

**Transportation & Public Realm**

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Transportation & Public Realm Director

1. The last year has been a highly successful one with a number of our key successes set out in our Divisional Plan (Appendix B).
2. A philosophy of continuous improvement has underpinned our success. This approach is focused on three key areas, namely; 'Programme Management', 'Data collation, analysis and target setting' and 'Communication'.

**Programme Management**

3. A considerable success of 2013/2014 was the shift achieved within T&PR to improved programmed management and works planning. In terms of project management we now report every six months setting out recommendations for the commencement of new projects put in the context of all of those projects approved through Area Strategies but which have not yet commenced. This now provides Members real options and the ability to prioritise resources.
4. In 2014/15 we will be taking our programming a significant step further to improve work programming and mitigation of the impact of our works on traffic. This will involve all projects being assessed for their impact on congestion and then being provisionally programmed from commencement to completion over the next five years. This programme will then be assessed by our highway teams having regard to known longer term projects such as Crossrail, the Mayor of London's Cycling Vision, Bank Station Upgrade, utility renewal programmes and City events. Once agreed we will use GIS to set out our works programme. We will use GIS to show not only the sites of activity but also the area of traffic impact for each scheme. This will deliver a clear programme useful for Members, developers, the utility companies and residents alike.

**Data Collection and Analysis**

5. The management of the T&PR Division is driven by information analysis. The monitoring of contract embedded KPIs is key to the success of our parking, highways maintenance, waste and street cleansing contracts. These KPIs are both monitored and reviewed as part of our continuous

improvement approach. For example – in 2014/2015 we will be reviewing the effectiveness of the waste and street cleansing contract KPIs to ensure they effectively track performance. We have also built a requirement for periodic service benchmarking into contracts such as our waste/cleansing contract and 2014/2015 will see the first of these benchmark reviews.

6. The collection and analysis of data underpins our approach to management. Whether it is delivery of our recycling plan (due 2014/2015), delivering efficiencies into our street cleansing operations or income budget setting, the work we do on data analysis is essential. This was never more true than last year when we presented the evidence to Members that enabled them to support the introduction of a 20MPH speed limit in the City. This was a major success for the Division.
7. Road Danger Reduction will continue as the top priority for the T&PR Division in 2014/2015 as will the development and promotion of our Road Danger Reduction Partnership. The analysis of accident data along with a move towards a move evidence based road danger reduction programme will be a particular priority and, through the partnership, we will be looking to engage with both the police and academics in our approach.

### **Communication**

8. T&PR rightly has an excellent reputation for service delivery. My aim now is to see us also recognised as a beacon of excellence in communication. This is not something new for the Division we have been developing this approach over the last two years. For example we took the innovative step of specifying a dedicated communications officer post in the new Riney contract and we have been at the leading edge of the use of Twitter to communicate on highways works, cycling and waste.
9. Most recently we have been instrumental in proposing and detailing a consultation protocol for estates. Currently being finalised this protocol will initially focus on the Barbican. It will be adopted corporately (other than for housing and planning consultation) and once evaluated rolled out to all estates across the City. This document will shape, in particular, our forthcoming strategy review of the Barbican Area and see a marked shift towards a 'you said' and 'we did' style of communication. In 2014/2015 I see this approach being embedded within T&PR for both external and internal consultations e.g. around committee reports.
10. We will also be continuing our approach to stakeholder communication on major build schemes by publishing weekly progress updates directly to interested stakeholders as well as on our web pages. This has proved a major success on the Holborn scheme and will be essential to the successful delivery of the Aldgate scheme due to start in June 2014.

<b>Department of the Built Environment Transportation &amp; Public Realm Division Plan 2014-15</b>	
<b>What We Do</b>	Street cleansing – Recycling Services, waste management and disposal –Public Conveniences and the Community Toilet Scheme-Street, Waste Planning Development, Enforcement Services-Highways maintenance, repair - Special event planning- Road closures and utility works across the City –Car parks and Parking services- Local and Strategic Transportation including pedestrian and cycling strategies, parking and vehicle loading strategies and public transport policy - Road Safety - Environmental Enhancement strategy and project delivery
<b>Our Vision</b>	To deliver a clean and safe, high quality built environment to encourage urban regeneration and meet the current and future needs of businesses, residents and visitors.
<b>Our Achievements</b>	<p>For 2013/14</p> <p><b>Cleansing</b></p> <ul style="list-style-type: none"> <li>• Britain in Bloom cleansing commended for contribution to clean streets/garden areas.</li> <li>• Street cleanliness standards assessed by Keep Britain Tidy as best on record, best in London and best City nationally.</li> <li>• Keep Britain Tidy Innovation Award for street cleansing <i>No Ifs No Butts</i> campaign.</li> <li>• Commended in Green Fleet awards Public Sector Fleet Manager</li> <li>• Corporate Transport Policy approved.</li> <li>• City's fleet management awarded FORS Gold (TfL) and Van Excellence Award by Fleet Transport Association.</li> <li>• Implementation of 'Bin the Bin' in Walbrook Wharf; increased recycling rates from 61% (2012) to 71% (2013).</li> <li>• Highest Household Dry Recycling Rate of all 'Inner London Boroughs', 36.46% for 2013.</li> <li>• Bulky reuse collection service introduced – tripling amount of furniture being reused</li> <li>• 'Recycling in the City' float in the Lord Mayor Show – gained BBC coverage and raised awareness of recycling in the City.</li> <li>• Installation of Urilifts (Charterhouse St, Watling Street, Bidhopsgate and Cornhill).</li> </ul>

- Refurbishment & installation of barriers at Royal Exchange & Eastcheap toilets; completing the installation of barriers at Tower Hill and Paternoster Square conveniences.
- Securing the 'contract' with Environmental Health to deliver the out of hours noise complaints service for 2014/15.

