



**STREET BASED SERVICES
IMPROVEMENT PLAN
18 Month Progress Report**

CHIEF EXECUTIVE'S OFFICE

Recommendations	Action Ref	Actions	Lead Officer	Resource Impact	Outputs and Planned Outcomes	Progress / Comments <i>(evidence file reference)</i>
A. WASTE <u>A1 Waste Minimisation & Recycling</u> AC1 Adopt the Council's waste strategy	A1.1	Amend draft strategy to reflect MWDA draft sub-regional strategy.	Chris Lomas (complete)	Resource – within existing resources.	Development of Liverpool City Council strategy to achieve statutory recycling targets and maximise diversion of bio-degradable municipal waste from landfill. Strategy to include measures designed to reduce waste growth e.g. policies to tackle issues of side waste, lid down policy, bin size, collection type/frequency.	<p>Executive Board 6th January 2006 (<i>App. D1</i>) approved the Joint Municipal Waste Management Strategy for Merseyside (JMWMS) (<i>Section A.1</i>). Developed by Merseyside Waste Disposal Authority in conjunction with all the Merseyside Councils.</p> <p>December 2005 Liverpool District Area Action Plan (<i>Section A.2</i>) approved.</p> <p>Executive Board 14th July 2006 (<i>App. E1</i>) approved the future approach to deliver the interim Integrated Waste Minimisation and Management delivery arrangements that align with the JMWMS for Merseyside and granted authority for the commencement process of the OJEU procurement process for the Fully Integrated Waste Minimisation and Management Service.</p>
	A1.2	Distribute waste management questionnaire to 3000 Liverpool properties.	Chris Lomas (complete)	Resource – within existing resources	Reduce waste arising to below national average increase by 2008.	<p>The re-thinking questionnaire exercise was completed in November 2005. This was further developed with Enventure Community Engagement Initiative (Door Stepping exercise) (<i>App. XYZ</i>) to assess public perceptions and satisfaction in relation to recycling. This involved engagement with 91k households that receive the Green Waste Recycling Service and resulted in a good return rate of 35%. Overall the public expressed satisfaction with the service delivered and demonstrated an awareness of the importance of recycling.</p> <p>Results to be reported to Waste Management Scrutiny Panel 5th January 2007 (<i>App. F1</i>).</p>
	A1.3	Analyse questionnaire returns and other stakeholder responses. Amend strategy accordingly.	Chris Lomas (complete)	Resource – within existing resources	LCC waste strategy to be ratified by January 2006.	Findings of the various community Engagement Initiatives have informed the Integrated Waste Management Procurement / Strategy and directly resulted in the introduction to new recycling containment and collection arrangements on interim basis pending 2008 procurement outcomes.
	A1.4	Obtain EMT, Executive Board and appropriate Council approval.	Chris Lomas (complete)	Resource – within existing resources	LCC waste strategy to be ratified by January 2006	Executive Board approved the Interim Waste Management arrangements 14 th July 2006 and the 2008 Procurement Strategy and Process.

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	A1.5	Publicise strategy through City Magazine and press articles.	Chris Lomas (completed 30.05.07)	Resource - £30k	Inform 209,000 households of LCC waste strategy and recycling arrangements by Feb 06.	<p>New improved comprehensive waste minimisation, education, awareness and publicity programme, compiled 2006, scrutinised by the Waste Scrutiny Panel of the Environment and Heritage Select committee October 2006 (<i>App. G1</i>). Delivery commenced in September / October 2006 consists of: -</p> <ul style="list-style-type: none"> ▪ Door Stepping Enventure Community Engagement Initiative (green waste service) 91,031 properties visited over 5 week period (green bin rollout) 31,080 properties surveyed (questionnaires completed) 35% return ▪ Radio Adverts (Bin Doing IT) Reach 472,435 – 2,290,036 inputs ▪ Visual Adverts Taxis - 15 cars for 6 months Streetliner Buses - 93 Bill Boards 48 page - 25 Citywide Merseyrail - 66 ▪ Liverpool Weekly Papers Circulation 140,435 Readership 319,000 ▪ Recycling Road Shows 22 days of displays – all 7 neighbourhood areas visited ▪ Distribution of printed materials to households (<i>App. B1</i>) 100,000 Green wheeled bin leaflets 100,000 Green collection calendars 100,000 Home composting special offer leaflets 5,000 additional kerbside leaflets (with purple box/bag on – A5 size Council A-Z produced). 185,000 leaflets issued in Jan 07 to reinforce the recycling messages and provide advice on future service delivery ▪ Media contact Press articles include new Veolia livery pic with Cllr. Turner Rollout of the green wheeled bin service City Magazine inclusions Distribution is 220,000 including businesses Readership is approximately 500,000 Articles submitted to:- Regen News (internal publication), CIWM, Resource Management, Echo (circulation: 125,847 readership: 356,000) Post etc. ▪ Development, provision and delivery of Members Information Pack (<i>App. XYZ1</i>). Pack sent to all 90 Council Members, relevant Portfolio Manager, Neighbourhood Managers and staff. ▪ Young People's conference consultation and activity provider Representative from 10 City secondary schools, approx. 100 pupils, plus staff. ▪ Neighbourhood Committee presentations (<i>App. H11</i>) 10 committees attended approx. 30 members of public at each one presentation at Select Committees throughout revised green waste recycling service rollout / commencement from September 06 to January 07.
				Resource - £30k	BV82a recycling 05/06 out turn 8.6% BV 82 b 2.05% combined 10.65%(target 15%) Target (combined) 06/07 15%, 07/08 20%	Performance achieved 05/06 -10.63% failed to achieve the 15% target resulting in the mutual termination of the recycling contract 10 November 2006. The new improved Interim Integrated Waste Management arrangements commencing 13 November 2006 (Veolia) for 2 years duration. Performance for 06/07 and 07/08 predicted 19-20%

