial Impact Most Likely £k	Financial Impact Maximum £k
Commercial					
Underperformance of contractor or supply chain	High Amber	50%	25000	50000	100000
Lack of understanding of requirements of the new form of contract	High Amber	50%	100000	250000	500000
Specification issues/Method of measurement results in additional cost and budget risk	Red	Refer to C2 above			
Failure to agree rates resulting in comp events and lack of value	Red	Refer to C2 above			
Failure to agree performance indicators resulting in no benefits realisation	Red	25%	100000	150000	300000
Street Lighting					
Low rogue rates which may result in compensation events or contractual issues (See separate rate analysis)	Red	50%	20000	40000	60000
Additional cost of service due to abortive visits on an increased attendance rate	High Amber	50%	50000	75000	100000
Colas do not take Lighting stock	Red	75%	10000	20000	30000
Gully Cleansing					
Increased rates in key areas.	Red	30%	40000	65000	100000
Insufficient B of Q items resulting in comp events	Red	Included in 14C above			
Winter Maintenance					
Mobilisation failure results in lack of service	High Amber	20%	100000	200000	300000
Inadequate winter service regime	High Amber	Included in 15 above			
Winter maintenance - Severe winter effects resource availability	High Amber	Included in 15 above			
Unavailability of rock salt	High Amber	10%	50000	100000	150000
Fuel blockade	High Amber	10%	50000	100000	150000
Labour shortage	High Amber	10%	50000	100000	150000
Asset Management					
Failure to develop Asset Inventory	Red	30%	100000	200000	300000
Planning & Programming					
Delayed budget approval	High Amber	50%	40000	60000	80000
Slow or delayed design	High Amber	As above PP49			
Failure to adopt opening notice strategy	High Amber	60%	50000	100000	150000
Other					
Colas indicate they do not want residual stocks	Red	75%	50000	75000	100000
Colas indicate they wish to apply for rent reduction due to co ownership of space	Red	50%	10000	15000	20000
Colas indicate they do not want depot based fuel provision	Red	refer to 060 above			
Failure to procure an alternative depot and dispose of dock Road	High Amber	50%	100000	200000	300000
Total Risk Evaluation			£945,000	£1,800,000	£2,890,000

Figure 3 - BR2 Executive summary of high risks

Owner

The risk owner is as stated on the risk register but it will be the responsibility of the health safety and corporate resilience team to ensure that outstanding risk items particularly the high amber and red risks are continually managed until such time as they are green or amber. In additions ambers should be mitigated until such time as they are green. This will be an ongoing process throughout the contract period.

7.2 BR3 & 4 – Capital and revenue savings

The outline business case project published by Capita Symonds in September 2007 identifies likely overall savings of £400k per annum from 2011/12. As Wirral MBC have chosen not to provide a financial incentivisation into the contract at least in the early years (although it is recognised that the aspiration of a long term contract would be to progress from an NEC option B to a an option D to encourage value Engineering, innovation and therefore further efficiency savings), this savings represents true savings to the Authority.

The sensitivity analysis undertaken by Capita indicated a baseline potential for 10% savings per annum capital efficiency savings and 5% revenue efficiency savings. This is summarised in Fig 3.

Cumulative savings £000	Low (7.5% cap, 3% rev)	Base Case (10% cap, 5% rev)	High (12% cap, 6% rev)
Cumulative (2007-11)	-62	166	439
Cumulative (2007-14)	999	1584	2266
Cumulative (2007-17)	2303	3276	4368

Figure 4 - Max & Min Efficiency savings through capital and revenue stream

The model above is based on assumptions contained within appendix L – ‘Economic Benefits model assumptions of the outline business case’.

In the cabinet report of the 27th November 2008 it was outlined that:

The Council is spending £7.985M on Works during 2008/9 as follows:

- Highway Maintenance Revenue Programme = £4.602M
- LTP and Highways Capital Programme = £3.383M
(Consists of £2.614M LTP plus £769k Highways Capital)

In relation to 2009/10 and going forward the total expenditure would depend upon the future LTP settlements and future Council decisions in relation to various highway budgets.

A large proportion of the Highway Maintenance Revenue allocation is used to improve the highway network and is therefore eligible for capitalization in accordance with Accounting Standard FRS15: Tangible Fixed Assets. A complete review of the highway budgets is now underway clearly identifying specific areas of both capital and revenue expenditure in line with this standard.

At Cabinet on 16th October a capitalization figure of £1.5M was approved as part of the Director of Finance's Projected Budget 2009-11. (Minute 219 refers) and the revised expenditure was summarized as follows:

Spend area	Total £000	Capitalized Revenue £000	Revised Total £000
Revenue Programme	4,602	-1,500	3,102
Capital Programme	3,383	+1,500	4,883

Based on this Revenue/ Capital split, the £550k per annum total efficiency savings would be as follows:

- **£220k** per annum true revenue saving against Revenue Works expenditure (**£1.76M** over the eight year contract term) to contribute to corporate efficiency savings targets
- **£330K** per annum efficiency saving against Capital Works expenditure (**£2.64M** over the eight year contract term) primarily to facilitate increased work output for the allocation available or possibly offset the effect of contract inflation in future years.

The Capital and Revenue efficiency savings are linked to the baseline budget of 2008/9 financial year (Year 0) and represent £550k of additional work for the same budget based on a like for like priced comparison of work carried out in 2008/9. This saving remains in place for the duration of the contract providing annual savings over the 8 year period.

Dependencies

- The client's ability to contain the cost of the service at the rates submitted by the contractor. It is therefore essential that NEC risk reduction meetings are managed in a way to avoid escalation of rates or capitulation on contractual issues which would erode the value of the annual efficiency saving.
- The budget remains fixed. Any reduction in the budget would have a pro rata effect on the realisation of these savings
- The basket of work remains largely unchanged from the baseline model. Any wholesale changes to the scope of works could have a positive or negative effect on the realisation of the savings. However as Colas are approximately 25% more cost effective it is likely that any changes would still deliver these savings.

The measurement of the benefit realisation of BR4 and 5 is the demonstrative year on year evidence that the basket of work carried out is in line with the stated efficiency saving compared to a year 0 baseline.

Owner

Wirral Technical Services (Mike Wilkinson and Brian Smith)

7.3 BR5 – 1.5% Gershon efficiency savings

In Capita's Outline Business Case Project report dated September 2007 base line assumptions are defined based against pier authorities adopting an option 2 scenario. Typically this would result in a 10% capital saving per annum and a 5% revenue saving based on experience of PFI/PPP highways and street lighting projects in the UK. These generally are achieved through:

- Economies of scale
- Transference of best practice
- Investment in plant and technology
- Reduced management costs due to an integrated delivery
- Internal client economies
- Improved risk management
- Asset rationalisation
- Staff development recruitment and training
- Increased flexibility of service delivery

As highlighted in cabinet report of the 27th November 2008, additional non-cashable efficiency savings will be delivered through the new contract as all tendered rates include a built in 1.5% per annum Gershon Efficiency Saving. This efficiency saving equates to approximately £1M over the eight year contract term depending on actual rates of inflation.

The contract states:

Even though it is anticipated that continuous improvement in service delivery and improvements in efficiency will be driven largely in a flexible manner via the Approach to Partnering, it is important to note there is a **minimum** requirement for the successful tenderer to deliver a **1.5% per annum Gershon Efficiency Saving Contribution** across **all** work carried out under the contract. This Contribution will be deducted from the Annual Inflation Calculation as set out in Optional Clause X1.

The contract is not specific in respect of what happens if the Baxter payment is less than 1.5% of the value of work carried out under the contract but the Baxter is the means by which the payment is made not in itself relevant to the value of the adjusted payment.

Owner

Wirral finance and Technical services Gavin Shaw and Mike Wilkinson respectively

Appendix 4 identifies the benefits realisation plan identifying the savings over time

7.4 BR6 – Disposal of Council owned depots

Cabinet report of the 23rd January 2008 item 6.5.1 identified that Technical services currently has depots at Dock Road, Cleveland Street and Durley Drive. The first two were occupied by OSD but since 1st April 2009 Dock Road is shared by Colas and Wirral Partnership Homes. Cleveland Street is still the operating base of the Authority's Transport Section. Durley Drive is the salt barn used for winter maintenance.

The approximate value of the sites is:

- Dock Road = £700k assuming redevelopment value
- Cleveland Street = £500k assuming redevelopment value
- Durley Drive = £225k assuming redevelopment or existing use value

The outline business case assumed that the successful contractor would occupy Dock Road in the first year which is the case, with possible relocation to its own depot during year 2. This would present an opportunity to rationalise usage and release capital receipts.

The post commencement risk register has challenged the concept of releasing all three depots as this would present a problem to the Authority if it found itself in the position in the medium or long term of having to operate from a depot within the Borough.

In respect of the benefits realisation plan it is assumed therefore that the opportunity of realising capital receipts should be limited to two out of the three locations most likely to be Dock Road and Durley Drive.

Dependencies

- Disposal of depots relies solely on Colas locating a suitable alternative that meets their contractual and business needs without effecting performance.
- There must be a realistic market value that makes disposal viable
- There needs to be a buyer to realise capital funds.

Owner

- Relocation – Colas
- Valuation and disposal – Wirral MBC Estates

7.5 BR7 – Client staff reduction

BR7 - Associated staff costs	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Client staff	50	50	48	43	41	40	39	38	37	37
Cumulative saving (£K)			60	193	267	293	311	335	361	361

Figure 5 - Realisation of savings through staff reduction

As highlighted in the cabinet report of the 28th January 2008 and previous reports, true revenue savings can be achieved as a result of a smaller client organisation being required to manage a single strategic contract. The Capita Outline Business Case predicted an approximate 25% reduction in staff over the eight year term of the contract and my report to Cabinet of 1st November 2007 (Minute 340 refers) confirmed the intention to achieve this “gradual down-sizing” with minimal need for redeployment/ redundancy based on the age profile of the employees concerned.

As a result of further clarification of the resource requirements for the new Client organisation, the anticipated reduction in staff numbers during the first two years of the contract are as shown above in Fig 5.

Based on this analysis, it is predicted the true revenue saving associated with a Client staffing equating to 13no FTE’s, will be a total cashable efficiency saving over an eight year contract term of £2.18M.

Dependencies

- Contract and departmental stability to progress towards a lean client strategy which delivers the programmed staff reduction

Owner

- Wirral MBC Mike Wilkinson

7.6 BR8 – Additional savings from ICT rationalisation

Cabinet report of the 27th November 2008 reported that further Client staff savings may be achievable beyond 2010/11 but these will be largely predicated on the potential to develop a Highways Asset Management ICT System in partnership with the new provider once the new contract has commenced.

Such an initiative will provide real benefits for the authority as a whole allowing informed decisions to be made in respect of asset condition and future ‘spend to save’ initiatives.

The effective use of the asset inventory will allow further efficiencies to be realized through a continuing shift from reactive to planned maintenance. For the purpose of prudence this is evaluated at the lower end of the quantitative scale at £0.25M over the full 8 year period, but could in reality be greater than this.

Dependencies

This will require development work to determine likely interdepartmental and partnership synergies and further developments of the HAMP.