#### **Highways**

- Procurement of new parking enforcement and cash collection contract.
- Facilitation and delivery of over a dozen major special events, including management of The Lord Mayor's Show fireworks.
- The accommodation of an increase in City development activity, and the continuing impact of Crossrail, without major disruption to the City's highway network.
- Assistant Traffic Manager (On-Street Parking) nominated for an award from Crossrail in recognition of her efforts to co-ordinate activity.
- "National Joint Utilities Group Partnership Award 2013" for its work in partnering with office developers and telecoms providers in promoting its "Communal Entry Chambers & Early Installation Initiative".

#### **Parking Ticket Office**

- Improved Old Broad Street signage reducing non-compliance by 66%.
- Partnership working with G4S has reduced their PCNs by 33% and is now recognised best practice in London Councils Parking Manager's Seminars.
- We have reviewed over 40 webpages of the Parking Ticket website and have introduced mapping services in areas regularly visited.
- Increase to 50% of PCN payments being paid online (from 20%) saving officer time and improving efficiency.

#### **City Transportation/ Environmental Enhancement**

- Won CIHT/Enterprise Mouchel Streets Award for the Cheapside project
- Obtained Member approval for a City wide 20mph limit
- Scheme approval for Aldgate Highway and

	<p>Public Realm Improvements</p> <ul style="list-style-type: none"> <li>• Approvals and significant external funding for Holborn Circus; then completing substantially the construction.</li> </ul>
<p><b>Our Challenges</b></p>	<p>For 2014/015</p> <ul style="list-style-type: none"> <li>• Maintain Renew bins whilst uncertainty remains over future plans.</li> <li>• Full implementation of the Corporate Transport Policy</li> <li>• Renewal of FORS Gold, new criteria new parameters.</li> <li>• Increasing recycling and participation rate, especially from private blocks.</li> <li>• Reducing the burden of the Clean City Award Scheme on the local risk budget.</li> <li>• Successfully deliver the out of hours noise service.</li> <li>• Car park facilities need to be reviewed in light of current income levels.</li> <li>• Tour de France will come to London requiring major weekday road closures.</li> <li>• Aldgate scheme to move from detailed design into construction.</li> <li>• Long-term co-ordination of major works, schemes and projects to prioritise a comprehensive programme of works and avoid cumulative disruption.</li> <li>• Commence the replacement of street lighting on the riverside and to institute a major cost saving switch to LED lighting.</li> <li>• Reorganising section to deal with the coming challenges</li> <li>• Designing and delivering the Quietway and Superhighway cycling infrastructure in the City</li> <li>• Delivering the 20mph scheme and a programme of education, training and publicity</li> <li>• Restructuring PTO to improve management efficiency and clarity of roles.</li> <li>• To continue to review the service, particularly in relation to signage and high PCN level areas, to ensure that the service is fair and transparent.</li> <li>• To manage various legislative, code of practice and statutory guidance changes in relation to CCTV, bailiffs and parking enforcement.</li> </ul>

<p><b>Our Objectives</b></p>	<ol style="list-style-type: none"> <li>1. Reduce traffic accidents on City streets.</li> <li>2. Enhance the city streets and spaces to meet the needs of the business City and the anticipated increase in cycling and walking.</li> <li>3. Provide a cost effective parking service that supports the delivery of local and strategic transport policy and the safe and efficient use of our streets.</li> <li>4. Effective management of highways activities, co-ordinating works and ensuring disruption to pedestrians and traffic minimised.</li> <li>5. Review the public convenience strategy to improve cost effectiveness</li> <li>6. Prove a cost effective, 24/7, street enforcement service.</li> <li>7. Deliver a cost effective waste collection and street cleansing service whilst reducing household waste and improving sustainability</li> <li>8. Prepare for, assist &amp; co-ordinate the delivery of major third party infrastructure projects, including influencing and mitigating their permanent impact.</li> </ol>
<p><b>Our KPIs</b></p>	<ul style="list-style-type: none"> <li>• NI 191- To reduce the residual annual household waste per household to 373.4kg</li> <li>• NI 192 - 43% of household waste recycled.</li> <li>• NI 195 - 2% of relevant land and highways (%) from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible.</li> <li>• LTR2 - 80% of valid PCN debts recovered.</li> <li>• LTR3a -Respond to 90% of PCN correspondence within 10 days.</li> <li>• TPR1- No more than 3 failing KPI's, per month on new Refuse and Street Cleansing contract</li> <li>• TPR2 - No more than 3 failing KPI's, per month on new Highway Repairs and Maintenance contract.</li> <li>• TPR3a - Reduction by 10% of number of persons killed and seriously injured compared to 2010 Baseline.</li> <li>• TPR3b - Reduction by 5% of number of casualties compared to 2010 Baseline.</li> <li>• TPR4 - No more than 10 unresolved 'time banding' queries.</li> <li>• TPR5 - 3 New Area Strategies agreed by Committee by March 31st 2013</li> <li>• TPR6 - 90% street works in full compliance with the services 5 point communication plan.</li> </ul>