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				Resource - £30k	BV86 cost of waste, 05/06 £49.59 (target £49.31) Target 06/07 £51.39, 07/08 £52.78	05/06 cost of waste has increased due to the increase level of resources invested in the recycling service, efficiencies were none less achieved with: <ul style="list-style-type: none"> - Joint procurement for wheeled bins (<i>App. JK1</i>) (9 Councils) reducing the cost of wheeled bins from £16.75 to £12.84. - Reduction in storage cost for wheeled bins/delivery and repair service. Alternative cheaper source found and stockpile reduced. - Revised contractual arrangements to increase capacity and collection rates that secure reduced unit bins. - Rationalisation of Bring Banks reduced costs of replacing damaged containers
				Resource - £30k	BV84 reduction (kgs) 05/06 433.1 kgs (target 455 kgs) ACHIEVED 06/07 470kgs, 07/08 480kgs	Achieved LCC Waste Minimisation Target 05/06
AC2.1 Make improvements in AC4.3 under-achieving area of waste reduction including intelligence based approach to waste minimisation.	A1.6	Construct Waste Management Performance Database.	M Crowder (complete)	Resource from within existing resources.	Monthly reports detailing by area/round: Recycling tonnage, street cleansing tonnage, residual waste, tonnage collected by crew.	Successfully completed October 2005. Arrangements for improved production of management information have been negotiated with the new Waste Management interim arrangements contract (November 13 2006) See clause A1.4 for the full monitoring and reporting of Waste Management Performance. The analysis is used to inform management, and elected member decisions and future strategy. Low performing BVPI's data and management commentary presented at Select Committee for scrutiny each cycle. Quarterly BVPI Performance Reports to all members of the Select Committee. Executive Member for Special Initiatives has a new responsibility for Performance Management and hold Executive Members to account in respect Low Performing BVPI's.
	A1.7	Assess & review service based on Database information and gathered intelligence	K Cadman (in progress)	Resource from within existing resources.	Produce a service specification for the procurement of an integrated waste contract by end of the financial year 06/07.	Service Scope and specification completed November 2006 for the Interim Integrated Waste Management Service (refuse collection) Recycling and Trade Waste Service. Draft Service Specification completed for the 'Fully Integrated Waste Management Service (2008) is on programme with the project plan milestones. To be further strengthened by analysis of the Enventure Community Engagement Programme.
	A1.8	Incorporate ongoing review and feedback from soft market testing into procurement business case.	C Lomas (completed Feb 2006)	Resource from within existing resources.	Report approved by Executive Board on 14 July 2006	Analysis of soft market testing completed (<i>Section D12</i>) and results fed back into procurement business case and informed the new Internal Integrated Waste Management arrangements with Veolia. New Service commenced 13 November. Business case now subject to further development to strengthen the fully integrated service to be produced and commissioned by November 2008. Interim commenced 13 November 2006. Extension of existing refuse collection contract enabled increase time for strengthening of work on Integrates Waste Service Specification.
					Implement/revise service delivery arrangements by Nov 06.	Completed November 2006.
A1.9	Produce an assessment toolkit to assess effectiveness of each recycling initiative	C Lomas (completed 30/06/07) MEL report	Resource from within existing resources.	Data collection systems adjusted to produce 'estimated' monthly tonnages by ward and area profile (needs some manipulation).	Completed, currently only available by extrapolation and apportionment of property data. No plans to introduce microchips to containers to enable more precise data to be achieved. Analysis of this data, however has been used to assist in targeting Service Improvement and assess the Impact.	

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	A1.10	Review passageway cleansing tonnage by area / ward to assess customer compliance with collection day.	C Lomas (complete)	Resource from within existing resources.	Review and implement information and implement service improvements by Nov 2007.	<p>Ongoing review suspended due the introduction of the integrated refuse collection and recycling service and the major changes to the waste management / recycling infrastructure, and pending the outcome of the pilot recycling initiatives currently being undertaken in properties were storage containment and presentation of recycling containers presents challenges i.e. terraced properties. These changes in service delivery including round consolidation that change routine collection cycles have delayed meaningful analysis as time and a further 3-4 months is needed for this to settle down:</p> <ul style="list-style-type: none"> i. Improve contract response time from 14 to 7 days to incidents of fly-tipping or obstructions. ii. Changes to call logging of customer contacts enables more precise targeting of resources. <p>Pilot project "Everton Cleansing" (App. L1) to identify, determine and evaluate extent of illegal fly-tipping / dumping occurrence in passageways.</p>
	A1.11	Use waste data intelligence to identify domestic round tonnage anomalies for further targeted inspection.	C Lomas (in progress)	Resource from within existing tech client and neighbourhood management services.	Intelligence to enable targeted interventions leading to reduction of trade waste in domestic waste stream by Feb 2007.	<p>Trade Waste Review (Appendix S1) and Business Plan completed September 2006, Service Improvement plan to make fitter for purpose formulated November 2006.</p> <p>Resources to be dedicated and planned delivery to be commenced January 2007 to be completed by November 2008. This will include the recommendations contained in the Internal Audit Reviews of Jan 06 ensuring improved financial arrangements and contracts administration processes.</p> <p>MEL report being used to target resources in poor performing areas.</p>
					BV82a recycling 05/06 out turn 8.6% BV 82 b 2.05% combined 10.65%(target 15%) Target (combined) 06/07 15%, 07/08 20%	<p>Outputs monitored monthly (Appendix T1) to assess effectiveness of the S.I.P.</p> <p>Analysis of data used to inform the revised interim service introduced on 13 November 06 and future service delivery strategy.</p>
					BV86 cost of waste, 05/06 £49.59 (target £49.31) Target 06/07 £51.39, 07/08 £52.78	<p>Outputs monitored monthly to assess effectiveness of the SIP.</p> <p>Analysis of the data used to inform the revised Interim service introduced on 13 November 06 and future Service Delivery Strategy.</p>
					BV84 reduction (kgs) 05/06 433.1 kgs (target 455 kgs) achieved 06/07 470kgs, 07/08 480kgsBV82a recycling 06/07 12%, 07/08 15%	<p>Outputs monitored monthly to assess effectiveness of the S.I.P. and consideration of future need for change/service improvement. Outcome achieved 05/06, on target for 06/07.</p> <p>The analysis of the data has been used to predict future service demand jointly with the MWDA and has informed the JMWMS for Merseyside.</p>

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AC2.4 Make improvements in under-achieving area of recycling	A1.12	Negotiate variation order to existing Abitibi contract to encompass green waste collection.	R Beard / J Wrigley (complete July 2005)	Resource - £900k	Green waste collection service to 100,000 homes.	V.O. completed August 2005, initial phase coverage 40,000 properties. Extremely popular service with the public (via green sack collection). Performance impacted by late rollout of service BV 82 (b) 0 to 2.05% 05/06 Contract with Abitibi terminated on the 10 November 2006 by mutual consent. Contractor changed to Veolia.
	A1.13	Launch second and third phases of green waste.	R Beard / J Wrigley (complete)	Resource - £900k	Improve performance 82b equating to 3%	Additional 45,000 properties included in the Green Waste Scheme (green sack) Service quality, performance and capacity capabilities resulted in major service changes completed on 13 November 06: LCC invested £1.5 million in new 100,000 green wheel bins for green garden waste. 85k green bin rolled out September to November 06. The recycling contractor was changed and the service integrated with the Refuse Collection Service. Service further extended to 15,000 homes by the end of January 2007. Resource secured for further extension to all suitable properties by Spring 2007. Service further rolled out to majority of suitable households with gardens by July 07 i.e. 115,000. on going programme to capture remaining households with any green space (e.g. larger terraced properties etc.) 07/08 year end outturn forecast to achieve 9%.
	A1.14	Produce participation and tonnage analysis from database to review service.	R Beard / J Wrigley (complete)	Resource from existing resources.	Targeted recycling initiatives leading to improved recycling performance BV82b by Apr 06	Analysis of data identified performance challenges and poor operational consistency. Reported to Regeneration Management Team Contractor response to adequately address deficiencies failed to address problem. New Improved Service commenced 13 November 06. The termination of contract was mutually agreed and effected on 10 November 2006. Waste Performance is report via the Corporate Performance Database (CPMF) monthly for use by the Executive and Service Managers. Low/poor performance in relation to the BV PI's contained in the CPMF are reported to each of the responsible Executive Members and Executive Directors on a monthly basis. Ditto the Executive and Portfolio Management Teams. Ditto to each responsible Select Committee every Committee Cycle for detail scrutiny and Member engagement. Also, Thematic performance reports are presented quarterly to the respective Select Committees. (Green, Environment and Heritage: Neighbourhood and House: Regeneration and Transportation) The Green, Environment and Heritage Select Committee established a working party known as the "Waste Management Scrutiny Panel" to specifically scrutinise Waste Management Improvement Initiatives and monitor Waste Management Performance. The Panel was established in July 06 and has held a series of meetings on a regular basis. Also, progress made by the Panel was reported to the Green, Environment and Heritage Select Committee on 19 October 06.
	A1.15	Define total property base for multi-occupancy properties	K Cadman (complete)	Resource from existing resources.	Additional 26,000 households to receive recycling service, achieve 100% performance in BV91.	An additional 8,100 properties received the co-mingled (blue bins) and Green Garden Waste Service in July 07. Bespoke recycling service to various high density property types that present geography or storage / collection challenges pilots are ongoing to ensure the service can be offered to further properties. Performance of BV91 93% (July 07)