Owners

- Wirral MBC – IT
- Wirral MBC - Technical Services

Appendix 1

Benefits Timeline

Benefits Realisation Plan					
BR Ref	BR Description	Source	Subjective/ Objective	Status	Cross Reference to
	Project Objectives				
	Obtain better value from existing contracts	HESPE Member Group 17th January 2007	Subjective	No further action	BR3,4
	More output for less cost - efficiency gains	HESPE Member Group 17th January 2007	Subjective	No further action	BR1,3,4
	Budget savings/better efficiency of service provision	HESPE Member Group 17th January 2007	Subjective	No further action	BR1,3,4
	Increase in positive perception of Highway and Engineering Service provision	HESPE Member Group 17th January 2007	Subjective	No further action	BR1
	Increased positive feedback on the public's view on the state of highways and footways	HESPE Member Group 17th January 2007	Subjective	No further action	BR1
	Grouping of services to create budget savings through operational and management efficiency improvements	HESPE Member Group 17th January 2007	Subjective	No further action	BR1,3,4
	The creation and use of softer performance indicators to understand and react to public perception of service provision	HESPE Member Group 17th January 2007	Subjective	No further action	BR1
	Understanding the basis premise that the public wants good quality roads and decent pavements	HESPE Member Group 17th January 2007	Subjective	No further action	BR1
	Ensure that existing office skills, experience and good customer interaction is learned from and built into the new contract	HESPE Member Group 17th January 2007	Subjective	No further action	BR1
	Understand the balance between the potential for reduced cost of external provision and the flexibility which naturally occurs with internal provision of services, to ensure that both lower cost and continued flexibility is written into contract proposals	HESPE Member Group 17th January 2007	Subjective	No further action	BR1,3,4
	To ensure full Union involvement in the procurement exercise within the legal requirements imposed by OJUE procurement rules	HESPE Member Group 17th January 2007	Subjective	No further action	Not a benefit
	Sustained delivery of efficiency savings, contributing to the authority's existing and future efficiency plans	Cabinet 20th September 2007	Subjective	No further action	BR3,4
	An enhanced front line service, whose strengths lie in an ability to be responsive, to cooperate pro actively with officers and members and to improve customer satisfaction and perception within the Wirral community	Cabinet 20th September 2007	Subjective	No further action	BR1
	Ability for the client to retain an appropriate level of management control	Cabinet 20th September 2007	Subjective	No further action	Not a measurable benefit
	Baseline objectives				
	Significant efficiency savings through new longer term contract based upon a partnership ethos that delivers increased output or outcome for the same input in a competitive market	Client - Pre contract	Subjective	No further action	

BR Ref	BR Description	Source	Subjective/	Status	Cross Reference to
BR1	Efficiency savings to be achieved by linking performance indicators to and continuous improvement to the contract payment mechanism over the term of the new contract	Client - Pre contract	Objective	Approved BR1	Cabinet 27th November 2008
	Efficiency savings achieved by reducing the number of contracts and providers thus integrating service delivery, reductions and the removal of duplication of supervision and inspections	Client - Pre contract	Subjective	No further action	BR1,2,3
BR2	Improved management of risk	Client - Pre contract	Objective	Approved BR2	Contract Risk register
	Efficiency savings from reduced management client costs	Client - Pre contract	Subjective	No further action	
	<i>Potential efficiency savings £3.6m over 8 years using option 2 through efficiency savings and rationalisation of the client side</i>	Cabinet 1st November 2007	Objective		
BR3	Capital programme savings over 8 years = £2.981M	Cabinet 1st November 2007	Objective	Superseded	Cabinet 27th November 2008
BR4	Revenue programme savings over 8 years = £0.291M	Cabinet 1st November 2007	Objective	Superseded	Cabinet 27th November 2008
BR7	Revenue Client staff savings over 8 years = £0.357M. This materialises as a reduction in the client team from the current 48 down to 35 by 2016/17 achieved through natural wastage	Cabinet 1st November 2007	Objective	Superseded	Cabinet 27th November 2008
	Total savings over 8 years = £3.629M	Cabinet 1st November 2007	Objective	Superseded	Cabinet 27th November 2008
	Refer to Appendix B	Cabinet 1st November 2007	Objective	Superseded	Cabinet 27th November 2008
	Realisation of savings through the rationalisation of depot usage to generate capital receipts	Cabinet 1st November 2007	Objective		
BR6	Dock Road, assuming redevelopment value = £0.7M	Cabinet 1st November 2007	Objective	Approved BR6	BR6
BR6	Cleveland Street, assuming redevelopment value = £0.5M	Cabinet 1st November 2007	Objective	Approved BR6	BR6
BR6	Durley Drive, assuming redevelopment or existing use value = £0.225M	Cabinet 1st November 2007	Objective	Approved BR6	BR6
	Financial savings to support the Council	4p's Gateway Review 1 - Business justification 13th September 2007	Objective	Superseded	
	Service improvements	4p's Gateway Review 1 - Business justification 13th September 2007	Objective	Superseded	BR1 Client input above
	Benefits need to be linked back to the strategic direction of the council	4p's Gateway Review 1 - Business justification 13th September 2007	Objective	Superseded	Refer to revised PI Set 5th February 2009
	Appendix L Outline business case (Cap	Capita Symonds OBC Sept 2007	Objective	Superseded	Cabinet 27th November 2008
	A benefits realisation report is being prepared. This report will provide details of appropriate service standards to be required within the new contract. It is envisaged that Performance indicators and performance monitoring will be written into the ITT - develop	Cabinet 23rd January 2008	Objective	Superseded	Refer to BR1

BR Ref	BR Description	Source	Subjective/ Objective	Status	Cross Reference to
	Highways and Engineering Services Procurement exercise - proposed efficiency savings and contract mobilisation update	Cabinet 27th November 2008	Objective		BR1,3,4
	The same volume of work could be procured from the the new Colas Ltd rates for £550000 less than under the existing contracts, resulting in a projected efficiency saving of £4.4M over the 8 year contract period and confirmation that the efficiency savings proposed in the initial outline business case will be realised.	Cabinet 27th November 2008	Objective	Superseded	BR3,4
BR3 - Capital BR4 - Revenue	Based on the revenue/capital split the £550k per annum total efficiency saving is broken down as follows: £220k per annum true revenue savings against revenue works expenditure (£1.76M over the 8 year contract term) to contribute to corporate efficiency savings targets; £330K per annum efficiency savings against capital works expenditure. (£2.64M over the 8 year term) Primarily to facilitate increased work output for the allocation available or possibly offset the effect of contract inflation in future years	Cabinet 27th November 2008	Objective	Approved BR3,4	BR3,4
BR5	Additional non cashable efficiency savings will be delivered through the new contract as all tendered rates include a built in 1.5% per annum gershon efficiency saving. This efficiency saving equates to approximately £1M over the 8 year contract term depending on the actual rates of inflation.	Cabinet 27th November 2008	Objective	Approved BR5	BR5
BR7	Anticipated reduction in staff numbers during the first 2 years of the contract: 2009/10 = 3 no FTE £100k. 2010 3 no FTE £80K + £100k = £180k. It is predicted therefore that the true revenue saving associated with client staffing for 2009/10 will be £100k, rising to £180k per annum in 2010/11 giving a total cashable efficiency saving over 8 years of £1.36M	Cabinet 27th November 2008	Objective	Approved BR7	BR7
BR80	Further client savings may be achievable beyond 2010/11 but these will be largely predicted on the potential to develop a Highways Asset Management ICT system in partnership with the new provider once the new contract has commenced	Cabinet 27th November 2008	Objective	Approved BR8	BR8

Appendix 2

BR1 – Qualitative

GROUP	REQUIRED OUTCOME	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET	17/09 (Y1 Baseline)	1/10/09 (Y1 Baseline)	1/4/2010 Y2 Max 3% Deduction	1/4/11 Y3 Max 2.5% deduction	1/4/12 Y4 Max 2% deduction	1/4/13 Y5 Max 1.5% deduction	Corporate & Divisional PL Link 6th Feb 2009 Cabinet
Planned Work	A. Availability of carriageway within the Borough is maximised.	The Contractor shall ensure that the number of Planned Schemes carried out in accordance with their agreed dates and times for completion is kept at target level. Weighting 25%	Number of occasions when a Planned Scheme is completed in accordance with the agreed programme of work.	NM	80%	85%	87.50%	90%	92.50%	
	Weighting 40%	The Contractor shall ensure that the number of Planned Schemes carried out in accordance with the specification is kept at target level. Weighting 25%	Number of Planned Schemes that require a second visit to undertake remedial work.	NM	85%	90%	92.50%	95%	97.50%	TEC-R103
	Weighting 25%	The Contractor shall ensure that the number of Routine Works Orders carried out in accordance with their agreed dates and times for completion is kept at target level. Weighting 25%	Number of Routine Works Orders completed within their allotted timescales.	Priority 2 - Works to be completed within 7 days of issue = 88%	Priority 2 - Works to be completed within 7 days of issue = 98%	Priority 2 - Works to be completed within 7 days of issue = 96.5%	Priority 2 - Works to be completed within 7 days of issue = 95%	Priority 2 - Works to be completed within 7 days of issue = 93.5%	Priority 2 - Works to be completed within 7 days of issue = 100%	
	Weighting 25%	The Contractor shall ensure that the number of Routine Works Orders carried out in accordance with the specification is kept at target level. Weighting 25%	Number of Routine Works Orders requiring a second visit to undertake remedial work.	Not measured currently. Target Level of work not requiring a second visit = 84%	Not measured currently. Target Level of work not requiring a second visit = 95%	Not measured currently. Target Level of work not requiring a second visit = 95%	Not measured currently. Target Level of work not requiring a second visit = 97%	Not measured currently. Target Level of work not requiring a second visit = 99%	Not measured currently. Target Level of work not requiring a second visit = 98%	

GROUP	REQUIRED OUTCOME	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET	1/4/09 (Y1 Baseline)	1/4/2010 Y2 Max 3% deduction	1/4/11 Y3 Max 2.5% deduction	1/4/12 Y4 Max 2% deduction	1/4/13 Y6 Max 1.5% deduction	Corporate & Divisional Pillar 5th Feb 2009 Cabinet
Reactive work and emergency response	B. Carriageway within the Borough is free from ice and snow. Weighting 40%	The Contractor shall provide an appropriate response in accordance with the approved Winter Maintenance Plan, to prevent the formation of ice or snow on the Carriageway and Urban Footways, where such weather conditions are forecast. Weighting 12.5%	Number of times when an appropriate response is provided in accordance with the approved Winter Maintenance Plan, to prevent the formation of ice.	NM	100%	100%	100%	100%	LAA Improvement Priority NI 47, NI48, TEC-IMP-10
		The Contractor shall respond within target time to all incidents where reactionary treatment is required. Weighting 12.5%	Response time to reactionary treatment.	NM	100%	100%	100%	100%	100%
	C. Emergency incidents are dealt with safely and efficiently. Weighting 10%	The Contractor shall respond to all Emergency incidents within the Emergency Target Response Time in accordance with the approved Emergency Plan. Weighting 25%	Emergency Target Response Time in accordance with approved Emergency Plan.	Benchmark relates to current performance level = Target 100% within 1 hour	Target 100% within 1 hour	Target 100% within 1 hour	Target 100% within 1 hour	Target 100% within 1 hour	NI167 TEC-CP-01 TEC-CP-06
		The Contractor shall ensure that the proportion of identified Category 1 Defects made safe and repaired within the appropriate response times, is kept at or above target level. Weighting 25%	Category 1 Defects made safe and repaired within the appropriate response times. The total number of Category 1 Defects identified.	Benchmark relates to current performance level. Works made safe within 24 hours of issue and permanently repaired within 24 calendar working days = 98%	Priority 1 - Works made safe within 24 hours of issue and permanently repaired within 24 calendar working days = 98%	Priority 1 - Works made safe within 24 hours of issue and permanently repaired within 24 calendar working days = 88.5%	Priority 1 - Works made safe within 24 hours of issue and permanently repaired within 24 calendar working days = 99.5%	Priority 1 - Works made safe within 24 hours of issue and permanently repaired within 24 calendar working days = 99.5%	Priority 1 - Works made safe within 24 hours of issue and permanently repaired within 24 calendar working days = 100%
	E. Street Lighting on the Network across Weighting 10%	The Contractor shall ensure that the percentage of lamps functioning correctly during the Road Lighting Safety Inspection, as a proportion of the total number of lamps on the Network across the Borough, is kept at or above target level. Weighting 25%	Percentage of lamps functioning correctly during the Road Lighting Safety Inspection, as a proportion of the total number of lamps on the Network across the Borough.	Benchmarked on current performance Target = 94%	Target = 96%	Target = 97%	Target = 98%	Target = 98%	NI47, 48 TEC-IMP-10