<b>TPR 1</b>	<b>Reduce traffic accidents on City Streets</b>				
<b>Supporting TCT Strategy themes:</b>	<ul style="list-style-type: none"> <li>• City which is competitive and promotes opportunity.</li> <li>• City which supports our communities.</li> <li>• City which protects promotes and enhances our environment.</li> <li>• City which is safer and stronger.</li> </ul>	<b>Priority and rationale (why are you doing it?):</b>	<ul style="list-style-type: none"> <li>• To meet accident reduction targets as set out in the 2011-2014 Local Implementation Plan.</li> <li>• To reduce the costs and workload associated with accidents.</li> <li>• To deliver City streets that encourages walking and cycling with the resultant air quality and health benefits.</li> </ul>		
<b>Aligns to Corporate Plan:</b>	<u>Corporate Plan Strategic Aims:</u> SA1 and SA2 <u>Key Policy Priorities:</u> KPP1, KPP3				
<b>Departmental Strategic Aims:</b>	To manage all activities and services that relate to the City's streets, especially utility works and minimise their impact upon road danger and congestion.				
<b>Actions/Milestones</b>		<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
Maintain quarterly meetings of the Road Danger Reduction Partnership		Quarterly	Joint programming and evaluation established.	Asst Director (Transportation)	Staff Time Air Quality & Traffic Surveys costs
Deliver 20MPH speed limit in accordance with the agreed committee report.		July 2014	20MPH speed limit operative, minimum complaints received	Asst Director (Transportation)	Time. £200K TfL Budget Signage/Installation Costs
Deliver Road Danger Reduction Plan (RDRP) for 2014/2015.		Specific items as per RDRP plan	Delivery of programme to time.	Asst Director (Transportation)	Budget to be confirmed. Staff time
Complete Holborn Junction Road Safety Scheme		Complete April 2014	Schemes deliver to time and budget. Accidents reduce.	Project Officers	£2.3m TfL Budget.
RDRP criteria embedded into Considerate		Feb 2015	Evaluation criteria	AD Highways	Officer Time

## Divisional Business Plans

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Contractor Scheme Assessment, inc Award		embedded in CCS and award presented		
Freight Strategy	March 2015	Strategy and Action Plan Agreed	Asst Director (Transportation)	Capital Funding. Officer time.
Develop the project to remove the Aldgate Gyrotory System to Gateway 5 (implementation) (See DBE1)	Commence work July 2014 Complete September 2016	Project agreed with final design and fully funded	Asst Director (Transportation)/ Project Officers Assistant Director – City Transportation	Capital funding. Officer time.
Conduct a comprehensive review of the efficiency of courtesy crossings	December 2014	Review completed and reported to Committee	Asst Director (Transportation/Project Officers)	£30K Local Risk
Establish a joint venture/partnership with Research Institute to assure outcomes on RDR Plan	July 2014	Agree scope and delivery schedule	T&PR Director (Delivered by RDR Programme Manager)	£20K TfL
	Dec 2014	Agree model and findings		
Delivery of Education, Training and Publicity (ETP) programme to deadlines	Deadlines as set in ETP programme	% of programme delivered	Asst Director (Transportation)	£80K TfL
National standard on "Construction Logistics and Work Related Road Risk" into, construction and logistics plans; Building Service Plans; and City's own procurement.	Dec 2014	Embedded	AD Highways (Delivered by RDR Programme Manager with Business Improvement & Performance)	Time including legal planning.
<b>Money</b>	<b>People</b>		<b>Environment</b>	<b>Managing Business</b>
Part funded TfL but will require prioritisation of City S106/CIL/OSPR. Costs shown are indicative.	Increased Road Safety awareness for all staff. Reduced number of RTA's.		Environmental impact of 20 MPH to be modelled and evaluated.	Need to agree corporate prioritisation of Aldgate scheme if funded to be found.



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			ETP programmes with local businesses. Increased partnership working with Key Partners in particular the City of London Police.
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<p>TPR 2</p>	<p>Enhance the environment of the City Streets and spaces, meet the needs of the business City, and meet the anticipated increase in cycling and footfall, through a long-term co-ordinated &amp; integrated programme of strategic, spatial &amp; modal changes.</p>			
<p>Supporting TCT Strategy themes:</p>	<ul style="list-style-type: none"> <li>• City which is competitive and promotes opportunity.</li> <li>• City which supports our communities.</li> <li>• City which protects promotes and enhances our environment.</li> <li>• City which is vibrant and culturally rich</li> <li>• City which is safer and stronger.</li> </ul>	<p>Priority and rationale (why are you doing it?):</p>	<ul style="list-style-type: none"> <li>• Thameslink, Bank Station and Crossrail are all expected to deliver a substantial additional pedestrian footfall on City Streets.</li> <li>• A modal shift to cycling and walking, as well as London-wide cycling initiatives, makes it essential that City Streets and spaces are designed and improved to meet the expected demand.</li> <li>• Major projects need to be prioritised and co-ordinated to ensure wider City initiatives (eg the Cultural Hub) are integrated with the needs of City developments and the wider local transport agenda</li> <li>• The programming of works is essential to ensure clarity of funding, prioritisation of schemes and minimised impact of works on City streets.</li> </ul>	
<p>Aligns to Corporate Plan:</p>	<p>Corporate Plan Strategic Aims: SA1 and SA2 Key Policy Priorities: KPP1, KPP3</p>			
<p>Departmental Strategic Aims:</p>	<p>To manage all activities and services that relate to the City’s streets, especially utility works and minimise their impact upon road danger and congestion; and</p> <p>To respond to changes in demand for and usage of the City’s streets and streetscene</p>			
<p>Actions/Milestones</p>	<p>Target Date</p>	<p>Measure of Success</p>	<p>Responsibility</p>	<p>Resources</p>
<p>Establish process for assessing &amp; delivering change through the assessment, prioritisation and co-ordination of projects</p> <ul style="list-style-type: none"> <li>• Data gathering to inform project assessment</li> <li>• Prioritise projects by corporate need, area strategy requirement, fixed or flexible programme (eg developments, TfL funding,</li> </ul>	<p>April 2014 May 2014</p>	<p>Programme reviewed, agreed, authorised, reported and embedded in divisional workload priorities. Dynamic</p>	<p>Director of T&amp;PR  Director of Policy &amp; Performance  Chief Planning Officer</p>	<p>Local Risk, CIL, s106, s278 &amp; TfL funding</p>