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	A1.16	Implement kerbside recycling service to multi-occupancy properties	Ray Beard / J Wrigley (completed 30.06.07)	Resource £200k plus £30k NRF to 3 rd Sector.	Introduce service by July 06 to achieve 100% performance in BV91.	LCC have worked with the third sector to deliver recycling activities to 14,400 multi-occupied properties with limited success in terms of tonnage output. There is an ongoing programme to review the containment and collection systems pilots for alternative methods to increase number of properties receiving service and the tonnage output.
					Pro-rata increase in recycling performance BV82a of 1%.	Failed to achieve the anticipated 1% increase due to contractor performance and lower than anticipated public participation levels resulting in the 06/07 revised and strengthened publicity campaign and changes to the contractual arrangements. First quarter results for 07/08 disappointing output reached plateau.
	A1.17	Gather recycling intelligence from other local councils and core cities to assess and benchmark participation and tonnage factors.	R Beard / J Wrigley (ongoing)	Resource from existing resources.	Tonnage/participation intelligence from core cities – established best practice to further improve service delivery by Nov 06.	LCC tapped into other LG Networks: – APSE; LARAC; Beacon Councils; Core Cities Group; MWDA; DEFRA; WRAP Lessons learnt fed into the development of the Integrated Waste Minimisation and Management Business Case (<i>Section D14</i>) and Procurement Strategy in January 2006 and resulted in the Interim Waste Management revised arrangements (13 November 2006). This directly informed the proposed introduction on a 'Best Practice Recycling Solution' involving 3 wheeled bins, new storage and collection process, co-mingled dry recycles waste collections and the authority gaining early access to a MRF via improved relationship with MWDA. On going comparison with other authorities confirms challenges faced (Appendix UV1).
	A.18	Implement kitchen waste collection service subject to MWDA in-vessel composting facility availability and participation thresholds being achieved.	C Lomas / R Beard (completed 20/07/07)	Resource £100k for 20,000 properties.	In vessel composting plant to be developed by MWDA at Gilmoor by June 06.	Difficulties experienced by MWDA in the use of the Technology in an adjoining Council has impacted upon MWDA delivery of the required In-Vessel composting facility at Gilmoor. Planning permission for In-Vessel composting Vessel grant early in 2006. LCC decision to implement trial postponed accordingly pending the resolution of technological problems and construction of the facilities and an appropriate Business Case to support the investment. MWDA have abandoned plans for Gilmoor IVC. Small pilot kitchen waste composting in progress to 1,200 households in the South of City undertaken by the 3 rd Sector to be reassessed in the Autumn 07. Consideration of the adjacent local borough scheme for combined green waste and kitchen waste scheme demonstrated this approach has major throw backs and scheme ceased as a result of poor outcomes and participation. Briefing paper considered LCC kitchen waste approach and demonstrated better value for money could be achieved via investment in other recycles currently (July 07).

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		Implement kitchen waste collection service subject to MWDA in-vessel composting facility availability and participation thresholds being achieved.		Resource £100k for 20,000 properties	Reduction in bio-degradable municipal waste sent to landfill reducing LCC liability for penalties under land fill allowance trading scheme.	Due to difficulties experienced within technology and establishing an end market for the recyclate (due to high salt content) MWDA currently reviewing strategic approach to co-mingled kitchen and garden waste. LCC strategy will be informed by outcome of MWDA review.
	A.19	Review Bring Bank tonnages for potential re-location	R Beard / J Wrigley (complete)	Resource from existing resources. Cost reduction £22k	Reduce number of bring banks to optimise efficiency.	<p>A process for the rationalisation of Bring Banks (<i>App. M1</i>) approved by Executive Member (June 05) and implemented in July / August 06, resulted from the ongoing detailed analysis of the output, tonnage confirmed 80% of total recyclates achieved by 20% of the 240 sites. Bring Banks reduced to 140 sites. Continual review process established to effectively manage the resources deployed and research for suitable available sites, opportunities for further efficiencies etc.</p> <p>The Bring Bank offer is being strengthened by ensuring the (where space permits) each site has facilities for paper, glass, textiles and cans to be fully deployed by autumn 07.</p>
	A.20	Implement School Bring Bank sites as part of the ongoing education and awareness campaign.	S. Ackers (completed 30/06/07)	Resource from existing resources.	<p>Provide recycling bring banks to 75 schools in 05/06 and a further 50 in 06/07.</p> <p>Improve BV82a performance.</p>	<p>Bring Banks and other more flexi containment arrangements introduced to 28 schools. The revised collection arrangements introduced in November 06 will enable a phased programme for providing the service via euro or wheeled bins into schools that will offer greater flexibility in overcoming the operational practical difficulties presented by some locations. The new blue bin / euro bin containment method has been offered to schools and (at July 07) a total number of 121 schools now recycle.</p> <p>Out turn for June 2005 was 7.52% and improved to 9.85% October 2006. Growth maintained but insufficient to meet the challenging national targets. Impact of revised waste management arrangements will improve performance due to improved consistency of delivery, increased in collections, increased storage capacity and improved collection processes / customer convenience. Ongoing analysis of the Tonnage Data will enable further targeting of Service Improvement, publicity and enforcement campaigns.</p> <p>At July 07, the estimated performance outturn for BV82a is 9.5%.</p>

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	A1.21	Set up RSL & Universities Forum for recycling promotion, education and awareness.	A McCartan (completed 30/06/07)	Resource from existing resources	Improve communication through quarterly forums to be launched in Feb 06. Improve BV82a performance.	This has been postponed pending the full delivery of the revised Interim Waste Management Service and will be recommenced when co-mingled service (Blue Bins) is fully rolled out in April 2007. Incorporated into 2007/08 Education Service Plan.
	A1.22	Recycle and compost leaf fall arisings	R Beard / J Wrigley (complete)	Resource from existing resources	Recycle 500 tonnes of leaf fall arisings by Dec 05 – improve BV82b performance by 0.50%. Actual performance 0.75%	The delivery exceeded expectation and the out turn was in excess of 1,500 tonnes sent to White Moss Peat for conversion into compost 05/06. Ongoing programme delivered similar outturn for 06/07 1,600 tonnes.
	A1.23	Review internal management arrangements for recycling.	C Lomas (complete)	Resource £20k (actual £33k)	Improve effectiveness of contract management team through appointment of skilled contract manager by Dec 05.	Achieved. New Environmental Service Manager appointed June 2005 with two additional senior posts created into the establishment, recruitment completed (May and June 2006 respectively) Capability and capacity of the Environmental Services Team supplemented by the development of closer working relationship with the P& C Team and the establishment of multi-disciplinary Waste Management Project Team. Weekly Senior Management Review Meetings to monitor implementation progress direct by Interim Executive Director from May 06, ongoing.
	A1.24	Review effectiveness of contract administration.	C Lomas (complete)	Resource from existing resources.	Introduction of robust contract management that addresses management and operational weaknesses of contractor by Dec 06.	Improved Contract Management and Administration processes designed to improve effectiveness of new contractual arrangements introduced in November 2006: Revised Contract structure Revised Governance arrangements Revised PMF and Pay Mechanism Revised Reward and rebate scheme Revised Contract Monitoring and Reporting Arrangements Revised Business Planning to achieve continuous improvements in conjunction with Veolia working towards true partnership relationships. Review and revise the Partnerships contract management arrangements and operational liaison to align with the proposed City Council Portfolio Structures. (January 07 – March 07) completed June 07 Environmental Services and Contracts and Partnerships Team restructured into the same Group Service Area and now based in Chief Executive's Office.