Contract Management		Required Outcome	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET	Y1 Baseline 1st July 2009	Y1 Baseline 1st October 2009	Y2 Max 3% deduction 1st April 2010	Y3 Max 2.5% deduction 1st April 2011	Y4 Max 2% deduction 1st April 2012	Y5 Max 1.6% deduction 1st April 2013	Corporate & Divisional PI Link 6th Feb 2009 Cabinet
Weighting 10%	F. Number of reportable accidents and incidents. Weighting 2.5%	The Contractor shall ensure that Safe Working Practices and adherence to the Health & Safety at Work Act are maintained continuously to ensure that reportable accidents and incidents, is kept at target level. Weighting 25%	Number of reportable accidents and incidents.	HSE baseline 2007/8. To achieve RIDPOR rate of Max 500 per 100000 = 0.5%	To achieve RIDPOR rate of Max 450 per 100000 = 0.45%	To achieve RIDPOR rate of Max 250 per 100000 = 0.25%	To achieve RIDPOR rate of Max 200 per 100000 = 0.2%	TEC-RI-03			
	G. The Contractor demonstrates an appropriate level of consideration to the environment through recycling activities. Weighting 2.5%	The Contractor shall ensure that the amount of Recycled Material used as a proportion of the total volume of material used, is kept at or above target level. Weighting 25%	Amount of Recycled Material purchased for use as a proportion of the total amount of material used.	NM	Period 1 - 5%	Y1 - 5%	Y2 - 7.5%	Y3 - 10%	Y4 - 12.5%	NI66,192,196 TEC-IMP-02 TEC-RI-01	
	H. Reports and Operational Plans are submitted at the appropriate times of the year and are compliant with submission instructions. Weighting 2.5%	The Contractor shall ensure that the number of Reports or Operational Plans submitted late and/or non-compliant in accordance with any submission instructions is kept at target level. Reports and Operational Plans required include: - Payment Reports - Accident Reports - Third Party Claims Reports - Winter Maintenance Plan - Environmental Management Plan - Communications Plan - Annual Programme of Work - Weekly/Monthly Programmes of Work Weighting 25%	Number of Reports or Operational Plans submitted late and/or non-compliant in accordance with any submission instructions.	NM	90% compliant	91% Compliant	92% Compliant	93% Compliant	94% Compliant	TEC-RI-03	
Weighting 2.5%	I. Final Accounts agreed and paid within reasonable timescales to assist the control of expenditure. Weighting 2.5%	The Contractor shall ensure that Final Accounts are submitted for agreement in accordance with the terms of Payment within the Contract, and is kept at or above the target level. Weighting 25%	Percentage of all Final Accounts submitted appropriately, as a proportion of the total Final Accounts required.	NM	90% Compliant	91% Compliant	92% Compliant	93% Compliant	94% Compliant	94% Compliant	

GROUP	REQUIRED OUTCOME	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET	Y1 Baseline 1st July 2009	Y1 Baseline 1st October 2009	Y2 Max 3% deduction 1st April 2010	Y3 Max 2.5% deduction 1st April 2011	Y4 Max 2% deduction 1st April 2012	Y5 Max 1.5% deduction 1st April 2013	Corporate & Divisional P/Link 6th Feb 2009 Cabinet
Customer Interface	<p>J. All operations of the contractor are carried out to the level of corporate identity required by the contract to the level of conformance identified in the quality submission. (Weighting: 4%)</p>	<p>The Contractor's employees shall be appropriately dressed for the activities being undertaken on all occasions and be readily identifiable by means of logos, ID cards and name badges. They shall report themselves in an appropriate, courteous and respectful manner at all times. Weighting 25%</p>	<p>Number of employees inappropriately dressed, not readily identifiable and discourteous.</p>							TEC-RI-03
		<p>The Contractor's vehicles shall be clearly marked with appropriate information including a relevant contact number for the general public to use and an indication of the partnership with the Authority. Weighting 25%</p>	<p>No vehicles shall be inconspicuous.</p>							
Customer Interface	<p>K. The contractor shall minimise complaints received through CRM. (Weighting 3%)</p>	<p>The Contractor shall keep all vehicles, plant and equipment employed in connection with the Project in sound, safe and serviceable condition at all times, and commensurate with the requirements of this Contract. Weighting 25%</p>	<p>No vehicles, plant or equipment shall be unusable for extended periods of time.</p>	NM	96% Compliant	97% Compliant	98% Compliant	99% Compliant	100% Compliant	TEC-RI-03 N186 TEC-IMP-06
		<p>All signing and colouring is in accordance with the requirements of the traffic signs manual or Transport Scotland's guidance on road works. Signs, cones, barriers and other equipment are clean, legible, fit for purpose and are marked with the owners name. Weighting 25%</p>	<p>Corporate Identity remains at a high level and in accordance with health and safety legislation. The operation sets the standard to others</p>							
Customer Interface	<p>L. The Contractor shall aim for continuous improvements in the delivery of its operations by ensuring that customer service standards are maintained for all planned maintenance activities. (Weighting 3%)</p>	<p>All courtesy boards and correspondence/notifications from the contractor shall have the Wirral MBC customer services telephone number. This will enable calls to be dealt with in a uniform way and allow errant calls to be redirected at the first port of call.</p>	<p>The partnership will look for a 10% annual reduction in customer complaints from year 2</p>	NM	Baseline	10% Improvement	10% Improvement	10% Improvement	10% Improvement	
		<p>Customer satisfaction surveys will be carried out for completion of Highway lighting planned maintenance activities. Partnership will monitor performance metrics at monthly performance meetings.</p>	<p>Customer satisfaction surveys categorised by satisfied/neutral/unsatisfied/field. The partnership will look for continuous improvement of 10% stakeholder perception. Improvements</p>							

Client Performance Criteria	Contractor Non Performance reduction	Rationale	PMF Ref	Corporate & Divisional PI Link (8th Feb 2009 Cabinet)
Failure to set up and maintain a quarterly performance review calendar	100%	Underpins the entire Performance Management framework and allows PIs to be monitored/changed/developed in line with progressive objectives and benefits realisation	CP1	
Failure to maintain ward inspections as programmed	20%	Supports statutory obligation, mitigates third party claims and provides consistent throughput of orders that provides constant resource levels maintaining performance	CP2	N/A7,48 NH96A to D TEC-IMP-03 TEC-IMP-09 TEC-IMP-10
Failure to issue priority 2 & 3 work twice monthly at the prescribed times (Mid month and month end)	10%		CP3	TEC-RI-06 TEC-RI-07
Failure to issue Structural Maintenance programme for surfacing, specialist treatments by May End each year	10%	Improves early planning and ECI. Additional lead in satisfies TMA improves opportunities for value Engineering, collaboration and stakeholder involvement. Maximises discount to a works order and therefore reduces unit cost. Improved planning and effective delivery improves customer perception. Key to benefits realisation. Early structural delivery improves performance due to summer working, maximises outputs and reduces the volume of reactive works	CP4	
Failure to issue structural Footway programme by May end each year	10%		CP5	
Failure to issue traffic schemes programme by May End each year	10%		CP6	
Failure to issue bulk lamp change order by April End each year	10%		CP7	
Failure to issue Structural street lighting programme by May End each year	10%	Improves early planning and ECI. Additional lead in satisfies TMA improves opportunities for value Engineering, collaboration and stakeholder involvement. Maximises discount to a works order and therefore reduces unit cost. Improved planning and effective delivery improves customer perception. Key to benefits realisation. Early structural delivery improves performance due to summer working, maximises outputs and reduces the volume of reactive works	CP8	
% of works orders accurate in value to within 10% due to Bill commission (Target 90%)	5%	Provides cost assurance. Develops a lean client die to less time on remeasure and closing with valuations. Creates trust and stimulates self audits	CP9	
% of final accounts agreed within 4 weeks of completion (Target 90%)	5%		CP10	
Failure to identify designer risks on Pre construction phase Plans	5%	Creates safer working environment and trust. Reduces inefficiencies	CP11	
Failure to issue in advance with Utility Company's resulting in new surfaces	5%	Improves customer perception of the highway service, improves the street scene aesthetics and develops collaboration between highway stakeholders.	CP12	NH67, 168, 169 TEC-CP-01 TEC-RI-06

Appendix 3

BR2–8 Quantative

Efficiency Assumption	2008 - 09	2009 - 10	2010 - 11	2011 - 12	2012 - 13	2013 - 14	2014 - 15	2015 - 16	2016 - 17	
	Budget Baseline YO	Budget								
BR2 - Risk analysis Mid range (Notional 12% reduction PA)	Not Valued	£1.8M	0	216	190	167	147	123	100	77
BR3 - Capital										
Total(£K)	4883	4883	330	330	330	330	330	330	330	330
BR4 - Revenue										
Total (£K)	3102	3102	220	220	220	220	220	220	220	220
BR3/4 Combined Total (£K)	7985	7985	550	550	550	550	550	550	550	550
BR5 - 1.5% Gershon efficiency savings £1M over 8 years			125	125	125	125	125	125	125	125
BR6 - Disposal of council owned depots					Dock Road	Durley Drive				
				700	225					
BR7 - Associated staff costs Client staff FTE's			120	60	30	30	30	30	30	30
			44	42	40	39	38	37	36	35
BR8 - ICT Rationalisation (tba)										
Total Savings P/A (£K)			795	735	1435	930	705	705	705	705

Note equates to £6.7M saving over the life of the contract. (Excludes Risk reduction savings and ICT rationalisation efficiencies)
Subject to dependencies and Assumptions

WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE – 7 JUNE 2010

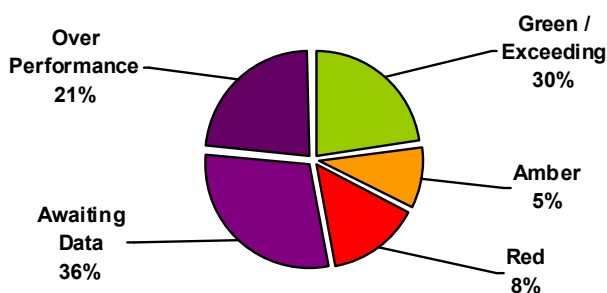
2009/2010 END OF YEAR PERFORMANCE REPORT

1.0 EXECUTIVE SUMMARY

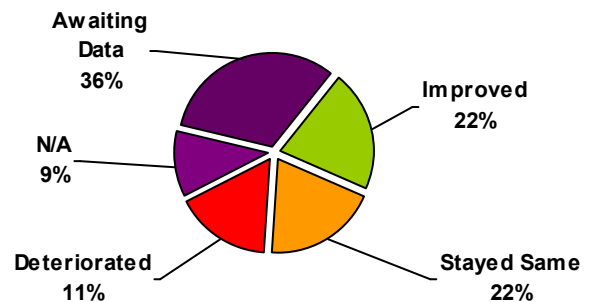
1.1 This report provides an overview of progress made against the indicators for 2009/2010 and key projects which are relevant to the Sustainable Communities Overview & Scrutiny Committee

1.2 There are 112 indicators that can be reported at the year end period.

On Target Summary



Direction of Travel Summary



Appendix 1 provides the status of all the 2009/10 indicators that can be reported to this Scrutiny Committee for year end.