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<ul style="list-style-type: none"> <li>Crossrail), construction impact etc</li> <li>Establish method of geographical representation for scheme construction impact</li> <li>Assess cumulative impact &amp; resources to re-prioritise programme</li> <li>Authorise &amp; report as appropriate</li> <li>Establish long-term dynamic programme adjustment process</li> </ul>	<p>June 2014</p> <p>June 2014</p> <p>Sept 2014</p> <p>On-going</p>	<p>review process established</p>	<p>Principal Planning Officer (Obligations)</p>	
<p>Complete geographical representation of 3 year workplan</p>	<p>Sept 2014</p>	<p>Presentation Completed</p>	<p>Director of T&amp;PR</p>	<p>TBC</p>
<p><b><u>Priority Project (Concept)*</u></b>                  Fleet St                  London Wall Place / London Wall                  Fenchurch St                  Bank junction                  Fleet Buildings                  Museum of London gyratory</p>	<p>TBC</p>	<p>Priority projects progressing from concept to design</p>	<p>Director of T&amp;PR                  Chief Planning Officer</p>	<p>Local Risk, CIL, s106, s278 &amp; TfL funding</p>
<p><b><u>Priority Project (Design)*</u></b>                  Cycling initiatives programme                  Aldgate gyratory (See DBE1)                  Middx St                  Bloomberg, Queen Victoria St</p>	<p>TBC</p>	<p>Priority projects progressing from design to delivery</p>	<p>Director of T&amp;PR                  Chief Planning Officer</p>	<p>Local Risk, CIL, s106, s278 &amp; TfL funding</p>
<p><b><u>Priority Project (Delivery)*</u></b>                  Cycling initiatives programme                  John Carpenter St                  Silk St Streetscene enhancement                  Sculpture in the City 2014                  Moor Lane Streetscene enhancement                  Millennium Bridge Area                  Middx St</p>	<p>TBC</p>	<p>Priority projects progressing from delivery to completion</p>	<p>Director of T&amp;PR                  Chief Planning Officer</p>	<p>Local Risk, CIL, s106, s278 &amp; TfL funding</p>

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Policy development: City Transportation 2020	TBC	Programme Board meeting bi-monthly	Asst Director (Transportation)	Officer time plus fees (to be determined)
Policy development: Commission and deliver a pedestrian movement model for the City to inform future City street design and enhancement	March 2015	Model Working	Asst Director (City Transportation)	Sum from LIP 2014/2015 - £190K  Capital Total Cost - £340K. Revenue £60K (£20K/Year to maintain and run) Total £400K over 5 years  Funded by TfL through LIP.
<b>Money</b>	<b>People</b>		<b>Environment</b>	<b>Managing Business</b>
A number of income streams, including Local Risk, S106, S278, TfL and Cil.	Partnership Working within the COL and with external partners such as TfL.		Cycling increase will deliver improved on quality of air.	Provide City fit for world class financial and business centre. Improve cross department communication.

<p><b>TPR 3</b></p>	<p><b>Provide a cost effective parking service, including parking enforcement, car parks parking bay and cash collection functions</b></p>				
<p><b>Supporting TCT Strategy themes:</b></p>	<ul style="list-style-type: none"> <li>• <b>City which is competitive and promotes opportunity.</b></li> <li>• <b>City which supports our communities.</b></li> <li>• <b>City which protects promotes and enhances our environment.</b></li> <li>• <b>City which is vibrant and culturally rich</b></li> <li><b>City which is safer and stronger.</b></li> </ul>	<p><b>Priority and rationale (why are you doing it?):</b></p>	<ul style="list-style-type: none"> <li>• On street parking contract requires renewal as expiring.</li> <li>• Pay by Phone evaluation to establish need, if any, to replace redundant barrier equipment.</li> <li>• Car Park strategy to evaluate financial viability and support local transportation strategy.</li> <li>• Car park management, on-street parking enforcement, ticket processing &amp; appeals, cash collection, pay &amp; display, Pay by Phone functions deliver this key transport strategy function</li> </ul>		
<p><b>Aligns to Corporate Plan:</b></p>	<p><u>Corporate Plan Strategic Aims:</u> SA1 and SA2 <u>Key Policy Priorities:</u> KPP1, KPP2, KPP3</p>				
<p><b>Departmental Strategic Aims:</b></p>	<p>To manage all activities and services that relate to the City's streets, especially utility works and minimise their impact upon road danger and congestion; and</p> <p>To respond to changes in demand for and usage of the City's streets and streetscene.</p>				
<p><b>Actions/Milestones</b></p>		<p><b>Target Date</b></p>	<p><b>Measure of Success</b></p>	<p><b>Responsibility</b></p>	<p><b>Resources</b></p>
<p>Procure new Pay by Phone contract</p>		<p>Nov 2014</p>	<p>Contract awarded &amp; mobilised</p>	<p>Traffic Manager</p>	<p>Officer time</p>
<p>Strategic review of car park provision, policies, operating costs and tariffs.</p>		<p>Dec 2014</p>	<p>Car park strategy implemented &amp; monitored.</p>	<p>Assistant Highways Director T&amp;PR Director</p>	<p>Officer time</p>
<p>Retender combined car park management contract inc Markets &amp; Barbican Centre</p>		<p>Dec 2014</p>	<p>Contract awarded &amp; mobilised</p>	<p>Traffic Manager</p>	<p>Officer time</p>
<p>Review on-street Pay &amp; Display parking provision in context of Pay by Phone success, ageing P&amp;D</p>		<p>March 2015</p>	<p>Strategy agreed and implementation</p>	<p>Traffic Manager</p>	<p>Officer time</p>