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	A1.25	Obtain Executive Board approval for introduction of co-mingled recycling collections using wheeled bins through variation to existing refuse collection contract	C Lomas / K Cadman (Complete)	Resource from existing resources.	Improve BV 82 a & b performance and increase tonnage of bio-degradable waste diverted from landfill to reduce waste disposal levy	<p>Completed 14 July 2006 Investment secured on 14 July 2006 New Waste Management Interim Arrangements commenced on the ground on 13 November 2006 (Veolia) Completed Interim Arrangements Blue Bins (co-mingled) four fold increase in storage and collection capacity to procure 100k bins and service rolled out by Spring 2007.</p> <p>Secured further investment in additional 100k Wheeled Bins to enable increase in Green Waste Service to additional properties (approx 30-40k) balance of bins to be utilised to extend Blue Wheeled Bin Service throughout 2007 to appropriate properties.</p>
	A1.26	Roll out 100,000 wheeled bins for collection of green waste to replace existing bag collection service	R Beard / A McCartan / J Wrigley (Aug-Nov 2006) (complete)	Resource from existing resources	Improve BV 82 a & b performance and increase tonnage of bio-degradable waste diverted from landfill to reduce waste disposal levy	<p>Completed, rollout commenced 4 September, completed 10 November 2006.</p> <p>Further roll out conducted in 07/08 to mop up either remaining properties (8,100 households previously serviced by 3rd Sector)</p>
	A1.27	Roll out 100,000 wheeled bins for the collection of co-mingled dry recyclables to replace existing boxes and bags (where property type is suitable)	R Beard / A McCartan / J Wrigley (Mar-April 2007) (completed 24/07/07)	Resource from existing resources	Improve BV 82 a & b performance and increase tonnage of bio-degradable waste diverted from landfill to reduce waste disposal levy	<p>Executive Board - Investment secured 14 July 2006 - Wheeled Bin Procurement August 2006 200k bins (Green 115k and Blue 115k)</p> <p>Co-mingled Wheeled Bins roll out planned for March 07 to May 07, new co-mingled service commence (to align with roll out) (on a round by round progressive basis)</p> <p>Immediate impact on performance achieved following the completion of the roll out of the new containment and collection systems / infrastructure. 07/08 outturn predicted to achieve national 20% Target.</p>

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<u>A2 Refuse Collection</u> LCC1: Reduce cost of refuse collection	A2.1	Procure a new integrated waste collection contract incorporating refuse/recycling/bulky waste collections. (see draft procurement programme for key milestones). -0 Procurement strategy January 05 -1 Soft market testing August 05 -2 Customer consultation September 05 -3 Issue OJEU notice January 06 -4 Evaluate contract documentation Summer 06 -5 Contract evaluation Summer 06 -6 Award of contract September 06	K Cadman / C Lomas	Resource - Upto £6 million pa	BV82a recycling 06/07 12%, 07/08 15% BV86 cost of waste, 06/07 £51.39, 07/08 £52.78 BV84 reduction (kgs) 06/07 470kgs, 07/08 480kgs Reduction in bio-degradable municipal waste sent to landfill reducing LCC liability for penalties under land fill allowance trading scheme.	Efficiencies in the delivery of the cost of refuse collection achieved in November 2006 in line with budget making requirements following the integration of recycling function and agreement of a two year contract extension that aligns with agreed procurement strategy for delivery of fully integrated Waste Management and Minimisation Service (2008). Further cost efficiencies and improved performance negotiated in securing VO to achieve 2 year extension for the collection of bulky household waste service. Joint procurement by 9 Councils for the provision of wheeled bins has secured cost saving: £16.75 down to £12.84 however, this was negated by the increase in investment in recycling overall. A procurement project plan has been formulated to deliver the new Waste Management Service to be commenced in November 2008. - Procurement Evaluation Panel (consisting of officers and senior members has been established (July 07), short listing report to be considered on 14 th August 07. - The procurement process is a key focus of attention within the Partnerships and Contracts Team Work Programme 07/08.
	A2.2	Review current storage for Wheeled bins and operate from refuse providers location alternative.	C Lomas (complete)	Resource potential saving of up to £75k	Review arrangement by Dec 06 to reduce cost of service – BV86	Completed – lease for the storage facility at Long Lane for replacement wheelie bins was terminated and delivery now incorporated within new interim refuse / recycling contract, replacement bins provided more efficiently, on a just in time basis, significantly diminishing the storage requirements. These are now provided by Veolia.

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B. STREETSCENE <u>B1 Highway Maintenance</u> AC2.3 Make improvements in under-achieving areas: condition of highways (footways)	B1.1	Identify footway areas contributing to BVPI requiring improvement (updated annually)	S Walls (complete)	Resource from existing resources	Worst affected areas targeted for action to maximise improvement in BV187	Annual programme for 2006/07 on schedule for completion by December 2006.
	B1.2	Identify short, medium and long term investment strategies required to improve the BVPI in comparison with other Authorities and produce report to Members that identifies strategy required to improve the BVPI from its current position).	S Walls (complete)	£3 million/30km in one year £1.2 million/16km pa for three years £.9 million/12km pa for 5 years £.6 million/8km pa for 8 years	Met average by 2007 Met average by 2009 Met average by 2011 Met average by 2014	2007/08 draft footway programme has been reviewed and produced for approval and consultation based on most recent footway surveys completed in September 06. The draft 3 year programme for the LPSA period has also been re-drafted and will be reviewed annually to take account of footway survey results with annual programmes being incorporated into the transportation capital programme report on an annual basis.
	B1.3	Negotiate LPSA2G bid	S Walls / M Smith (complete)	Resource additional £2.4 million / £300k pa for 8 years	Negotiate stretch target with DfT and secure indicative funding allocation by December 05. Successful bid will ensure improved BV187 to Met average by 2014.	LPSA2g Agreement finalised with the Dft with challenging targets resulting in £1.3million investment secured over 3 years period 06/07 – 07/08 – 08/09 this has the potential to bring LCC performance to met average (dependant on performance of other cities).
	B1.4	Gain Member approval for investment strategy to improve BVPI from its current position taking account of LPSA2G	S Walls / M Smith (ongoing)	Resource potential saving of up to £75k	Gain Exec Board approval for Highway Maintenance Policy and investment strategy by January 06. Budget resolution by March 06	The investment strategy and report to support the LPSA stretch target is awaiting approval from the Executive Board. All authorities are in the process of drafting Transport Asset Management Plans (TAMP) as part of the LTP process that will result in an up to date report and maintenance policy and plan being presented to members for consideration in May 2007.
	B2.1	Refine contract performance indicators to make them more reflective of public aspirations, including neighbourhood 'reality checks'.	C Lomas (complete)	Resource from existing client and NMS resources.	Revised suite of input and output based on KPIs by Apr 06. Improve BV199 performance and public perception of street cleansing measured through annual Quality of Life Survey BV89.	Revised suite of KPIs have been agreed by E.L SAG June 2006 and again in 2007, these are reflected in the revised EL Business Plan and performance management framework.