1.3 This report sets out overall performance against the 2009/10 project relevant to the Sustainable Communities Overview & Scrutiny Committee and corrective actions are detailed in section 3.3.

- Of the 40 projects relevant to this Overview and Scrutiny Committee there are 33 projects that are green (all milestones that should have been met at this point have been met)
- 6 of the 40 projects have a status of amber (some non-critical milestones have been missed or there is a danger of non-critical slippage). Corrective action to bring these projects back on track is provided.
- 1 project has been withdrawn.

2.0 BACKGROUND

2.1 At the Scrutiny Programme Board meeting on the 27th May 2009, it was agreed that performance information on the activities relevant to each Overview and Scrutiny Committee would be placed in the web library and a presentation made to the next appropriate meeting. In addition Chief Officers would present reports to relevant Overview and Scrutiny Committees on specific financial matters which fell within their remit.

Rep 3409

3.0 PERFORMANCE HEADLINES

3.1 Achievements

3.1.1 Performance headlines for this strategic objective include:

- 100% of the 455 Technical Service complaints resolved in the quarter were done so within the 15 day time limit. The service area experiencing highest volumes was the Refuse Collection Service with 377 complaints, representing a 1300% increase from the previous quarter, the sole contributing factor to this drastic increase was the adverse weather conditions experienced in early January and the consequent disruptions to key services such as domestic waste collections.
- A total of 1033 contacts were recorded from Councillors or MP's (compared to 899 in the previous quarter), Technical Services accounted for 78% (803) of all Councillor/MP contacts received (increase from 72.5% in previous quarter) and resolved 98% of the closed contacts within the 10 day time scale.
- In Dec 2009 Wirral Council, with its local NHS partners, launched 'CRed Wirral', an interactive website to help people cut pollution from energy use at home, work and through travel. The initiative will contribute to the Council's target to reduce carbon emissions 60% by 2025. Visit www.credwirral.org.uk
- Wirral Climate Change Group leads on the Wirral Wide Carbon Reduction Action Plan (NI 186) with its LSP and other external partners. Activities and outcomes are monitored through the LSP's Living and Working Environment Partnership
- Ongoing Climate Change training and workshops, CLASP, PlanIT4Cast, held with LSP and external partners in support of NI 185, 186 and 188 activities
- Road safety partners in Wirral have made significant progress in reducing the number of traffic casualties in the borough across all ages, particularly children.
- At the end of 2009 – 2010 analysis shows that the crime rate is the lowest rate of recorded crime of any of the Merseyside authorities and has the eighth lowest rate of crime within the North West Region. The latest performance figures follow four years of significant crime reductions.
- 14125 anti-social behaviour incidents have been reported during 2009/10. This is lower than the target set and an improvement on performance at the same stage as last year.
- All indicators measuring youth alcohol referrals exceeded annual targets. The aim of these indicators is to prevent a recurrence of the inappropriate use of alcohol by young people by providing for the young person and their parents an intervention from trained alcohol workers following any event where the young person has abused alcohol and behaved inappropriately. This is due to the success of activities complementing this intervention, including initiatives such as 'Operation Stay Safe', in mobilising a well coordinated and targeted response to alcohol fuelled anti social behaviour.
- During 2009 – 2010 Wirral's Joint Community Safety Team a co-located multi agency team focused upon reducing levels of crime and anti social behaviour reduced the number of fires associated with anti social behaviour by 46% and reduced the number of cases of criminal damage reported to the Police by 52%.
- A stronger communities project has been developed and is now in operation based at The Lauries Centre. This multi agency operation to improve the quality of life of the residents within this area against a range of indicators which include crime, anti social behaviour, health, employment and appearance of the neighbourhood is an intelligence lead programme which followed analysis of a number of national indicators.

- Increased number of Green Flags for parks to 11.
- Percentage visits to museums and galleries in Wirral ranked third highest in England.
- Percentage use of public libraries in Wirral first for all metropolitan authorities.

3.2 Performance Issues

The following indicators have not met the quarterly target by more than 10% and are therefore assessed as **red** or have missed the target by between 5% and 10% and are assessed as **amber**:

Data Key	
Actual	(A)
Estimate	(E)
Provisional	(P)

Strategic Objective: Create more jobs, achieve a prosperous economy and regenerate Wirral						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4149	The number of physical visits per 1000 population to public library premises	6000	5656	Amber	Deteriorated
Context: The impact on visitor figures in sites proposed for closure is evident, with 10 out of 11 showing a decrease. There was a 40% decrease in two of these. E-Government targets for online access to services has also reduced the need for physical visits.						
Corrective Action: To develop a marketing and outreach programme						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	DEPT 4191	Total number of electronic workstations available to users per 10,000 population	9 (Lower is Better)	10.37	Red	Improved
Context: The target was set with the expectation of the closure of 11 libraries it has now been amended for 2010-11 onwards						
Corrective Action: The planned replacement of PCs will continue in 2010-11						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On	Direction

Rep 3409

			2010 Target	2010 Actual	target	of travel
Culture, Tourism and Leisure	LOCAL 4193	Time taken to replenish the lending stock on open access or available on loan	8.0 (Lower is Better)	8.52	Amber	Improved

Context:

Corrective Action: The number of acquisitions increased by 10.5% but the total amount of stock increased by 4.5% also. An Evidence Based Stock Management System (EBSM) is going to be used more in 2010-11 to ensure that spending on book and other items stock is maximised and that out of date material can be more easily identified.

Strategic Objective: Create a clean, pleasant, safe & sustainable environment

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 28	Number of serious violent knife crimes per 1,000 population	0.32 (Lower is Better)	0.35	Amber	Deteriorated

Context: For knife crime statistics it should be noted that these include threats and attempts in addition to actual stabbings and these can be by any implement capable of puncturing the skin. The annual target of 99.2 was exceeded by 8.8, a total of 108 knife crimes. Since a spate in November which was twice the monthly target, the rate per month has been dramatically reduced.

Corrective Action: For knife crime statistics it should be noted that these include threats and attempts in addition to actual stabbings and these can be by any implement capable of puncturing the skin. Mainstream activities such as the use of safety arches; search mitts and wands are now embedded within 'Operation Bedius' (night time economy operation at weekends). Week of action operations use a variety of tactics including: Safety arch/mitts/wand deployments, Test purchase operations for illegal knife sales, Overt videoing of violent suspects, transport hub deployments, gully sucking of grids searching for discarded weapons, Checks of Royal Mail post boxes for discarded weapons, Maximising press/media opportunities, Use of Bluetooth media messaging, Off licence visits, Use of street projectors, Maximising S60 search powers, 'Lockdown' tactics of Town centres, Domestic violence Gold visits HVP on buses travelling to and from schools, execution of warrants for violence offenders 'Operation Staysafe' tactics, Contact with Key Individual Network to discuss youth violence campaigning, Use of S27 powers – direction to leave Neighbourhoods routinely use the resources made available through the Home Office 'Knife Crime, It Doesn't Have To Happen' campaign and schools officers deliver knife crime inputs within Safer Schools Partnership (SSP), schools. Fifty such inputs have been delivered to 2,025 pupils during 2009/10. In support of the above, Wirral lead the force in the use of The 'Miss Dorothy' and 'Watch Over Me' education programmes which are designed to help young people recognise and manage risk in their lives and have specific knife crime reduction lesson incorporated into each programme.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 30	The change in convictions for Prolific and other Priority Offenders (PPOs) over a 12 month period	15% (Lower is Better)	16%	Amber	Deteriorated

Context: GONW requested areas identifying current PPO cohort on 1st Jan 09 and then by end of Jan / beginning of Feb 09. Home Office will provide targets for the next two years having analysed that cohort.

Corrective Action: This is an estimate based on the ratio of targeted to actual convictions at quarter 2 being 9.8% over target. The team are confident that the process will be back on target when year end data is released. This is due to proactive targeting of individuals through crime reduction such as the Prolific and Priority Offender multi agency risk assessment conference. This takes place regularly and informs the fortnightly Police Tactical and Coordinating Meeting. Individuals undergo a programme of proactive Police monitoring in line with Home Office Guidance

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 168	Principal roads where maintenance should be considered	3.5% (Lower is Better)	4%	Red	Unchanged

Context: The indicator for 2009/10 has been calculated at 4% which is unchanged from last year so the rate of deterioration in the Council's Principal Road Network (A roads) has not worsened.

Corrective Action: In order to improve this indicator in the future the use of innovative materials as preventative treatments to prolong their residual life should be considered to resurface/treat roads before they reach the condition where maintenance becomes necessary and the cost of the resulting treatment is less cost effective.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 169	Non-principal classified roads where maintenance should be considered	2.75% (Lower is Better)	4%	Red	Unchanged

Context: The indicator for 2009/10 has been calculated at 4% which is an improvement from the indicator of 5% for 2008/09 for the Council's Non-Principal Road Network (B and C roads).

Corrective Action: In order to improve this indicator in the future the use of innovative materials as preventative treatments to prolong their residual life should be considered to

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resurface/treat roads before they reach the condition where maintenance becomes necessary and the cost of the resulting treatment is less cost effective.

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Environment	NI 188	Planning to Adapt to Climate Change	2	0	Red	Unchanged

Context:

Corrective Action: A comprehensive action plan has been developed to ensure that Level 2 is attained by March 2011. Extra staff have been assigned to deliver this indicator. There will be a number of Climate Change Workshops the first of which will take place on the 11th May. We have taken on a Student from Chester University on work placement to undertake required research into weather related climate change events in Wirral.

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 195a	Improved street and environmental cleanliness (levels of litter)	7.5% (Lower is Better)	8%	Amber	Deteriorated

Context: Combined 2009/10 survey scores = 8%. Exceptionally bad weather conditions in January meant street cleansing suffered an accumulation of litter and detritus, it affected the score for the third tranche negatively (Litter = 10%).

Corrective Action: A 'lessons learnt' exercise has commenced with management from Biffa and the Council to identify the areas of most concern, the cause of the poor performance and the actions/resources and supervision required to rectify the problem. The last two surveys were carried out with Keep Britain Tidy (KBT) and that has identified issues with how detritus is graded. This has led to an increase in detritus scores which Wirral officers have raised with KBT. This has led to a Defra review of guidance issued to LAs on detritus monitoring. It has also been recognised that 'Public perception' should be tested prior to setting any further targets.

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 195b	Improved street and environmental cleanliness (levels of detritus)	9% (Lower is Better)	15%	Red	Deteriorated

Context: Combined 2009/10 survey scores = 15%. Exceptionally bad weather conditions in January meant street cleansing suffered an accumulation of litter and detritus, it affected the score for the third tranche negatively (Detritus = 20%).

Corrective Action: A 'lessons learnt' exercise has commenced with management from Biffa and the Council to identify the areas of most concern, the cause of the poor performance and the actions/resources and supervision required to rectify the problem. The last two surveys were carried out with Keep Britain Tidy (KBT) and that has identified issues with how detritus is graded. This has led to an increase in detritus scores which Wirral officers have raised with KBT. This has led to a Defra review of guidance issued to LAs on detritus monitoring. It has also been recognised that 'Public perception' should be tested prior to setting any further targets.