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equipment, maintenance contract expiry (Sept 2014) and CoL Service Reviews		started		
Effectively Manage the parking enforcement contract and other on-street parking functions	March 2015	Contract managed with KPIs	Traffic Manager	£2.4m off-street from local risk £3.7m on-street funded from parking income
Manage impact of Tribunals, Courts & Enforcement Act 2007 on CoL bailiffs, and proposed Govt reforms on parking & transport	Dec 2014	Legislative changes incorporated into bailiff & other functions	Parking Ticket Office Manager	Officer Time
Effectively manage the PCN payment, appeals and representations function, including the annual Parking Ticket Office report and various IT / CCTV supporting systems.	March 2015	Recovery rate & response times KPIs. Report complete.	Parking Ticket Office Manager Performance & Standards Officer (adjudication)	Officer Time
Review clarity of signage at High Level PCN Locations	Sept 2014	Signage clear. Commitment to traffic management rather than simply income generation reinforced.	Parking Ticket Office Manager	Officer Time
		<b>People</b>	<b>Environment</b>	<b>Managing Business</b>
Potential impact of new contracts.	N/A		Potential removal of machines if pay by phone a continued success	N/A

<p><b>TPR 4</b></p>	<p><b>Effective management of Highways activities, co-ordinating works and ensuring disruption to pedestrians and traffic minimised</b></p>				
<p><b>Supporting TCT Strategy themes:</b></p>	<ul style="list-style-type: none"> <li>• <b>City which is competitive and promotes opportunity.</b></li> <li>• <b>City which protects promotes and enhances our environment.</b></li> <li>• <b>City which is vibrant and culturally rich</b></li> </ul>	<p><b>Priority and rationale (why are you doing it?):</b></p>	<ul style="list-style-type: none"> <li>• City of London has a Network Management Duty to deliver the expeditious movement of traffic on its road network and those of other traffic authorities</li> <li>• Identifying ways to minimise disruption by co-ordinating works and communicating what is planned is vital to this Duty</li> <li>• Special events often have a national or pan-London profile and major local impact, and have to be planned effectively</li> </ul>		
<p><b>Aligns to Corporate Plan:</b></p>	<p><u>Corporate Plan Strategic Aims:</u> SA1and SA2 <u>Key Policy Priorities:</u> KPP1, KPP2, KPP3</p>				
<p><b>Departmental Strategic Aims:</b></p>	<p>To manage all activities and services that relate to the City’s streets, especially utility works and minimise their impact upon road danger and congestion; and</p> <p>To respond to changes in demand for and usage of the City’s streets and streetscene.</p>				
<p><b>Actions/Milestones</b></p>		<p><b>Target Date</b></p>	<p><b>Measure of Success</b></p>	<p><b>Responsibility</b></p>	<p><b>Resources</b></p>
<p>Plan and oversee delivery of the annual special events plan including Lord Mayors Show, Tour de France and a review of event approval guidelines. Plan and deliver cleansing operations re. above.</p>		<p>As per approved events programme</p>	<p>Events successfully delivered. Minimisation of complaints received.</p>	<p>Traffic Manager  Asst Director – Cleansing (Operations)</p>	<p>Officer time.  Operational Costs TBA.</p>
<p>Maintain and publicise a method of measurement for monitoring the 5 point plan for streetworks &amp; City’s own works.</p>		<p>March 2015</p>	<p>% compliance with 5 point plan</p>	<p>AD Highways</p>	<p>Staff time</p>
<p>Deliver bi-annual coring programme to assess utility reinstatements and take action on failures.</p>		<p>March 2015</p>	<p>Programme delivered and results assessed, fed back and enforced.</p>	<p>AD Highways</p>	<p>£30K local risk, with intention of becoming self-financing.</p>