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<p><u>B2 Street Cleansing</u></p> <p>LCC2: Improve Cleanliness standards across city</p>	B2.2	Explore possibility of forming a strategic partnership with ENCAMS to develop strategies and interventions to bring about sustainable improvements in local environmental quality, following the successful Barcelona and Madrid models.	M Smith / C Lomas (complete)	Resource £250k (subject to NRF approval) over four years.	<p>Independent surveys of local environmental quality and public perception and area based cleaning and marketing strategies by Sept 06.</p> <p>Improve BV89 performance 05/06 55%, 06/07 50%, 07/08 61%.</p>	<p>Enterprise Liverpool introduced in January 2004 a programme of interaction and education of young people to tackle littering in the City and promote a zero tolerance to litter. The programme was launched at Anfield Comprehensive with officials from both Liverpool and Everton football clubs, councillors and Enterprise Liverpool staff.</p> <p>Since the launch of the programme approximately 13,400 young people have been visited in 92 schools utilising a creative education programme and a culture vulture roundabout design competition for children under twelve. Competition winners have their designs manufactured into signs for erection on the nearest roundabout to their school.</p> <p>The ENCAMS option was fully explored however it failed to achieve the required VFM requirements when the business case was concluded.</p> <p>As an alternative the Local Neighbourhood Community Charters were further developed in 2006 to include a broader range of streetscene activities.</p> <p>Annual Quality of Life Surveys have been introduced and implemented twice since the original inspection. A further QOL survey is planned to be undertaken in January 07. The analysis of the data returns from this statistically representative sample of community views is used to inform future service delivery strategy.</p> <p>Ditto the cycle of 3 year Best Value Customer Satisfaction Surveys (BV119e, BV89, BV90a,b and c)</p> <p>The Council's community engagement initiatives also extended to local businesses with 'Foundations for Growth' Survey of 500 City Centre Business Perceptions Study.</p> <p>Business Improvement District created in November 2005 to deliver a higher standard of streetscene service with the Business Improvement District area of the City Centre.</p> <p>October 2006 saw the introduction of the Highways element, Grounds Maintenance into the EL Partnership work package that will enable further effective and efficiency to be secure through the synergy and linkages within the total work package.</p> <p>Look of the City Initiative Developed in the later quarter of 2006 aims to achieve high standard of streetscene management and maintenance leading up to the Capital of Culture year 2008 and beyond.</p> <ul style="list-style-type: none"> - Increased cleaning cycle - Increased level of street washing (£120k additional resources secured) - Increased chewing gum removal (£30k additional resources secured) <p>Top Quality Performance BV 199 maintained throughout the last twelve months.</p>

Recommendations	Action Ref	Actions	Lead Officer	Resource Impact	Outputs and Planned Outcomes	Progress / Comments <i>(evidence file reference)</i>
						<p>Improved Street cleansing Operational Practice and Infrastructure since the Audit Commission Inspection;</p> <ul style="list-style-type: none"> - Introduced a 4/7 work plan covering the hours 4.15 am to 11.30 pm (previously 5/5) seven days per week. Following extensive Trade Union consultation this new working regime was implemented in January 2004. - Changes in sweeping regimes and frequencies resulted in a 17% increase to the planned cleansing regimes rising from 213,421 Km per annum to 257,930 Km per annum. - Improved absence management has driven down sickness and absenteeism by 50%. - Programme of Plant and Vehicle replacement has commenced to continue increased productivity. - Introduction of the recycling of the leaf fall by Street Cleansing Service has contributed to waste minimisation and landfill tax reduction. <p>December 06 – February 07. Conduct review of operation arrangements of the 4 and 7 day working pattern and synergies with the inclusion of the grounds package of highway work to identify further service improvement and efficiencies.</p>
<p><u>B3 Grounds Maintenance</u></p> <p>LCC3: Introduce new Ground Partnerships arrangements</p>	B3.1	<p>Aug 05 – Tender Returns Oct 05 – Select Preferred Bidders Nov 05 – Approve Preferred Bidder Oct 06 – Award Contract</p>	P Scragg / D Dottie / K Cadman (complete)	Resource £3m	<p>More resource for key open space. £3.8 million investment.</p> <p>Additional green flag awards.</p> <p>Improve public perception measured through quality of life survey.</p>	<p>New Partnerships for the delivery of the Grounds Maintenance function have been established and commenced 13 October 2006.</p> <p>Parks Package – Glendale Liverpool Ltd will deliver services to Parks and Cems and Crems, also Sports and Leisure Facilities etc.</p> <p>Neighbourhood (Highways) Package – Enterprise Liverpool will deliver the services to highway verges, incidental open and public realm seeking to maximise the linkages and synergy with their existing highways renewal, repair and maintenance activities.</p> <p>Each partnership has a new Performance Management Framework, Payment Mechanism and Contract Administration Process.</p> <p>Continued Improvement has been achieved in Parks. The number of 'Green Flag Awards' have been maintained and increased throughout 04/05 (8) and 2006 there are now 11 parks with Green Flag Status (December 06).</p> <p>Review and revise the Partnerships contract management arrangements and operational liaison to align with the proposed City Council Portfolio Structures. (January 07 – March 07).</p> <p>Each of these Partnerships has a 07/08 Business Plan that directs the continual service improvement, focuses on the delivery of the new performance management framework. The new PB/PFM are the subject of annual review and updating.</p>

Recommendations	Action Ref	Actions	Lead Officer	Resource Impact	Outputs and Planned Outcomes	Progress / Comments <i>(evidence file reference)</i>
C. BUSINESS <u>C1: Community Engagement and Customer Focus</u> AC2.2 Make improvements in under-achieving areas: public satisfaction levels	C1.1	Introduce frequent detailed Streetscene perception surveys linked to Local Environmental Quality surveys	C Lomas / A Hull (complete)	Resource £30k	Introduce surveys by Apr 06 to obtain detailed customer feedback to target education/enforcement/initiatives. Measure and improve public satisfaction, BV89 05/06 55%, 06/07 50%, 07/08 61%.	Community engagement has been supplemented by improved Q.O.L. surveys etc., detailed analysis of results of BV Customer Satisfaction Surveys. Ditto "Foundation From Growth" Survey. (See B2.2) Ditto Business Improvement District (See B2.2) Further independent street scene monitoring has been established via "Encams", this will provide annual surveys for 3 years 07/08, 08/09 and 09/10; this supplements the existing monitoring arrangements.
	C1.2	Carry out annual Quality of Life Perception Survey for street-based services.	A Flynn (complete)	Resource £30k	Carryout annual survey in Jan 06 to obtain detailed customer feedback to target education/enforcement/initiatives. Measure and improve public satisfaction, BV89 05/06 55%, 06/07 50%, 07/08 61%.	Surveys carried out and findings to be reported to Regeneration Management Team in June 2006. Further Q.O.L Survey to be undertaken in January 07 in line with the Annual Programme.
AC3.1 Stakeholder involvement: use feedback to develop services / solve problems	C1.3	Audit existing neighbourhood community engagement structures.	A Flynn (complete)	Resource from within existing resources.	Audit by Dec 05 to improve community engagement and provide local intelligence to improve service delivery. Measure and improve public satisfaction, BV89 05/06 55%, 06/07 50%, 07/08 61%.	Audit complete and findings reported to Neighbourhood Problem Solving Groups in July 2006.
	C1.4	Establish Neighbourhood Environment and Community Safety Problem Solving Forums.	K Gerrard (complete)	Resource within existing tech client and NMS budgets.	Establish forums by Apr 06 to improve community engagement and provide local intelligence to improve service delivery.	Problem Solving Group established in all Neighbourhoods and format and operation monitored and assessed on a regular basis (monthly).