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 195d	Improved street and environmental cleanliness (levels of fly posting)	0.5% (Lower is Better)	1%	Red	Deteriorated

Context:

Corrective Action: A new contract will be awarded on 1st June which will cover graffiti and fly posting removal. Emphasis on the removal of fly posting will be placed in the contract.

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4273	% of the mercury abatement equipment programme completed at Landican Crematorium	25%	7%	Red	N/A

Context: Under achievement due to slippage of the scheme

Corrective Action: The works have now been tendered, the contract is ready to be signed and works commence July subject to agreement that the proposed method of cremation complies with the British Crematorium Activities Code of Practice.

Strategic Objective: Improve health and well being for all, ensuring people who require support are full participants in mainstream society

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 32	Repeat incidents of domestic violence	9 (Lower is Better)	10.21	Red	N/A

Context: Wirral Family Safety Unit remains confident that performance is exemplary and domestic violence victimisation lower than in other areas. This stringent target has not been met for two reasons: 1. High reporting last year and 2. Changes in counting rules. 1

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Successfully increasing the number of domestic violence victims reporting last year has increased the percentage of repeats in the last quarter (who previously reported in the last 12 months). 2. The new way domestic violence referrals are measured changed in April 09, from the methods used under Local Area Agreement 4103 reporting to Police to that now introduced by National Indicator NI 32 (reporting to MARAC) yet repeats are measured across the last 12 months (across two counting methods)

Corrective Action: In April 2009 Wirral implemented the Home Office guidance introducing new methods of assessing risk for all domestic violence reported after that date. However repeat victimisation calculations are based on rolling totals of incidents originally reported before April 09 when domestic violence reports were based on the old (quite different) assessment methods. Following a comprehensive retrospective system trawl, the new guidance has been consistently applied to each individual case, thereby accurately calculating domestic violence repeat rates. The number of cases reported before April 2009, and consequential repeat rate has been calculated as if they had been assessed using the new methods. The fourth quarter repeat rate is therefore 10.21% exceeding the target of 9% Further reductions in domestic violence repeat rates will be gained from changing the Risk Assessment model from 'FSU9' to 'DASH 2008' (Domestic Abuse Sexual and Honour-based) in line with the latest guidance from CAADA (Coordinated Action Against Domestic Abuse) and ACPO (Association of Chief Police Officers)

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 144	Offenders under probation supervision in employment at the end of their order or licence	40%	36%	Amber	Improved

Context: 8% off target

Corrective Action: Whilst Wirral Probation's Local Delivery Unit did not meet the 40% target for NI 144, it was the highest performing Local Delivery Unit in Merseyside against this measure. The Probation Service are reviewing data quality processes and are in the process of identifying a new referral pathway to our NEET (Not in Education Employment or Training) scheme to ensure that all unemployed offenders are appropriately targeted. The offenders are Wirral Citizens and the partnership should therefore consider how we can enhance opportunities for the employment of offenders as this would greatly assist the Community Safety Partnership to reduce re-offending.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4231	Percentage of All Adults volunteering to support sport for 1 hour per week	5.0%	4.0%	Red	Unchanged

Context:

Corrective Action: Nationally the volunteering rate for sports has dropped in line with our reduction. To try and counteract this, a Sports Development Officer has been employed and part of their duties will be to try to encourage more people into sports volunteering. Although the target for next year has been reduced by 1% it is hoped that the work carried out by the officer will bring Wirral's volunteering rate up by the time of the 2011 survey.

3.3 The following projects have been assessed as **amber** (some non-critical milestones have been missed or there is a danger of non-critical slippage) or **red** (critical milestones have been missed or there is serious slippage):

Portfolio	Key project	Status	Corrective Action
Culture Tourism & Leisure	Install mercury abatement equipment at Landican Crematorium (Regeneration)	Amber	The works have now been tendered, the contract is ready to be signed and works commence July subject to agreement that the proposed method of cremation complies with the British Crematorium Activities Code of Practice.
Culture Tourism & Leisure	Produce a development and improvement plan for the library service (Regeneration)	Amber	The Modernisation Review of Public Libraries has now been published and it requires local authorities to publish their core and local offers by the end of 2010. This will require a report to Cabinet in September with a period of consultation before the publication of a library plan incorporating the core/local offer.
Culture Tourism & Leisure	Develop proposals for redevelopment of Europa Pools (Regeneration)	Withdrawn	Withdrawal of funding from PCT
Environment	Investment in Energy Efficiency Programme (IEE) phases 2 and 3 (Technical Services)	Amber	Although 3 out of the four project area's within this topic are all green. We continue to await the outcome of, and the future proposals arising from the Strategic Asset Review which is affecting the progress of the fourth project Building Insulation Programme and Electrical Energy Efficiency Scheme which has a status of AMBER.
Environment	Expand coverage of the kerbside co-mingled recycling scheme to include all remaining Wirral households	Amber	Legal and space restrictions at some sites have resulted in the sites refusing the recycling bins. Notices to be served on sites to implement reasonable solutions. Notices are to be served from the 1st June 2010. A further 14

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Portfolio	Key project	Status	Corrective Action
	(Technical Services)		locations that we are engaged with will be provided with recycling by the end of May. The hard to reach round , covering outlying properties that are currently on a weekly bag collection of general refuse will be offered a recycling collection service by Dec 2010 in line with rules specified by the Household Waste Recycling Act 2003.
Streetscene & Transport Services	Continue to improve the overall cleanliness of public highways through the Environmental Streetscene Contract and Biffa “partnering” arrangement (Technical Services)	Amber	Litter has just failed the 2009/10 target by 0.5%, both short and long-term actions are now in place to rectify this issue. Poor detritus scores in the second and third surveys has meant the 2009/10 LAA detritus target has not been achieved. A workstream has been identified to address this issue and the Council continues to be confident that the 2010/11 targets will be met.
Environment	Provide a Developer’s Guide for Sustainable Development (Technical Services)	Amber	Internal Draft has been circulated. Now needs to be amended and sent externally for consultation. This process will take place over the Summer of 2010 will adoption of a final Developer's Guide by Sept 2010.

Appendix 2 provides the status of all the 2009/10 projects assessed as Green that can be reported to this Scrutiny Committee.

4.0 RISKS

- 4.1 Severe adverse weather in January and February presented significant challenges both to the serviceability of the highway network and priorities for recycling and street cleanliness. Implementing the findings from a ‘lessons learned’ exercise with Biffa and a review of Winter Maintenance arrangements will help to address similar issues in the future.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The departmental monitoring focuses on those areas of the budget that are identified as key risks in delivering the objectives of the department within the available resources. At this stage the projected variations are:-

5.2 Regeneration

- 5.2.1 Income levels against targets have been the main concern during this financial year. The income at the golf courses has not achieved the target level set (nor did it achieve the targets set for the previous four years) and is unlikely to do so in future years. The income budget for 2009/10 was £912,200 with actual income £150,000 below the target.

The projected deficit for the Regeneration Department of £300,000 for the year will be partially offset by the use of reserves which should reduce the deficit to £100,000. For 2010/11 income targets will continue to be challenging for the Department, the use of reserves in a similar one off measure is unlikely to be available.

5.3 Technical Services

- 5.3.1 As with other areas the income budgets are closely monitored and the indications are that the decline in planning fee income experienced throughout 2008/09 is now levelling off. Parking services income is being adversely affected and compounded by the success of the parking initiatives with the consequent fall in fixed penalty charge income. The increased demands as part of winter maintenance is projected to overspend by £350,000 contributing towards the overall £0.8 million overspend.

6.0 STAFFING IMPLICATIONS

- 6.1 There are no staffing implications arising directly from this report.

7.0 EQUAL OPPORTUNITIES IMPLICATIONS / EQUALITY IMPACT ASSESSMENT

- 7.1 There are no equal opportunities implications arising directly from this report.

8.0 HEALTH IMPACT ASSESSMENT

- 8.1 There are no implications/health impact assessment requirements arising from this report

8.0 COMMUNITY SAFETY IMPLICATIONS

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

9.0 LOCAL AGENDA 21 IMPLICATIONS

- 9.1 There are no local agenda 21 implications arising directly from this report.

10.0 PLANNING IMPLICATIONS

- 10.1 There are no planning implications arising directly from this report.

11.0 ANTI-POVERTY IMPLICATIONS

- 11.1 There are no anti-poverty implications arising directly from this report.

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12.0 SOCIAL INCLUSION IMPLICATIONS

12.1 There are no social inclusion implications arising directly from this report.

13.0 LOCAL MEMBER SUPPORT IMPLICATIONS

13.1 There are no Local Member support implications arising directly from this report.

14.0 BACKGROUND PAPERS

14.1 The following background papers have been used in the preparation of this report

Wirral Corporate Plan 2009-2012
Technical Services Departmental Plan 2009-2010
Regeneration Departmental Plan 2009-2010

RECOMMENDATION

That

(1) Committee is requested to note the contents of this report.

**DAVID GREEN, DIRECTOR
TECHNICAL SERVICES**

Appendices:

Appendix 1 – Performance Indicator Summary

Appendix 2 – Projects Assessed as Completed or Green

PERFORMANCE INDICATOR SUMMARY

Period: Full Year 2009/10

Scrutiny: Sustainable Communities

Direction of Travel Summary

% PIs	No. of PIs	
22.32%	25	Improved by more than 2.5% on previous year's performance
10.71%	12	Deteriorated by more than 2.5% on previous year's performance
22.32%	25	Stayed within +/-2.5% of previous year's performance
35.71%	40	Awaiting data
8.93%	10	Not applicable
100.00%	112	(Note: percentages rounded to 2 decimal places)

Target Summary

% PIs	No. of PIs	
30.36%	34	Green (within +10/-5% of the target)
5.36%	6	Amber (missed target by between 5% and 10%)
8.04%	9	Red (missed target by more than 10%)
20.54%	23	Over-performing (more than 10% of the target)
35.71%	40	Awaiting data
0.00%	0	Target not set
0.00%	0	Not Applicable
100.00%	112	(Note: percentages rounded to 2 decimal places)

Strategic Objective: Create more jobs, achieve a prosperous economy and regenerate Wirral

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	LOCAL 4010	Consumer protection visits per high risk premises	100%	95%	Green	Deteriorated

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Context:

Corrective Action: Emphasis was given to those traders where there was evidence of on-going non compliance or the risk of non compliance could affect large numbers of consumers. Those traders not visited in 2009/10 will have their risk reassessed and if still high risk visited in the 1st quarter of 2010/11.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	LOCAL 4125a	% of total high risk businesses found to be compliant at year end	95%	97.9%	Green	Unchanged

Context:

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	LOCAL 4125b	% of total medium risk businesses found to be compliant at year end	95%	99.4%	Green	Unchanged

Context:

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	LOCAL 4125c	% of total low risk businesses found to be compliant at year end	95%	98.6%	Green	Unchanged

Context:

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	LOCAL 4127	Total number of enforcement projects conducted into the supply of illegal goods or services	8	8	Green	Unchanged

Context:

Corrective Action:

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Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4136	The number of books and other items issued by the Council's libraries per head of population.	4.70	6.04	Blue	Improved
Context:						
Corrective Action:						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4144	Cost per visit to public libraries	£4.10 (Lower is Better)	£3.46	Blue	Deteriorated
Context: The figure was set higher for 2009/10 in anticipation of the reduction in the number of libraries and the number of visits to libraries was down in 2009/10.						
Corrective Action: Estimated net revenue expenditure 2009-10						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4149	The number of physical visits per 1000 population to public library premises	6000	5656	Amber	Deteriorated
Context: The impact on visitor figures in sites proposed for closure is evident, with 10 out of 11 showing a decrease. There was a 40% decrease in two of these. E-Government targets for online access to services has also reduced the need for physical visits.						
Corrective Action: To develop a marketing and outreach programme						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4176	Books issued per 1,000 population as a % of books available for issue	3.50	4.05	Blue	Unchanged
Context:						
Corrective Action:						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel

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			2010 Target	2010 Actual	target	of travel
Culture, Tourism and Leisure	LOCAL 4177	Books available for issue per 1,000 population	1000	1443	Blue	Improved

Context:

Corrective Action:

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Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4189	Aggregate scheduled opening hours per 1,000 population for all libraries	128	160.1	Blue	Unchanged

Context:

Corrective Action:

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Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	DEPT 4191	Total number of electronic workstations available to users per 10,000 population	9 (Lower is Better)	10.37	Red	Improved

Context: The target was set with the expectation of the closure of 11 libraries it has now been amended for 2010-11 onwards

Corrective Action: The planned replacement of PCs will continue in 2010-11

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Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4193	Time taken to replenish the lending stock on open access or available on loan	8.0 (Lower is Better)	8.52	Amber	Improved

Context:

Corrective Action: The number of acquisitions increased by 10.5% but the total amount of stock increased by 4.5% also. An Evidence Based Stock Management System (EBSM) is going to be used more in 2010-11 to ensure that spending on book and other items stock is maximised and that out of date material can be more easily identified.