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5 year resurfacing programmed budgeted for and delivered, taking into account #street Condition Index, DVI surveys and future streetscene enhancements	Nov 2014	Programme delivered and to time.	Highways Manager	Revenue Budget (TBA) Staff Time.
Maintain a safe & suitable street surface & environment, inc street lighting.	March 2015	Highway inspections completed, contract service levels delivered	Highways Manager Head of Access	£2.1m local risk
Use of Highways Management System (HyMS) to facilitate highway asset management plan, CIPFA valuation of the highway and highway repair prioritisation	March 2015	CIPFA calculation to Chamberlains, UKPMS survey complete	AD Highways	£274k (capital budget)
Review accident claims, inspection processes and trend data.	March 2015	Review complete. Lessons learned & implemented	Highway Manager	Staff time
Embed mobile working	September 2015	Efficiency savings identified	AD Highways	Within £274K capital budget
Implement TfL LoHAC contract & review suitability for use on particular works	Dec 2014	Contracts signed & framework used	AD Highways	Staff time
Manage and co-ordinate activities on-street to ensure the City's Network Mgt Duty is met, inc long-term works programme	March 2015	Disruption minimised, works co-ordinated	AD Highways	Staff time
Frame and progress strategic street lighting review and sturgeon lighting project, as well as (if approved) their associated works	March 2015	Long-term strategy in place and sturgeon replacement underway	AD Highways Chief Planning Officer	£2.5m approx. (strategic replacement programme) £300k sturgeon lighting
<b>Money</b>		<b>People</b>		<b>Environment</b>
Expenditure will be a combination of Local Risk and Capital Money. Potential saving in energy costs is switch to LED lighting				LED lighting will result in reduced energy consumption.
				Improve cross department communication.



<p><b>TPR 5</b></p>	<p><b>Review the Public Convenience Strategy to improve cost effectiveness and ensure it meets the current and future needs of residents, workers and visitors.</b></p>				
<p><b>Supporting TCT Strategy themes:</b></p>	<ul style="list-style-type: none"> <li>• <b>City which is competitive and promotes opportunity</b></li> <li>• <b>City which supports our communities</b></li> <li>• <b>City which protects, promotes and enhances our environment</b></li> <li>• <b>City which is safer and stronger</b></li> </ul>	<p><b>Priority and rationale (why are you doing it?):</b></p>	<ul style="list-style-type: none"> <li>• Following a customer satisfaction survey review the current service provisions and make appropriate changes to meet expectations.</li> <li>• Gain an understanding of the Corporate Service Based Reviews and what the impact is likely to be on the public convenience service and develop appropriate plans to achieve the desired outcomes.</li> <li>• Undertake an options appraisal for the delivery of the service exploring external delivery.</li> </ul>		
<p><b>Aligns to Corporate Plan:</b></p>	<p><u>Corporate plan Strategic Aims:</u> SA2 <u>Key Policy Priorities:</u> KPP1, KPP2</p>				
<p><b>Departmental Strategic Aims:</b></p>	<p>To respond to changes in demand for and usage of the City's streets and streetscene.</p>				
<p><b>Actions/Milestones</b></p>		<p><b>Target Date</b></p>	<p><b>Measure of Success</b></p>	<p><b>Responsibility</b></p>	<p><b>Resources</b></p>
<p>Committee Report reviewing Toilet Strategy based on the outcome of the customer satisfaction survey; and if necessary, another following the service based reviews.</p>		<p>May 2014 and November 2014</p>	<p>Committee report agreed.</p>	<p>Asst Director (Street Scene and Strategy)</p>	<p>Officer time</p>
<p>Develop an action plan based on the information collected from the satisfaction survey.</p>		<p>May 2014</p>	<p>Timeline and milestones for implementation. Improved customer satisfaction scores.</p>	<p>Asst Director (Street Scene and Strategy)</p>	<p>Officer time</p>
<p>Relocate the Automated Public Convenience (APC) at Monument Place to Middlesex Street.</p>		<p>March 2015</p>	<p>Successful relocation and increased user figures at new location</p>	<p>Asst Director (Street Scene and Strategy) Asst Director (Development Management)</p>	<p>TBA</p>

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<p>Agree a strategy for promoting the Public Convenience service including the Community Toilet Scheme (CTS)</p>	<p>December 2014</p>	<p>Greater awareness of the service and locations. Improved satisfaction score.</p>	<p>Asst Director (Street Scene and Strategy)</p>	<p>Officer time</p>
<p>Review the income budgets as a result of the introduction of charging and establish budget income levels</p>	<p>January 2015</p>		<p>Asst Director (Street Scene and Strategy)</p>	<p>TBA</p>
<p>Review options for delivery of the service and report to Committee as to whether anything to be gained from out-sourcing</p>	<p>January 2015</p>	<p>identify and recommend options for the future delivery of the service</p>	<p>Asst Director (Street Scene and Strategy)</p>	<p>Officer time, possibly engage consultants for research.</p>
<p><b>Money</b></p>	<p><b>People</b></p>		<p><b>Environment</b></p>	<p><b>Managing Business</b></p>
<p>Relocation of the APC to Middlesex Street may incur a cost for connections – JC Decaux will bear the cost for the relocation from Monument Street and re-instatements. If external consultants are engaged to assist with an options appraisal of the service provision for Public Conveniences then funds will be required. This will need to be identified in consultation with the Chamberlains department but found from within the PC local risk budget where possible.</p>	<p>There may be an impact of staff resource</p>		<p>Improved provision of facilitating should reduce anti-social behaviour.</p>	<p>There is an unknown factor which will flow from the public convenience satisfaction survey regarding actions and cost implications. Any implementation will be done in consultation with the Director and Chairman.</p>

