

Relevant Divisional Objectives

The following pages set out each objective in more details, with target dates, measures of success, who will be responsible and how each will be resourced. Achievements will be reported to Committee as part of the scheduled quarterly updates, as required.

Transportation and Public Realm	
Objective: TPR2	Enhance the City Streets and spaces to meet the needs of the business City, and the anticipated increase in Cycling and footfall.
Objective: TPR5	Review the Public Convenience Strategy to improve cost effectiveness and ensure it meets the current and future needs of residents, workers and visitors.
Objective: TPR6	Provide a cost effective, 24/7, street enforcement service
Objective: TPR7	Deliver a cost effective waste management and street cleansing service whilst reducing household waste and improving sustainability.

Objective: TPR 2	Enhance the City Streets and spaces to meet the needs of the business City, and the anticipated increase in Cycling and footfall.				
Supporting TCT Strategy themes:	TCT Strategy 1, 2, 3, 4, 5	Priority and rationale (why are you doing it?):	<ul style="list-style-type: none"> Thameslink, Bank Station and Crossrail are all expected to deliver a substantial additional pedestrian footfall on City Streets. This with a modal shift to cycling and walking makes it essential that City Streets and spaces are designed and improved to meet the expected demand. The programming of works is essential to ensure clarity of funding, prioritisation of schemes and minimised impact of works on City streets. 		
Aligns to Corporate Plan:	KPP1, KPP3				
Departmental Strategic Aims:	<p>To manage all activities and services that relate to the City's streets, especially utility works; and</p> <p>To respond to changes in demand and usage of the City's streets and streetscene.</p>				
Actions/Milestones		Target Date	Measure of Success	Responsibility	Resources
Commission and deliver a pedestrian movement model for the City to uniform future City street design and enhancement		December 2013	Model Working	Snr Engineer	Officer Time & fees to be determined
Develop City Cycle Routes strategy to improve connectivity and facilitate the anticipated increase in cycling on City Streets.		August 2013 By July 2013	Strategy agreed by P&T Bid approved by members & submitted	Asst Director (Transportation)	Officer time
Submit funding bids to TfL in timely fashion					
Further improve Cycle Permeability to deliver a network of City Streets effective in meeting future needs of Cyclists		April 2014	Deliver 20 more two way streets	Snr Engineer	Officer time and TfL funding
City Transportation 2020		Initiate May 2013	Programme Board meeting bi-monthly	Asst Director (Transportation)	Officer time plus fees (to be determined)
Bank Area Strategy adoption High priority lanes and alleyways project (Gateway 5) improve ease of movement across the strategy area		May 2013 Jan 2014	Strategy adopted Gateway 5 agreed	Assistant Director (Environmental Enhancement)	Officer time.
Liverpool Street Area Strategy adoption Middlesex Street project to Gateway 4		July 2013 Dec 2013	Strategy adopted Gateway 4 agreed	Assistant Director	Officer time.

Relevant Divisional Objectives

Appendix B

			(Environmental Enhancement)	
Barbican Area Strategy Review – Consultation approval	Dec 2013	Consultation approved	Assistant Director (Environmental Enhancement)	Officer time.
To review project programming and establish through Project Vision a clear programming process through to build on street.	July 2013	Local Transportation scheme programmed to deliver TfL funding. Clear programmes linking CIL and S106 to Environmental Enhancement and Streetscene Schemes. Build programme coordinated with resurfacing and Utilities programmes to minimise disruption on City streets	Director T & PR	Project vision soft ware Officer time
Report to S&W and Projects Sub on Gateway 1-2 projects funded by S106, S278 and TfL.	April 2013 and 6 monthly thereafter	Project presented and agreed.	Assistant Director (Environmental Enhancement)	Officer Time
Money	People	Environment	Managing Business	
Programme will utilise annual TfL LIP funding and will include bids for additional TfL cycle Programme funding	Project Vision training necessary and support needed for Town Clerks offices regarding project programming.	Improvements to cycling and modal shift to cycling will improve air quality	Important to develop Project Vision to meet needs of programming.	

Objective: TPR 5	Review the Public Convenience Strategy to improve cost effectiveness and ensure it meets the current and future needs of residents, workers and visitors.				
Supporting TCT Strategy themes:	TCT Strategy 1, 2, 3, 5		Priority and rationale (why are you doing it?):	<ul style="list-style-type: none">Changes to legislation, namely the Agency Workers Regulations have increased the salary cost for the service. There is a need to address and minimise the impact of this on budgets.Following changes in Facilities Management arrangements ensure an adequate maintenance response is in place.Undertake an options appraisal for the delivery of the service exploring external delivery.	
Aligns to Corporate Plan:	KPP1, KPP2				
Departmental Strategic Aims:	To respond to changes in demand and usage of the City’s streets and streetscene.				
Actions/Milestones		Target Date	Measure of Success	Responsibility	Resources
Install Urilift in Smithfield		June 2013	Urilift installed and working. No complaints.	Asst Director (Street Scene and Strategy)	Capital Funding
Review viability of extending opening hours of staffed WCs		October 2013	Committee decision	Asst Director (Street Scene and Strategy)	Officer time
Install barriers at 2 staffed toilets and introduce charging.		March 2014	Barriers installed and operational	Asst Director (Street Scene and Strategy)	Capital Investment
Committee Report reviewing Toilet Strategy		November 2013	Committee report presented and agreed.	Asst Director (Street Scene and Strategy)	Officer time.
Undertake an options appraisal of the service		March 2014	identify and recommend options for the future delivery of the service	Asst Director (Street Scene and Strategy)	Officer time, possibly engage consultants for research.
Money		People		Environment	Managing Business
£120k Barriers		N/A		N/A	Need to keep Smithfield market advised re Urilift proposals. Liaise with City Surveyor regarding installation of barriers