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Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4197	Percentage of requests for books met within 7 days	50%	61.0%	Blue	Improved
Context:						
Corrective Action:						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4200	Annual items added through purchase per 1,000 population	150	182.3	Blue	Improved
Context:						
Corrective Action:						
Strategic Objective: Create a clean, pleasant, safe & sustainable environment						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 15	Number of most serious violent crimes (PSA 23: Priority Action 1) per 1000 population	0.66 (Lower is Better)	0.58	Blue	Deteriorated
Context:						
Corrective Action: The number of serious violent crimes is 5% within the target agreed with GONW. Using consistent measures violent crimes continue to be reduced in Wirral year on year. The NI 15 return for 09/10 is higher than last year's proxy calculation. The proxy measure was used last year due to the inability to calculate baseline using the prescribed APACS (Assessment of Police & Community Safety) measures. The APACS definition required counts of crime categories that had previously been aggregated along with crimes that were not included within the definition.						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 16	Number of serious acquisitive crimes per 1000 population	13 (Lower is Better)	8.2	Blue	Improved

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Context:						
Corrective Action:						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 18	Rate of proven re-offending by adults under Probation supervision	8.3% (Lower is Better)	8.3%	Green	N/A
Context: Re-offending Merseyside Probation Trust have set a one year target only. Baseline established in 08/09. Data will always be 6 months behind due to the data calculation process: For Case load at end of month - 3 Months period for offender to re-offend - 6 months period (from caseload) for caution or conviction to be given and entered onto PNC Thus data matching and reporting will always be 6 months in behind.						
Corrective Action: Baseline established in 08/09. Data will always be 6 months behind due to the data calculation process. Caseload during 2nd two quarters demonstrates that official (Police National Computer supplied) end of year targets will be met.						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 20	Number of "Assaults with less serious injury" (including racially and religiously aggravated) offences per 1,000 population as a proxy for alcohol related violent offences	4.64 (Lower is Better)	4.37	Green	Improved
Context:						
Corrective Action:						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 28	Number of serious violent knife crimes per 1,000 population	0.32 (Lower is Better)	0.35	Amber	Deteriorated
Context: For knife crime statistics it should be noted that these include threats and attempts in addition to actual stabbings and these can be by any implement capable of puncturing the skin. The annual target of 99.2 was exceeded by 8.8, a total of 108 kinife crimes. Since a spate in November which was twice the monthly target, the rate per month has been dramatically reduced.						

Corrective Action: For knife crime statistics it should be noted that these include threats and attempts in addition to actual stabbings and these can be by any implement capable of puncturing the skin. Mainstream activities such as the use of safety arches; search mitts and wands are now embedded within 'Operation Bedius' (night time economy operation at weekends). Week of action operations use a variety of tactics including: Safety arch/mitts/wand deployments, Test purchase operations for illegal knife sales, Overt videoing of violent suspects, transport hub deployments, gully sucking of grids searching for discarded weapons, Checks of Royal Mail post boxes for discarded weapons, Maximising press/media opportunities, Use of Bluetooth media messaging, Off licence visits, Use of street projectors, Maximising S60 search powers, 'Lockdown' tactics of Town centres, Domestic violence Gold visits HVP on buses travelling to and from schools, execution of warrants for violence offenders 'Operation Staysafe' tactics, Contact with Key Individual Network to discuss youth violence campaigning, Use of S27 powers – direction to leave Neighbourhoods routinely use the resources made available through the Home Office 'Knife Crime, It Doesn't Have To Happen' campaign and schools officers deliver knife crime inputs within Safer Schools Partnership (SSP), schools. Fifty such inputs have been delivered to 2,025 pupils during 2009/10. In support of the above, Wirral lead the force in the use of The 'Miss Dorothy' and 'Watch Over Me' education programmes which are designed to help young people recognise and manage risk in their lives and have specific knife crime reduction lesson incorporated into each programme.

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 29	Number of gun crimes per 1,000 population	0.082 (Lower is Better)	0.036	Blue	Improved

Context:

Corrective Action:

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 30	The change in convictions for Prolific and other Priority Offenders (PPOs) over a 12 month period	15% (Lower is Better)	16%	Amber	Deteriorated

Context: GONW requested areas identifying current PPO cohort on 1st Jan 09 and then by end of Jan / beginning of Feb 09. Home Office will provide targets for the next two years having analysed that cohort.

Corrective Action: This is an estimate based on the ratio of targeted to actual convictions at quarter 2 being 9.8% over target. The team are confident that the process will be back on target when year end data is released. This is due to proactive targeting of individuals through crime reduction such as the Prolific and Priority Offender multi agency risk assessment conference. This takes place regularly and informs the fortnightly Police

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Tactical and Coordinating Meeting. Individuals undergo a programme of proactive Police monitoring in line with Home Office Guidance

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 33a	Number of deliberate primary fire fires per 10,000 population	9.8 (Lower is Better)	9.01	Green	Improved

Context:

Corrective Action:

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 33b	Number of secondary deliberate fires per 10,000 population	51.6 (Lower is Better)	41.75	Blue	Unchanged

Context:

Corrective Action:

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 34	Number of domestic homicides per 1,000 population	2 (Lower is Better)	0	Blue	Improved

Context: This measure is not a CDRP target as decided by the CDRP Steering Group 17th Feb 2010. It is maintained as it is a National Indicator.

Corrective Action: There have been no domestic murders for this period.

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Corporate Resources	NI 36	Protection against terrorist attack				

Context: This is an APACS indicator.

Corrective Action:

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Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 38	Drug related (Class A) offending rate	1.01 (Lower is Better)	0.85	Blue	Improved

Context: This is the position at 6 months. Targets and results are set and provided by GONW. The end of year target is 1.01, a 7% reduction. The 2nd quarter result represents a 22% reduction.

Corrective Action: This is the position at 6 months. Targets and results are set and provided by GONW. The end of year target is 1.01, a 7% reduction. The 2nd quarter result represents a 22% reduction.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 47	People killed or seriously injured in road traffic accidents (% annual change, based on 3-year rolling average)	10.4% (Lower is Better)	6.2%	Blue	Improved

Context: Analysis of KSI casualty data has shown additional actions from last year having overall positive effect on reducing casualties, however actual KSI casualty reduction was not as good as expected during 2009. It should be noted that road casualty data is subject to random fluctuation and that total numbers of KSI's are within expected standard deviation range.

Corrective Action: Review of multi-agency RoadSafe Action Plan focuses existing and additional resources against high-risk casualty and road user groups.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 48	Children killed or seriously injured in road traffic accidents (% annual change, based on 3-year rolling average)	15.6% (Lower is Better)	14.5%	Green	Improved

Context: Analysis of KSI casualty data has shown additional actions from last year having overall positive effect on reducing casualties, however actual KSI casualty reduction was not as good as expected during 2009. It should be noted that road casualty data is subject to random fluctuation and that total numbers of KSI's are within expected standard deviation range.

Corrective Action: Review of multi-agency RoadSafe Action Plan focuses existing and additional resources against high-risk casualty and road user groups.

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Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 167	Congestion – average journey time per mile during the morning peak	4.24			

Context: Performance data for 2009/10 not yet available; However, journey time growth is expected to be below target trajectories. It is anticipated that provisional 2009/10 results will be available early 2011. Note: The 2009/10 year-end target of 4:24 (mins:secs) should be recalculated to reflect the changes to the Merseyside NI baseline as published in the DfT Transport Statistics Bulletin Q4 2009. Recalculation would change the target journey time to 4:18 against the revised baseline of 4:07.

Corrective Action:

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 168	Principal roads where maintenance should be considered	3.5% (Lower is Better)	4%	Red	Unchanged

Context: The indicator for 2009/10 has been calculated at 4% which is unchanged from last year so the rate of deterioration in the Council's Principal Road Network (A roads) has not worsened.

Corrective Action: In order to improve this indicator in the future the use of innovative materials as preventative treatments to prolong their residual life should be considered to resurface/treat roads before they reach the condition where maintenance becomes necessary and the cost of the resulting treatment is less cost effective.

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 169	Non-principal classified roads where maintenance should be considered	2.75% (Lower is Better)	4%	Red	Unchanged

Context: The indicator for 2009/10 has been calculated at 4% which is an improvement from the indicator of 5% for 2008/09 for the Council's Non-Principal Road Network (B and C roads).

Corrective Action: In order to improve this indicator in the future the use of innovative materials as preventative treatments to prolong their residual life should be considered to resurface/treat roads before they reach the condition where maintenance becomes necessary and the cost of the resulting treatment is less cost effective.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 175a(i)	Access to services and facilities by public transport, walking and cycling - Primary Education - % within 15 mins				
Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.						
Corrective Action:						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 175a(ii)	Access to services and facilities by public transport, walking and cycling - Primary Education - % within 30 mins				
Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.						
Corrective Action:						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 175a(iii)	Access to services and facilities by public transport, walking and cycling - Secondary Education - % within 20 mins				
Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.						
Corrective Action:						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 175a(iv)	Access to services and facilities by public				

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Transport Services		transport, walking and cycling - Secondary Education - % within 40 mins				
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Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.

Corrective Action:

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 175a(v)	Access to services and facilities by public transport, walking and cycling - Further Education - % within 30 mins				

Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.

Corrective Action:

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 175a(vi)	Access to services and facilities by public transport, walking and cycling - Further Education - % within 60 mins				

Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.

Corrective Action:

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 175b(i)	Access to services and facilities by public transport, walking and cycling - Hospitals - % within 30 mins				

Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.

Corrective Action:

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Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 175b(ii)	Access to services and facilities by public transport, walking and cycling - Hospitals - % within 60 mins				

Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 175c(i)	Access to services and facilities by public transport, walking and cycling - GP's - % within 15 mins				

Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 175c(ii)	Access to services and facilities by public transport, walking and cycling - GP's - % within 30 mins				

Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 175d(i)	Access to services and facilities by public transport, walking and cycling - Major centres - %				

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		within 15 mins				
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Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.