<p><b>TPR 6</b></p>	<p><b>Provide a cost effective, 24/7, street enforcement service including delivery of an out of hours noise response service in line with the agreed service level agreement with Environmental Health Service.</b></p>				
<p><b>Supporting TCT Strategy themes:</b></p>	<ul style="list-style-type: none"> <li>• <b>City which is competitive and promotes opportunity.</b></li> <li>• <b>City which supports our communities.</b></li> <li>• <b>City which protects promotes and enhances our environment.</b></li> <li>• <b>City which is safer and stronger.</b></li> </ul>	<p><b>Priority and rationale (why are you doing it?):</b></p>	<ul style="list-style-type: none"> <li>• To deliver a quality of street scene enforcement suitable for the city as a world financial centre and meet the levels of cleanliness required by residents and visitors alike.</li> <li>• To minimise obstructions and permit the free flow of pedestrian movement across the City streets.</li> <li>• Deliver an out of hours noise response service.</li> <li>• To further deliver the no ifs no butts programme of educational events and enforcement to tackle smoking related litter across the City.</li> </ul>		
<p><b>Aligns to Corporate Plan:</b></p>	<p><u>Corporate Plan Strategic Aims:</u> SA2 <u>Key Policy Priorities:</u> KPP3</p>				
<p><b>Departmental Strategic Aims:</b></p>	<p>To manage all activities and services that relate to the City's streets, especially utility works and minimise their impact upon road danger and congestion</p>				
<p><b>Actions/Milestones</b></p>		<p><b>Target Date</b></p>	<p><b>Measure of Success</b></p>	<p><b>Responsibility</b></p>	<p><b>Resources</b></p>
<p>Develop a set of performance measures to demonstrate successful delivery of the SLA for OOH service, including training staff to the required level.</p>		<p>September 2014</p>	<p>Satisfactory performance in delivering the OOH SLA</p>	<p>Asst Director (Street Scene and Strategy)</p>	<p>Officer time.</p>
<p>Refine the street environment officer work plan. SRL (education and enforcement), Business engagement, time band surveys, contract monitoring.</p>		<p>March 2015</p>	<p>Programme and performance measures agreed.</p>	<p>Asst Director (Street Scene and Strategy)</p>	<p>Officer time. Materials.</p>
<p>Agree A Board Policy and implement a programme of enforcement.</p>		<p>May 2014 – P&amp;T Committee</p>	<p>Policy agreed and enforcement plan adopted.</p>	<p>Asst Director (Street Scene and Strategy) Chief Planning Officer</p>	<p>Officer time.</p>
<p>Explore the possibilities of the introduction of</p>		<p>September</p>	<p>Committee approval</p>	<p>Asst Director (Street</p>	<p>Officer time.</p>

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legislation controlling distribution of printed material	2014		Scene and Strategy)	
Ensure processes are in place to follow up all non-payments of FPN's and pursue through the court process where necessary	March 2015	Number of FPN's paid and recovered.	Asst Director (Street Scene and Strategy)	Officer time
Introduce an individual work monitoring process to identify capacity, volume and outputs.	September 2014	Monitoring Process Operational	Asst Director (Street Scene and Strategy)	Officer time
<b>Money</b>	<b>People</b>		<b>Environment</b>	<b>Managing Business</b>
	A more robust approach to 'A' boards may result in greater demands on the enforcement team to ensure compliance.  Ongoing noise training for SEO Staff.		Safer, Better, Regulated environment	To deliver safer city expected of world leading financial and business city.

<p><b>TPR 7</b></p>	<p><b>Deliver a cost effective waste collection and street cleansing service whilst reducing household waste and improving sustainability.</b></p>				
<p><b>Supporting TCT Strategy themes:</b></p>	<ul style="list-style-type: none"> <li>• <b>City which is competitive and promotes opportunity</b></li> <li>• <b>City which supports our communities</b></li> <li>• <b>City which protects, promotes and enhances our environment</b></li> <li>• <b>City which is safer and stronger</b></li> </ul>	<p><b>Priority and rationale (why are you doing it?):</b></p>	<ul style="list-style-type: none"> <li>• Develop a delivery plan to make the CCAS sustainable and reduce the burden on the local risk budget.</li> <li>• Following the adoption of the revised Waste Strategy develop an action plan with clear objectives and ownership to deliver the ambitions of the Waste Strategy.</li> <li>• Explore and adopt appropriate legislation to ensure the City's streets and maintained to the high cleanliness standards required in the City.</li> <li>• Improve the use of technology allowing the public to engage and report issues easier and integrate into internal systems to streamline processes.</li> </ul>		
<p><b>Aligns to Corporate Plan:</b></p>	<p><u>Corporate plan Strategic Aims:</u> SA1, SA2 <u>Key Policy Priorities:</u> KPP1, KPP2, KPP3</p>				
<p><b>Departmental Strategic Aims:</b></p>	<p>To provide an integrated service to City developers and occupiers from pre-construction to demolition;</p> <p>To respond to changes in demand for and usage of the City's streets and streetscene.</p>				
<p><b>Actions/Milestones</b></p>		<p><b>Target Date</b></p>	<p><b>Measure of Success</b></p>	<p><b>Responsibility</b></p>	<p><b>Resources</b></p>
<p>Review Clean City Award Scheme to eliminate Local Risk financial burden to deliver savings in 15/16</p>		<p>March 2015 Report September 2014</p>	<p>Service reduces the burden on the local risk budget.</p>	<p>Clean City Awards and Recycling Manager</p>	<p>Officer time.</p>
<p>Agree and implement recycling action plan identifying responsibilities for tasks and monitoring progress against objectives.</p>		<p>July 2014 review March 2015</p>	<p>Progress made on the objectives within the Waste Strategy.</p>	<p>Asst Director (Street Scene and Strategy)</p>	<p>Officer time. Consultation material costs.</p>
<p>Develop an integrated system for the Love the Square Mile App with the CRM system.</p>		<p>September 2014</p>	<p>LtSM app fully integrated with CRM</p>	<p>Asst Director (Street Scene and Strategy)/ Business Improvement and Performance</p>	<p>Officer time. System development cost IS Division liaison</p>