Recommendations	Action Ref	Actions	Lead Officer	Resource Impact	Outputs and Planned Outcomes	Progress / Comments <i>(evidence file reference)</i>
AC3.2 Stakeholder involvement: tailor services to respond to needs of diverse community	C1.5	Introduce performance management framework for Community Charter.	K Gerrard (complete)	Resource from within existing resources	Regular reports to Neighbourhood Committees	Framework introduced and format and its operation is monitored and analysed on a monthly basis.
	C1.6	Produce new Community Charter for each Neighbourhood Committee for 2006/7 based on performance management information, feedback from Neighbourhood Problem Solving Forums and other community feedback.	K Gerrard (ongoing)	Resources £100k	Publish council service standards for each neighbourhood committee by Apr 06.	<p>New Neighbourhood Community Charters have been agreed and issued to all 209,000 households throughout the City in the Autumn of 2006.</p> <p>Neighbourhood Area Agreements are currently being developed across the City this will further improve the quality of information presented to stakeholders.</p> <p>Revise data collection and performance reporting arrangements to realign with the new neighbourhood geographical boundaries (changing from 7 neighbourhood areas into 5).</p> <p>The Enhanced Quality of Life Surveys have enabled the data capture and analysis to be made of public perception and service demand now be utilised to identify the specifics and perceptions of different ethnic groups or communities. This analysis can be used to inform future service delivery strategy.</p> <p>Corporately the Council is aiming to achieve Level '4' of the Generic Equality Standard.</p> <p>There are ongoing discussions with the Strategic Service Delivery Partnership, via the Strategic Advisory Group, to establish a programme for the delivery of services to achieve Generic Equality Standards (GES). Timescales and Targets for achieving the progressive GES levels are subject to negotiation. Progress towards achieving GES targets will be monitored through the existing Partnership/Contracts Governance arrangements.</p>

Recommendations	Action Ref	Actions	Lead Officer	Resource Impact	Outputs and Planned Outcomes	Progress / Comments (evidence file reference)
<p><u>C2: Environmental Education and Enforcement</u></p> <p>AC4.1 Improved coordination of environmental education and enforcement: develop a clear strategy which states what is to be achieved and how we will measure and identify progress - education</p>	C2.1	Produce Promotional Plan focusing on improving waste minimisation and recycling performance as part of business planning process	A McCartan (completed 30/06/07)	Resource from within existing resources.	Improve coordination and reduce duplication to improve education supporting core service delivery.	<p>A comprehensive Education, Awareness and Publicity Campaign was formulated in July 2006 and delivery is on going see (A1.5) early in this schedule for details of the element undertaken to date.</p> <p>2007/08 Education Plan developed and currently in delivery and on programme.</p>
	C2.2	Carry out household surveys to establish recycling habits	A McCartan (completed 30/06/07)	Resources £50k	<p>To drive service improvements through targeted education/enforcement initiatives.</p> <p>Improve BV82a performance, 06/07 12%, 07/08 15%.</p>	<p>Enventure community Engagement Programme reached 91k households and report on outcome delivered November 2006 to be presented to Waste Scrutiny Panel in January 2007.</p> <p>Evidence of the effectiveness of this community engagement initiative (Appendix S) includes:</p> <ul style="list-style-type: none"> An increase in public requests for compost bins (from 62 per month to 442 following the campaign) An increase in the requests for containers for dry recyclables (some 1560 new participants in total arising from door stepping activity) <p>LCC contribution to MWDA Waste Stream compositional analysis report September 2006 to MWDA Board and analysis of results used to inform interim and long term waste management delivery strategy.</p>
	C2.3	Develop an evaluation framework for all education initiatives to ensure anticipated and actual impact is measured to make best use of resources.	A McCartan (completed 30/06/07)	Resource from within existing resources.	Develop framework by Apr 06 to measure impacts of education/enforcement campaigns.	<p>The Education Programme, supplemented by NRF, adopts the NRF evaluation appraisal and monitoring procedure, outcome report to NRF Programme Management (Board).</p> <p>The programme was presented to the Waste Scrutiny Panel for detailed scrutiny on 24 August 06, and results outcome reports concluded 6 December 06 to be presented to Scrutiny Panel 5th January 07.</p> <p>Successful application to Waste Resources Action Programme (WRAP) / DEFRA behavioural change fund programme secured £325k for delivery of full programme (Appendix R1). Participant monitoring and results campaigns designed to address areas of poor resident engagement.</p>
	C2.4	Establish Street scene Stakeholders Group in partnership with Culture Company to promote recycling activity.	A McCartan	Resource from within existing resources.	Meetings on a quarterly basis commencing Apr 06. Improve BV82a performance, 06/07 12%, 07/08 15%.	<p>Green Liverpool Initiative established in July 2005 and meetings are held quarterly.</p> <p>Ditto the Look of the City Initiative. (See B2.2)</p> <p>Ditto the Business Improvement District Operational and Consultation Forums for City Centre Stakeholders. (See B2.2)</p> <p>Ditto Foundations for Growth Survey of 500 Businesses within the City Centre. (See B2.2)</p>

Recommendations	Action Ref	Actions	Lead Officer	Resource Impact	Outputs and Planned Outcomes	Progress / Comments <i>(evidence file reference)</i>
	C2.5	Carry out Christmas recycling campaigns focusing on glass and dry recyclables using safe, clean and green branding.	A McCartan (completed 31/12/06)	Resource £160k	Campaigns commence Nov 05. Improve BV82a performance, 06/07 12%, 07/08 15%.	Completed: Green Christmas Campaign resulted in a 30% increase in recycling tonnage for December 2005 / January 2006 in comparison with previous Christmas period.
	C2.6	Provide additional Christmas recycling collections.	C Lomas (complete)	Resource £12k	Dec 05 to improve BV82a performance, 06/07 12%, 07/08 15%.	Completed: Two additional collections were executed and the analysis of the effective result, in addition catch up collections have been introduced after ALL Bank Holidays via new interim waste management contract from November 2006. These additional recycling collection after bank holidays will mirror refuse collection Bank Holiday collection arrangements that have worked successfully for the last 5 years.
	C2.7	Re-launch green waste collection scheme.	C Lomas (complete)	Resource £10k	Re-launch Jan 06 to improve BV82b performance. Reduction in bio-degradable municipal waste sent to landfill reducing LCC liability for penalties under land fill allowance trading scheme.	Complete November 2006 – Recycling service integrated with the refuse collection service including new storage and collection processes changed and contractor changed to Veolia, supported by full Education and Awareness Campaign (described in clause A1.5 above)
	C2.8	Establish Corporate Enforcement Forum and produce Corporate Enforcement Plan in conjunction with Community Safety.	M Smith / J Sayers (complete)	Resource from within existing resources/ SSCF	Launch Forum and produce Corporate Enforcement Plan for Exec Board approval by Jan 06.	Enforcement Plan 2006/07 completed and reported to (EDR/168/06) to Executive Management Team. The 20 point Action Plan is designed to combat a range of environmental crime, low level disorder and anti-social behaviours. To date 7 of the Key Actions have been completed.
	C2.9	Authority and Recognition – Carry out review of feasibility and justification for a standard uniform / livery and options for improving identity badges and awareness of Scheme of Delegation.	A. Hull / N. Phillips	Resource from within existing resources.	Improved visibility of enforcement officers and awareness of penalties for non civic behaviour by Apr 06.	Options reviewed November 2006 and agreed by Members. Procurement of new uniforms/livery underway.
	C2.10	Resource review – Carry out review of overall Council resources and opportunities for joint working, co-location, generic duties and working more effectively with partner agencies such as RSLs and Police.	A. Hull / N. Phillips	Resource from within existing resources.	Review resources and produce proposal for Exec Board approval by June 06.	Forum established and Enforcement Plan approved by Executive Board in June 2006. The Action Plan is supported through a combination of mainstream service provision in Neighbourhoods, Environmental Health & Trading Standards and Crime and Community Safety, as well as new resources from Safer Stronger Communities Fund (SSCF). Quarterly reports on the required outputs of SSCF are made to the LSP and GONW.