Corrective Action:

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Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 175d(ii)	Access to services and facilities by public transport, walking and cycling - Major centres - % within 30 mins				

Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.

Corrective Action:

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Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 175e(i)	Access to services and facilities by public transport, walking and cycling - Supermarkets - % within 15 mins				

Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.

Corrective Action:

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Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 175e(ii)	Access to services and facilities by public transport, walking and cycling - Supermarkets - % within 30 mins				

Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.

Corrective Action:

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Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel

Streetscene and Transport Services	NI 176a	Working age people with access to employment by public transport (and other specified modes) - % within 20 mins				
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Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.

Corrective Action:

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 176b	Working age people with access to employment by public transport (and other specified modes) - % within 40 mins				

Context: Monitoring only. This is monitored by the Department of Transport and it is anticipated that this information is expected to be available during Summer 2010.

Corrective Action:

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 177	Local bus and light rail passenger journeys originating in the authority area				

Context: This information is not available, as Merseytravel does not have such data aggregated at a district level. The Merseyside Bus Board is overseeing the development of Statutory Quality Bus Partnerships for key corridors across Merseyside, and as part of this work progress is being made with Wirral bus operators on the development of a data sharing agreement, which could assist future monitoring. It is hoped that the SQPS will be ready for formal consultation later this year.

Corrective Action:

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 178a	Bus services running on time - % of non-frequent services on time.				

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Context: This information is not available, as Merseytravel does not have such data aggregated at a district level. The Merseyside Bus Board is overseeing the development of Statutory Quality Bus Partnerships for key corridors across Merseyside, and as part of this work progress is being made with Wirral bus operators on the development of a data sharing agreement, which could assist future monitoring. It is hoped that the SQPS will be ready for formal consultation later this year.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 178b	Bus services running on time - excess waiting time for frequent services				

Context: This information is not available, as Merseytravel does not have such data aggregated at a district level. The Merseyside Bus Board is overseeing the development of Statutory Quality Bus Partnerships for key corridors across Merseyside, and as part of this work progress is being made with Wirral bus operators on the development of a data sharing agreement, which could assist future monitoring. It is hoped that the SQPS will be ready for formal consultation later this year.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	NI 185	CO2 reduction from local authority operations	5.25%			

Context:

Corrective Action: Government Office for the North West have advised that DECC has been preparing new guidance on NI 185 which should be issued "very soon". The submission date for this year has not yet been confirmed. This comment also applies to NI 194. Due to the type of data being reported, data collection will continue until mid-summer.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	NI 186	Per capita reduction in CO2 emissions in the LA area	7.5%			

Context:

Corrective Action: Due to the type of data being reported, data collection will continue until mid-summer.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	NI 188	Planning to Adapt to Climate Change	2	0	Red	Unchanged

Context:

Corrective Action: A comprehensive action plan has been developed to ensure that Level 2 is attained by March 2011. Extra staff have been assigned to deliver this indicator. There will be a number of Climate Change Workshops the first of which will take place on the 11th May. We have taken on a Student from Chester University on work placement to undertake required research into weather related climate change events in Wirral.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 189	Flood and coastal erosion risk management	100%	100%	Green	Unchanged

Context: 100% target set and achieved for 2009/10, based on the following rationale - Draft Action Plan for the Shoreline Management Plan has been created and is due to be considered for adoption by Cabinet July 2010. Additional resource has been allocated to address fluvial flood risks. Q4 target achieved and reported to the Environmental Agency through their NI 189 LA Actions Spreadsheet. Progress has been made in delivering long term flood and coastal erosion risk management through strategic planning, development control and resilience structures. Progress also made in delivering Surface Water management Plans and SMP Action Plan.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	NI 190	Achievement in meeting standards for the control system for animal health.	1.7	1.7	Green	N/A

Context:

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and	NI 191	Residual household waste per household	570 (Lower	573.52	Green	Unchanged

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Transport Services			is Better)			
Context: This is an estimated figure, full data is not yet in/verified. This figure is difficult to forecast accurately due to fluctuations in waste arisings due to waste growth and effects of waste prevention activities/recession. Variation from Quarter 4 target is acceptable.						
Corrective Action:						
Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Environment	NI 192	Percentage of household waste sent for reuse, recycling and composting	35.5%	36.6%	Green	Unchanged
Context: This is an estimated figure, full data is not yet in/verified.						
Corrective Action:						
Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 193	Percentage of municipal waste land filled	58.31% (Lower is Better)	59.77%	Green	Improved
Context: This is an estimated figure as the full data is not yet in/verified.						
Corrective Action: Underperformance due to below target performance of Merseyside HWRCs. Wirral HWRCs introduced a pilot scheme October 2010 which improved performance but these benefits are shared across the whole Merseyside Partnership. Permit schemes to be rolled out across subregion 2010/11.						
Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Environment	NI 194a	Air quality – emissions of NOx through local authority's estate and operations				
Context:						
Corrective Action: Government Office for the North West have advised that DECC has been preparing new guidance on NI 185 which should be issued "very soon". The submission date for this year has not yet been confirmed. This comment also applies to NI 194. Due to the type of data being reported, data collection will continue until mid-summer.						

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	NI 194b	Air quality – % reduction in NOx emissions through local authority's estate and operations				

Context:

Corrective Action: Government Office for the North West have advised that DECC has been preparing new guidance on NI 185 which should be issued "very soon". The submission date for this year has not yet been confirmed. This comment also applies to NI 194. Due to the type of data being reported, data collection will continue until mid-summer.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	NI 194c	Air quality – emissions of primary PM10 through local authority's estate and operations				

Context:

Corrective Action: Government Office for the North West have advised that DECC has been preparing new guidance on NI 185 which should be issued "very soon". The submission date for this year has not yet been confirmed. This comment also applies to NI 194. Due to the type of data being reported, data collection will continue until mid-summer.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	NI 194d	Air quality – % reduction in primary PM10 emissions through local authority's estate and operations				

Context:

Corrective Action: Government Office for the North West have advised that DECC has been preparing new guidance on NI 185 which should be issued "very soon". The submission date for this year has not yet been confirmed. This comment also applies to NI 194. Due to the type of data being reported, data collection will continue until mid-summer. Percentage reduction figures will be calculable from 2009/10.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel

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			Target	Actual		
Streetscene and Transport Services	NI 195a	Improved street and environmental cleanliness (levels of litter)	7.5% (Lower is Better)	8%	Amber	Deteriorated

Context: Combined 2010/11 survey scores = 8%. Exceptionally bad weather conditions in January meant street cleansing suffered an accumulation of litter and detritus, it affected the score for the third tranche negatively (Litter = 10%).

Corrective Action: A 'lessons learnt' exercise has commenced with management from Biffa and the Council to identify the areas of most concern, the cause of the poor performance and the actions/resources and supervision required to rectify the problem. The last two surveys were carried out with Keep Britain Tidy (KBT) and that has identified issues with how detritus is graded. This has led to an increase in detritus scores which Wirral officers have raised with KBT. This has led to a Defra review of guidance issued to LAs on detritus monitoring. It has also been recognised that 'Public perception' should be tested prior to setting any further targets.

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 195b	Improved street and environmental cleanliness (levels of detritus)	9% (Lower is Better)	15%	Red	Deteriorated

Context: Combined 2010/11 survey scores = 15%. Exceptionally bad weather conditions in January meant street cleansing suffered an accumulation of litter and detritus, it affected the score for the third tranche negatively (Detritus = 20%).

Corrective Action: A 'lessons learnt' exercise has commenced with management from Biffa and the Council to identify the areas of most concern, the cause of the poor performance and the actions/resources and supervision required to rectify the problem. The last two surveys were carried out with Keep Britain Tidy (KBT) and that has identified issues with how detritus is graded. This has led to an increase in detritus scores which Wirral officers have raised with KBT. This has led to a Defra review of guidance issued to LAs on detritus monitoring. It has also been recognised that 'Public perception' should be tested prior to setting any further targets.

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 195c	Improved street and environmental cleanliness (levels of graffiti)	6% (Lower is Better)	4%	Blue	Unchanged

Context: Third tranche survey results for graffiti = 7%, however the combined 2010/11 survey scores = 4%.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 195d	Improved street and environmental cleanliness (levels of fly posting)	0.5% (Lower is Better)	1%	Red	Deteriorated

Context:

Corrective Action: A new contract will be awarded on 1st June which will cover graffiti and fly posting removal. Emphasis on the removal of fly posting will be placed in the contract.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 196	Improved street and environmental cleanliness – fly tipping	3			

Context: Results not yet available, calculated by Fly Capture. An increase in the number of actions being recorded is expected to lead to a much improved score.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	NI 197	Improved Local Biodiversity - proportion of Local Sites where positive conservation management has been or is being implemented	36%	36%	Green	Improved

Context:

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 198a(i)	Children travelling to school – mode of transport usually car (aged 5 - 10 years)				

Context: No performance data has been received from Mott Macdonald. School census

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data has been collected from the schools. Performance data expected November 2010.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 198a(ii)	Children travelling to school – mode of transport usually car (aged 11 - 16 years)				

Context: No performance data has been received from Mott Macdonald. School census data has been collected from the schools. Performance data expected November 2010.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 198b(i)	Children travelling to school – mode of transport usually car share (aged 5 - 10 years)				

Context: No performance data has been received from Mott Macdonald. School census data has been collected from the schools. Performance data expected November 2010.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 198b(ii)	Children travelling to school – mode of transport usually car share (aged 11 - 16 years)				

Context:

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 198c(i)	Children travelling to school – mode of transport usually public transport (aged 5 - 10 years)				

Context: No performance data has been received from Mott Macdonald. School census data has been collected from the schools. Performance data expected November 2010.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 198c(ii)	Children travelling to school – mode of transport usually public transport (aged 11 - 16 years)				

Context: No performance data has been received from Mott Macdonald. School census data has been collected from the schools. Performance data expected November 2010.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 198d(i)	Children travelling to school – mode of transport usually walking (aged 5 - 10 years)				

Context: No performance data has been received from Mott Macdonald. School census data has been collected from the schools. Performance data expected November 2010.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 198d(ii)	Children travelling to school – mode of transport usually walking (aged 11 - 16 years)				

Context: No performance data has been received from Mott Macdonald. School census data has been collected from the schools. Performance data expected November 2010.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Streetscene and	NI 198e(i)	Children travelling to school – mode of transport				

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Transport Services		usually cycling (aged 5 - 10 years)				
Context: No performance data has been received from Mott Macdonald. School census data has been collected from the schools. Performance data expected November 2010.						
Corrective Action:						
Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 198e(ii)	Children travelling to school – mode of transport usually cycling (aged 11 - 16 years)				
Context: No performance data has been received from Mott Macdonald. School census data has been collected from the schools. Performance data expected November 2010.						
Corrective Action:						
Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 198f(i)	Children travelling to school – mode of transport usually other (aged 5 - 10 years)				
Context: No performance data has been received from Mott Macdonald. School census data has been collected from the schools. Performance data expected November 2010.						
Corrective Action:						
Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 198f(ii)	Children travelling to school – mode of transport usually other (aged 11 -16 years)				
Context: No performance data has been received from Mott Macdonald. School census data has been collected from the schools. Performance data expected November 2010.						
Corrective Action:						
Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel

Housing and Community Safety	LOCAL 4206	Number of reported incidents of anti-social behaviour	17558 (Lower is Better)	14125	Blue	Improved
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Context:

Corrective Action:

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Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4233	Number of green flags for parks	9	11	Blue	Improved

Context:

Corrective Action:

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Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Environment	LOCAL 4267	% of High Risk Licensed Premises inspected over 12 months	100%	98%	Green	Unchanged

Context:

Corrective Action:

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Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Environment	LOCAL 4268	Undertake three vehicle safety campaigns	3	3	Green	Unchanged

Context:

Corrective Action:

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Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Housing and Community Safety	LOCAL 4269	Reduce the level of vehicle nuisance	1420 (Lower is Better)	1312	Green	Improved

Context:

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Corrective Action:						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	LOCAL 4270	Reduce the number of criminal damage incidents reported to Merseyside Police	4915 (Lower is Better)	3586	Blue	Improved
Context:						
Corrective Action:						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4273	% of the mercury abatement equipment programme completed at Landican Crematorium	25%	7%	Red	N/A
Context: Under achievement due to slippage of the scheme						
Corrective Action: The project has now been out to tender and work should now start in July.						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4274	Achievement of Gateway 1 for the Review of the Parks and Countryside service	Yes	Yes	Green	N/A
Context:						
Corrective Action:						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	LOCAL 4275	Youth Alcohol Referral - Arrests	100	295	Blue	N/A
Context:						
Corrective Action:						

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	LOCAL 4276	Youth Alcohol Referral - Stop Search	350	601	Blue	N/A

Context:

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	LOCAL 4277	Youth Alcohol Referral - Parents Advised	300	358	Blue	N/A

Context: This is a new multi agency initiative to reduce alcohol induced anti social behaviour, by not only confiscating alcohol from youths but providing both enforcement and further support for the individual.