Objective: TPR 6	Provide a cost effective, 24/7, street enforcement service				
Supporting TCT Strategy themes:	TCT Strategy 1, 2, 3, 5.	Priority and rationale (why are you doing it?):	<ul style="list-style-type: none"> To deliver a quality of street scene suitable for the city as a world financial centre and meet the levels of cleanliness required by residents and visitors alike. To minimise obstructions and permit the free flow of pedestrian movement across the City streets. 		
Aligns to Corporate Plan:	KPP3				
Departmental Strategic Aims:	To respond to changes in demand and usage of the City's streets and streetscene.				
Actions/Milestones		Target Date	Measure of Success	Responsibility	Resources
Agree street environment officer work plan. SRL, Business engagement, time band surveys, contract monitoring etc		May 2013	Programme and performance measures agreed.	Asst Director (Street Scene and Strategy)	Officer time. Materials.
Negotiate night rota and recruit to new.		June 2013	Rota agreed posts evaluated and recruited.	Asst Director (Street Scene and Strategy)	Officer time.
Agree A Board Policy		November 2013	Policy agreed.	Asst Director (Street Scene and Strategy)	Officer time.
Introduce legislation controlling distribution of printed material		September 2013	Committee approval	Asst Director (Street Scene and Strategy)	Officer time.
Assess night time street cleansing needs cleaning appraisal		August 2013	Survey completed and low, medium and high priority streets identified and agreed	Business Improvement & Performance Manager/ Senior Inspector & Enforcement Officer	Officer time
Enforcement processes review		November 2013	Review completed	Asst Director (Street Scene and Strategy)	Officer time
Money	People		Environment	Managing Business	
Overtime costs for enhanced night time inspection programme for street cleansing	N/A		Increased cleanliness through night review and adoption of powers to reduce distribution of printed material	N/A	

Objective: TPR 7	Deliver a cost effective waste management and street cleansing service whilst reducing household waste and improving sustainability.				
Supporting TCT Strategy themes:	TCT Strategy 1, 2, 3, 5	Priority and rationale (why are you doing it?):	<ul style="list-style-type: none"> Due to budget pressures there is a need to review the CCAS with a view to reducing the cost and making it more sustainable moving forward. In line with our commitment to regularly review the waste strategy, complete the review and publish a new Waste Strategy along with an integrated action plan to meet the objectives within the strategy. Explore and adopt appropriate legislation to ensure the City's streets and maintained to the high cleanliness standards required in the City. Improve the use of technology allowing the public to engage and report issues easier and integrate into internal systems to streamline processes. 		
Aligns to Corporate Plan:	KPP1, KPP2, KPP3				
Departmental Strategic Aims:	To manage all activities and services that relate to the City's streets, especially utility works; and				
Actions/Milestones		Target Date	Measure of Success	Responsibility	Resources
Review clean City Award Scheme to eliminate Local Risk financial burden		September 2013	Service ceases or becomes self-financing	Clean City Awards and Recycling Manager	Officer time.
Complete new waste strategy and recycling action plan		July 2013	Waste strategy adopted recycling action plan agreed	Asst Director (Street Scene and Strategy)	Officer time. Consultation material costs.
2014 Annual Improvement plan for Enterprise Contract.		Sept 2013	Annual improvement plan agreed by board.	Assistant Cleansing Director	Officer time.
Agree proposals to benchmark Enterprise contract		February 2014	Benchmarking process agreed	Assistant Cleansing Director	Officer time.
Promote and launch the Love City streets App Develop internal systems to enable better integration		May 2013 November 2013	App launched and promoted. Develop systems to integrate with internal processes	Asst Director (Street Scene and Strategy)	Officer time. System development cost
Review snow plan and operational protocols		Aug 2013	Annual snow plan revised and all protocols documented, website	Assistant Cleansing Director	Officer time. Adaptations possible set open space kit.

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Appendix B

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Review hazardous Waste service in liaison with GLA review Move to direct phone answering for hazardous waste enquiries.	November 2013 April 2013	Review completed Direct answering in place	Assistant Cleansing Director	Officer time Telephone networking costs potentially
Money	People	Environment	Managing Business	
Telephone networking costs Phone App development/ systems integration costs	Introduction of night SEO rota Moving staff to live phone answering rather than answer phone Hazardous Waste training	Waste strategy and other initiatives will make service more sustainable and encourage reduction in waste	N/A	