Recommendations	Action Ref	Actions	Lead Officer	Resource Impact	Outputs and Planned Outcomes	Progress / Comments <i>(evidence file reference)</i>
	C2.11	Fly-tipping – carry out review of the enforcement policy and procedures to be used by Neighbourhood Management Services, Environmental Health and partners to reduce fly-tipping.	A Hull / L Thompson / C Lomas (complete)	Resource – reduce cost of fly tipping (currently £250k per annum) to re-invest in scheduled street cleansing activity.	<p>Review with reduced fly tipping removal time from 14 days to 5 by Mar 06.</p> <p>Improve public perception measured through annual quality of life survey and BV89.</p> <p>Measure and improve public satisfaction, BV89 05/06 55%, 06/07 50%, 07/08 61%.</p>	<p>Safer, Stronger Communities Fund initiative established (2 year programme) for strengthening of environmental procedures and enforcement, 7 new Enforcement Officers recruited and employed by EL supplementing and supporting Officer in Neighbourhood Management Service Etc.</p> <p>Since the NEAT team commenced in January 2007, over 5,000 actions have been recorded with 8 cases currently in the criminal justice system.</p> <p>A new initiative, Restorative Justice Service, provided additional resources for the removal of fly-tipping, improving response times, reducing pressure on existing service.</p> <p>In October 2006, new service provision from Enterprise-Liverpool supported by SSCF for the removal of fly-tipped flammable waste running in close liaison with the Fire Brigade and using probationers under Community Service Orders implemented. To date some 35 tonnes of fly-tipped flammable waste removed and 550 hours Community Service discharged.</p> <p>This programme continues to progress, now removing 25% of all reported fly tipping, reducing removal times to 4 days.</p> <p>In order to reduce incidents of fly tipping an additional service was introduced in February 2007 for Bulky Bobs to remove white goods from all other areas than the existing contract (highways only).</p> <p>The Look for the City Initiative will impact positively to reduce fly-tipping problems.</p> <p>In each NMA a local environmental enforcement forum has been established to co-ordinate both intelligence and resources. This group will be reporting into both the Governance structure and Corporate Enforcement Forum.</p>
	C2.12	Graffiti & Fly-posting – Carry out review of the enforcement policy and procedures with respect to graffiti and fly-posting. Implement best practice	A Hull / L Thompson / C Lomas (ongoing)	Resource – reduce cost of graffiti/fly posting removal (currently £50k per annum)	<p>Review by Mar 06 to improve public perception measured through annual quality of life survey and BV89.</p> <p>Measure and improve public satisfaction, BV89 05/06 55%, 06/07 50%, 07/08 61%.</p>	<p>See C2.11 Ditto additional resources and initiatives to address graffiti / fly-posting issues.</p> <p>The success of the programme has resulted in the Criminal Justice Service investing in the purchase of 2 no. additional special graffiti removal vehicles.</p> <p>In parallel with the above service provision through Enterprise-Liverpool a similar scheme, supported by SSCF, for the removal of graffiti by teams of supervised probationers is being adopted.</p> <p>This service is being operated citywide with full support from all services.</p> <p>The 'Look of the City' Initiative will impact positively in reducing the environmental impact of graffiti and fly posting.</p> <p>In May 2007 the City received an LGA award for its work in developing an innovative programme to engage and work alongside potential fly posting organisations. This continues to show a reduction in fly posting.</p> <p>Following a significant piece of partnership work involving both Network Rail and the Police, LCC successfully brought 2 prosecutions against prolific graffiti artists. This received national attention and has led to the further development of joint working.</p>

Recommendations	Action Ref	Actions	Lead Officer	Resource Impact	Outputs and Planned Outcomes	Progress / Comments <i>(evidence file reference)</i>
Neighbourhood Delivery	C2.13	Trade Waste Agreements – In line with Clean Neighbourhood Act 2005 carry out review of the enforcement policy and procedures with respect to Trade Waste Agreements, including the establishment of an Agreement database. Internal audit to review contract administration procedures.	C Lomas / A Hull / L Thompson	Resource from within existing resources.	Phase 1 - establish non compliance by June 06. Phase 2 – implement enforcement activity to reduce - BV86 cost of waste, 06/07 £51.39, 07/08 £52.78 BV84 reduction (kgs) 06/07 470kgs, 07/08 480kgs	Trade Waste Review conducted and identified areas for the targeting of enforcement to be undertaken as described in (2.11). Trade Waste SIP to deliver improved VFM. Increased staffing resources have been assembled to focus on the delivery of the Service Improvement Plan and there is a monthly progress report produced for consideration. Through enhanced Neighbourhoods activity additional trade waste contracts have been signed so far in 2006/07 together with 13 Fixed Penalty Notices (FPNs) of £300 each being served on businesses with inadequate trade waste provision. NMS are working closely with the Service Review Team to ensure that a similar process is implemented citywide. Improvements include close dialogue and information exchange with both Food Health and BusinessLiverpool. NMS also have a performance indicator which requires a trade waste visit to all city businesses by March 2008.
	C2.14	Legal support – review level of resource support provided by Legal Services based on clearly defined workload.	A Hull / L Thompson / M Kenworthy (ongoing)	Resource from within existing resources/ SSCF	Establish Service Level Agreement with Legal Services department by June 06.	As per Enforcement Plan. Requirements agreed with City Solicitor June 2006. A dedicated solicitor has been allocated and additional legal support is being procured through Enterprise-Liverpool to facilitate the increased enforcement activity. A service review was carried out in June 2007, to reflect the increased demands on existing provision. This review should be implemented shortly.
	C2.15	Highway enforcement – review of highway enforcement powers including new provisions under Traffic Management Act 2005.	S Holcroft / A Hull (ongoing)	Resource from within existing resources.	Implement new enforcement procedures.	Workshop with key stakeholders April 2006. Report to Regeneration Management Team August 2006. Officers are actively engaged in the national consultation processes that are currently considering the implications of a Traffic Management Act 2005. The Council is planning its practical response to these new powers and these are being formulated into the service area business planning process for 2007/08 (or as soon as the act is in force): <ul style="list-style-type: none"> - Produced a 'Draft' Network Management Plan for consideration and adoption by the Council (December 06). - Appointed a Traffic Manager with designated responsibility to discharge the Council's Network Management duties. - Established Merseyside and North West Traffic Managers Group. - Established a Programme Co-ordination Framework and Governing Steering Group "The BIG DIG Steering Group" and Programme Co-ordination Forums. - Established Network Management Approvals Team. - Established a programme to improve the Intelligent Transport Systems in accordance with Merseyside I.T.S. Vision incorporating: SCOOT, EMS, VMS, UTM, CONFIRM and COMET. - Formulation of T.M.A. Action Plan (December 06).