Corrective Action:

Strategic Objective: Improve health and well being for all, ensuring people who require support are full participants in mainstream society

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	NI 8	At least 3 days per week by 30 minutes participation in moderate exercise. (All Adults)	25%	24.5%	Green	Unchanged

Context:

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	NI 9	Use of public libraries	54%	56.7%	Green	Improved

Context:

Corrective Action: We are ranked first of all local Metropolitan authorities on this measure

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of adults who have used a library service in the previous 12 months.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	NI 10	Visits to museums and galleries	52%	63.3%	Green	Deteriorated

Context: Figures from Active People Survey

Corrective Action: (removed sentence)

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	NI 11	Engagement in the Arts	45%	45.2%	Green	Deteriorated

Context: Figures from Active People Survey

Corrective Action: (removed sentence)

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 26	Specialist support to victims of a serious sexual offence	95.6	100	Green	N/A

Context:

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 32	Repeat incidents of domestic violence	9 (Lower is Better)	10.21	Red	N/A

Context: Wirral Family Safety Unit remains confident that performance is exemplary and domestic violence victimisation lower than in other areas. This stringent target has not been met for two reasons: 1. High reporting last year and 2. changes in counting rules. 1 Successfully increasing the number of domestic violence victims reporting last year has increased the percentage of repeats in the last quarter (who previously reported in the last 12 months). 2. The new way domestic violence referrals are measured changed in April 09, from the methods used under Local Area Agreement 4103 reporting to Police to that now introduced by National Indicator NI 32 (reporting to MARAC) yet repeats are measured across the last 12 months (across two counting methods)

Corrective Action: In April 2009 Wirral implemented the Home Office guidance introducing new methods of assessing risk for all domestic violence reported after that date. However repeat victimisation calculations are based on rolling totals of incidents originally reported before April 09 when domestic violence reports were based on the old (quite different) assessment methods. Following a comprehensive retrospective system trawl, the new guidance has been consistently applied to each individual case, thereby accurately calculating domestic violence repeat rates. The number of cases reported before April 2009, and consequential repeat rate has been calculated as if they had been assessed using the new methods. The fourth quarter repeat rate is therefore 10.21% exceeding the target of 9% Further reductions in domestic violence repeat rates will be gained from changing the Risk Assessment model from 'FSU9' to 'DASH 2008' (Domestic Abuse Sexual and Honour-based) in line with the latest guidance from CAADA (Coordinated Action Against Domestic Abuse) and ACPO (Association of Chief Police Officers)

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	NI 144	Offenders under probation supervision in employment at the end of their order or licence	40%	36%	Amber	Improved

Context: 8% off target

Corrective Action: Whilst Wirral Probation's Local Delivery Unit did not meet the 40% target for NI 144, it was the highest performing Local Delivery Unit in Merseyside against this measure. The Probation Service are reviewing data quality processes and are in the process of identifying a new referral pathway to our NEET (Not in Education Employment or Training) scheme to ensure that all unemployed offenders are appropriately targeted. The offenders are Wirral Citizens and the partnership should therefore consider how we can enhance opportunities for the employment of offenders as this would greatly assist the Community Safety Partnership to reduce re-offending

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4231	Percentage of All Adults volunteering to support sport for 1 hour per week	5.0%	4.0%	Red	Unchanged

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Context: Nationally the volunteering rate for sports has dropped in line with our reduction.

Corrective Action: A Sports Development Officer has been employed and part of their duties will be to encourage more people into sports volunteering.

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4237	The number of housebound readers	700	729	Green	Improved

Context: The amalgamation of the separate Birkenhead and Wallasey libraries services into the Home Reader Service has led to a 3.6% increase in the number served

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4238	The number of active library members aged 60 plus	15000	17167	Blue	Improved

Context:

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4263	The % of library users who were satisfied with the library overall	94%	96.8%	Green	Unchanged

Context:

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4264	% of residents by targeted group satisfied with the Council's cultural and recreational activities: Sport/leisure facilities	69%	68%	Green	Unchanged

Context:

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Housing and Community Safety	LOCAL 4272	Percentage of sales of alcohol during test purchase exercises	15% (Lower is Better)	1.63%	Blue	N/A
Context:						
Corrective Action:						
Strategic Objective: Raise the aspirations of young people						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4251	Number of children participating in Summer Holiday Reading Scheme	6700	7266	Green	Unchanged
Context:						
Corrective Action:						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Culture, Tourism and Leisure	LOCAL 4252	Borough wide coverage of the Bookstart scheme	90%	91.6%	Green	Deteriorated
Context: The proposed changes to the Library Service impacted on the outreach work required.						
Corrective Action: We will continue to work closely with our partners in Health and Children & Young People's Department to make every effort to reach all who are entitled to receive a Bookstart pack						
Strategic Objective: Create an excellent Council						
Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	NI 182	Satisfaction of businesses with local authority regulatory services	80%	80%	Green	Unchanged
Context:						
Corrective Action:						

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Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	NI 183	Impact of local authority trading standards services on the fair trading environment	2.15 (Lower is Better)	1.97	Green	Improved

Context:

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	NI 184	The percentage of food establishments within the local authority area which are "broadly compliant" with food law.	80%	81%	Green	Unchanged

Context: Ongoing interventions, inspections and initiatives to improve levels of compliance are a continual routine element of Food Safety activity and will from time to time result in improved compliance scores.

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	LOCAL 4011	Public satisfaction levels with services provided by Fair Trading	90	93.2	Green	Unchanged

Context:

Corrective Action:

Portfolio	PI no	Title	2009/ 2010 Target	2009/ 2010 Actual	On target	Direction of travel
Environment	LOCAL 4261	Score against a checklist of enforcement best practice for Trading Standards	100%	100%	Green	Unchanged

Context:

Corrective Action:

PROJECTS ASSESSED AS COMPLETED OR GREEN

The following projects have been completed or assessed as green (all milestones that should have been met at this point have been met):

- Deliver the Advancing Assets Programme for Community Centres
- Underage sales prevention programme
- Support the development and promotion of the New Floral Pavilion as part of the New Brighton Regeneration
- Improve the quality of recyclates delivered to the Materials Recovery Facility
- Increase diversion of street cleansing waste streams from landfill
- Deliver initiatives through partnership working aimed at educating and empowering residents and businesses to minimise waste and maximise recycling
- Establish Sustainability Unit
- Wirral CRed Scheme. Help to achieve 60% carbon reduction in the borough by 2025. Assist in the operation of the LAA
- Deliver programme of Microgeneration projects (Renewables).
- Related Energy Projects
- Awareness Raising Programme
- Narrow the gap in cleanliness standards between the 5% most deprived areas and the borough as a whole
- Monitor and respond appropriately to the levels of flytipping across the borough
- Work with partners and statutory land owners to identify and deliver borough wide improvements in environmental quality
- Develop & undertake effective roads policing enforcement activity & community engagement in partnership with Merseyside Police.
- Develop & implement education & training targeted at high risk road user groups (Link to RoadSafe Action Plan ETP section)
- Develop & implement communications strategy targeting road safety issues in conjunction with National; Regional & Local priorities. (Link to RoadSafe Action Plan COM section)
- Develop & implement programmes of Safer Routes to Schools encouraging safer sustainable travel & further development of school travel plans. (Link to RoadSafe Action Plan STP section)
- Identify & implement range of physical highway improvements aimed at reducing road casualties. (Link to RoadSafe Action Plan ENG section)
- Improve the highway network through implementation of the Capital Programme
- Provide a Hate Crime Multi Agency Risk Assessment Conference
- Produce a revised development and promotional plan for museums
- Family Intervention Project
- Challenge & Support Project
- Takeaway Food Survey
- Alcohol Intervention Project
- Undertake projects as part of Sport and Physical Activity Alliance Programme
- Continue to develop and enhance the services of the Family Support Unit
- Undertake a Gateway Review of Parks and Countryside

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- Introduction and use of Domestic Abuse Sexual Honour (DASH) based violence Risk assessment programme to supplement existing structures.
- Parenting Support project
- Young Persons Alcohol Intervention Project
- Commission a Heritage Strategy

WIRRAL COUNCIL

SUSTAINABLE COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE - 7 JUNE 2010

REPORT OF THE DIRECTOR OF TECHNICAL SERVICES

DECISIONS TAKEN UNDER DELEGATED POWERS

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 or Consultants.

2.0 TENDER ACCEPTANCE

- 2.1 The following tender has been accepted since the last such use of delegated authority was reported to the Streetscene and Transport Services Overview & Scrutiny Committee on 8 March 2010.

Project Title:	Dell Underpass Bridge Refurbishment
Contract Sum:	£274,318.19
Contractor:	Volkerlaser Ltd

3.0 FINANCIAL IMPLICATIONS

- 3.1 Funding will be provided from the LTP Capital Programme 2009/10 Road Safety Block Primary Route Network bridges. The approved tender above was the lowest received.

4.0 STAFFING IMPLICATIONS

- 4.1 There are no staffing implications as a result of this report.

5.0 EQUAL OPPORTUNITIES IMPLICATIONS / HEALTH IMPACT ASSESSMENT

- 5.1 There are no equal opportunities implications or health impact assessments required as a result of this report.

6.0 COMMUNITY SAFETY IMPLICATIONS

- 6.1 There are no community safety implications as a result of this report.

7.0 LOCAL AGENDA 21 IMPLICATIONS

- 7.1 There are no Local Agenda 21 implications as a result of this report.

8.0 PLANNING IMPLICATIONS

- 8.1 There are no planning implications as a result of this report.

9.0 ANTI-POVERTY IMPLICATIONS

9.1 There are no anti-poverty implications as a result of this report.

10.0 HUMAN RIGHTS IMPLICATIONS

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

11.0 SOCIAL INCLUSION IMPLICATIONS

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

12.0 LOCAL MEMBER SUPPORT IMPLICATIONS

12.1 There are no local member support implications in this report.

13.0 BACKGROUND PAPERS

13.1 None.

14.0 RECOMMENDATION

14.1 That the report be noted.

DAVID GREEN
DIRECTOR OF TECHNICAL SERVICES