Recommendations	Action Ref	Actions	Lead Officer	Resource Impact	Outputs and Planned Outcomes	Progress / Comments <i>(evidence file reference)</i>
	C2.16	Litter FPNs – Obtain member approval for introduction of scheme for mass issue of FPN's for environmental offences.	A Hull (ongoing)	Resource from within existing resources/SSCF	Establish IT requirements by Dec 05. Mass issue of FPN's for offence of dropping litter by June 06.	As per Enforcement Plan. Business Support arrangements in EH and TS in place June 2006. New processing and reporting procedures adopted. Monthly reports now produced for the relevant Executive Members. These will also form the basis of feedback to enforcement staff.
	C2.17	PR Strategy – Establish approach to proactively publicise enforcement activity in a positive manner, considering the need for an overall campaign.	P Elliott / A Hull (ongoing)	Resource from within existing resources.	Develop PR strategy to support enforcement activity by Apr 06.	Dedicated promotion officer appointed together with direct support from Marketing and existing Community Safety publicity unit.
	C2.18	Enforcement Toolkit – Produce toolkit of procedures and standard forms/letters to accompany ongoing training and 'hand holding' system.	A Hull / L Thompson (complete)	Resource from within existing resources.	Develop and distribute enforcement manual to all neighbourhood officers by Jan 06.	Enforcement Manual produced August 2005 and distributed to all relevant Neighbourhood Staff. In December 2006, the Neighbourhoods Enforcement Action Team (NEAT) appointed through Enterprise-Liverpool, commenced a programme of support for Neighbourhood Teams to carry out targeted enforcement activities. In February 2007 a close working relationship commenced with Middlesbrough which resulted in a review of current practices and procedures, based on established good practice. A staff awayday was also arranged to cascade the information.
	C2.19	Neighbourhood Enforcement Delivery Plans – Establish Plan for each area including housing enforcement, health and safety risk assessments and taking account of other enforcement activity by partners.	L Thompson	Resource from within existing resources.	Plan for each Neighbourhood clearly clarifying actions, resources and outcomes by Feb 06.	A risk assessment is included as part of the Enforcement Manual, and reflects the relevant wider Portfolio risk assessments. Neighbourhoods staff, having reached agreement on carrying out enforcement duties, now being trained and mentored by the NEAT Team and EH&TS and actively participating in the programme as per 2.18. A mapping of each NMA has just been completed with each team developing an action plan for delivery through the local enforcement forum of relevant activity.
	C2.20	Obtain SSCF and NRF funding to implement new enforcement teams to support neighbourhood staff.	L Thompson / A Hull	Level of funding to be agreed.	Obtain approval for bids by Mar 06 to deliver SSCF and NRF targets.	Complete and resulted in the gaining of two years funding for the additional staffing resources (7) no.
	C2.21	Introduce frequent detailed streetscene perception surveys linked to Local Environmental Quality surveys. (See C1.1)	L Thompson / A Hull	Resource from within existing SSCF/ NRF resources/	Improve public perception measured through annual quality of life survey and BV89. Measure and improve public satisfaction, BV89 05/06 55%, 06/07 50%, 07/08 61%.	Annual Quality of Life Surveys completed and results inform the Service Business Planning Processes. This year a survey relating to 'Feelings of Safety' carried out through Community Safety will also support this process.

Recommendations	Action Ref	Actions	Lead Officer	Resource Impact	Outputs and Planned Outcomes	Progress / Comments (evidence file reference)
AC4.2 Improved coordination of environmental education and enforcement: aim to change public perception	C2.22	Carry out annual Quality of Life Perception Survey for street-based services. (see C1.2)	A Flynn	Resource from existing resources.	Improve public perception measured through annual quality of life survey and BV89. Measure and improve public Satisfaction, BV89 05/06 55%, 06/07 50%, 07/08 61%.	Completed
<u>C3. Business Planning & Sustainability</u> LCC4: Improve business planning process to emphasise themes from AC report and interaction of service delivery	C3.1	Incorporate all aspects of Street-based Services into Service Plans and over-arching Highways and Environment Divisional Plan.	M Smith (complete)	Resource from within existing resources	Publish Divisional Plan including specific cross cutting sections for education and enforcement, community engagement/customer focus and sustainability.	Divisional Plan/service plans complete for 05/06 and 06/07. Ditto Regeneration Business Plans 05/06 and 06/07. Risk management procedures have been extended to Enterprise Liverpool during 2006 / 2007 and are referenced within the 2007 / 2008 business plan for the partnership including an agreed risk review process and testing of mitigation measures.
LCC5: Improve Sustainability	C3.2	Mainstream Sustainability PIs onto the Corporate Performance Management Framework and monitor delivery of the Corporate Sustainable Development Plan.	M Smith / C Derbyshire (complete)	Resource from within existing resources but supported by appointment of AED for Green Issues.	Integrate sustainability agenda within Corporate, Portfolio and Divisional business plans by Apr 06.	New Corporate PI's were introduced in April 2006 covering an improved range of environmental issues, including targets for energy conservation, procurement, recycling, and nature conservation. These align with the updated City Council Sustainable Development Plan 2006-2009 to form part of the Corporate Performance Plan.
LCC6: Improve Clienting arrangements	C3.3	Undertake Client skills audit and gap analysis.	M Smith / T Caul (complete)	Resource from within existing resources	Strengthen client approach to all partner/contract arrangements by Feb 06.	Completed
	C3.4	Through IIP/PRD process agree personal targets with client team to ensure effective contract management.	Smith / C Lomas (complete)	Resource from within existing resources	Identify a set of core client skills to measure staff competency and provide additional training where appropriate by Apr 06.	Completed
	C3.5	Review and identify contract compliance issues across delivery mechanisms to meet objectives in Divisional Business Plan.	M Smith / D Willis (complete)	Resource from within existing resources	Demonstrate service provider compliance and establish appropriate contract and reporting arrangements by Feb 06	Completed
	C3.6	Review contract payment mechanisms	M Smith / K Cadman (complete)	Resource from within existing resources	Develop a clear audit trail for all contract administration including processes to ensure continuous service improvement and value for money by Apr 06.	Completed
	C3.7	Develop VFM approach to service and contract management including increased use of benchmarking to challenge contractor performance, quality and value for money	C Lomas / K Cadman (ongoing)	Resource from within existing resources	Continuous service improvement through development of annual Business Plan for each service delivery area by Apr 06.	VFM approach being reviewed for major partnership arrangements Review and revise the Partnerships contract management arrangements and operational liaison to align with the proposed City Council Portfolio Structures. (January 07 – March 07).