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			Manager Call Centre	
Administer the Corporate Re-use system (Warp-It) and evaluate with recommendations	March 2015	Significant users numbers of system with demonstrable savings.	Asst Director (Street Scene and Strategy)/ Recycling Manager	Officer time. System development cost
Fully integrate CRM with Amey Work Manager system	August 2014	Fully Integrated	Business Improvement and Performance Manager	Officer time. £25K tbc. IS Division liaison
2015 Annual Improvement plan for Amey Contract.	Sept 2014	Annual improvement plan agreed by board.	Assistant Cleansing Director	Officer time.
Agree proposals to benchmark Amey contract	May 2014	Benchmarking process agreed	Assistant Cleansing Director	Officer time.
Review snow plan and operational protocols	Aug 2014	Annual snow plan revised and all protocols documented, website developed	Assistant Cleansing Director	Officer time. Adaptations possible set open space kit.
Assess night-time street cleansing needs and explore opportunities for efficiencies.	November 2014		Assistant Cleansing Director	Officer Time
<b>Money</b>	<b>People</b>		<b>Environment</b>	<b>Managing Business</b>
Telephone networking costs Phone App development/systems integration costs Reduce financial burden on CCAS making a saving on the local risk budget.	Explore potential 'Snow Friends' as volunteer support		Reduction in street waste and improved recycling rates will have an impact on the immediate environment.	Will enable delivery of a clean and safe City.

<p><b>TPR 8</b></p>	<p><b>Prepare for, assist &amp; co-ordinate the delivery of major third party infrastructure projects, including influencing and mitigating their permanent impact</b></p>				
<p><b>Supporting TCT Strategy themes:</b></p>	<ul style="list-style-type: none"> <li>• <b>City which is competitive and promotes opportunity.</b></li> <li>• <b>City which supports our communities.</b></li> <li>• <b>City which protects promotes and enhances our environment.</b></li> <li>• <b>City which is safer and stronger.</b></li> </ul>	<p><b>Priority and rationale (why are you doing it?):</b></p>	<p>The City needs to meet the challenge of a number of major infrastructure projects being delivered in the Square Mile by Transport for London, Thames Water and Crossrail. This includes:</p> <ul style="list-style-type: none"> <li>• Advance preparation for respective Transport &amp; Works Acts, including logistics planning, asset protection and safeguarding City interests</li> <li>• Co-ordination of activities undertaken by third parties under each particular consent process against the background of other on-going highway activities</li> <li>• Assessment of the eventual impact of planned projects at completion</li> <li>• Influencing and working with the delivery authority to achieve an effective outcome for the City</li> </ul>		
<p><b>Aligns to Corporate Plan:</b></p>	<p><u>Corporate Plan Strategic Aims:</u> SA1 and SA2 <u>Key Policy Priorities:</u> KPP1, KPP3</p>				
<p><b>Departmental Strategic Aims:</b></p>	<p>To manage all activities and services that relate to the City's streets, especially utility works and minimise their impact upon road danger and congestion; and</p> <p>To respond to changes in demand for and usage of the City's streets and streetscene.</p>				
<p><b>Actions/Milestones</b></p>		<p><b>Target Date</b></p>	<p><b>Measure of Success</b></p>	<p><b>Responsibility</b></p>	<p><b>Resources</b></p>
<p>Thames Tideway: Negotiate with Thames Water to assert that City interests are protected in the Statement of Common Ground and Transport &amp; Works Act</p>		<p>March 2015</p>	<p>CoL needs accommodated in TWA</p>	<p>AD Development Management plus AD Highways, Local Transport &amp; Streetscene</p>	<p>Staff time from Highways, Local Transport &amp; Streetscene Enhancement (local risk)</p>
<p>Northern Line Upgrade (Bank station): Negotiate with London Underground to assert City views are included in Transport, Highways &amp; Public Realm design, prior to Transport &amp; Works Act</p>		<p>March 2015</p>	<p>CoL needs accommodated in designs and TWA</p>	<p>AD Highways, Local Transport &amp; Streetscene AD Development</p>	<p>Staff time from Highways, Local Transport &amp; Streetscene Enhancement (local risk)</p>

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				Management	
Northern Line Upgrade (Bank station): Accommodation of LUL site investigation & enabling works		March 2015	Works delivered with minimum network disruption	AD Highways AD Development Management	Staff time (local risk)
Crossrail: Co-ordination of works at five separate sites through Crossrail consent process		March 2015	Works delivered with minimum network disruption	AD Highways AD Development Management	Staff time (local risk)
Crossrail: Review the public street scene need in light of the impact of Crossrail's station delivery		Dec 2014	Need & options for enhancement set out	AD Streetscene Enhancement AD Development Management	Staff time (Departmental funding required)
Crossrail: Ensure compliant Crossrail construction of pipe subway, complete legal & financial agreement for CoL adoption and management, and co-ordinate utility installation & access requirements		March 2015	Construction, legal adoption, commuted sum transfer and utility access in place	AD Highways	Staff time (local risk)
Cycle Super-highway: Co-ordinate CoL assessment, influence and agreement of TfL's proposals		March 2015	CoL views accommodated & political approval received	AD Local Transportation	Staff time (TfL funding?)
Cycle Super-highway: Plan for co-ordination of TfL's construction activities against the City's own long-term highway works programme, inc Aldgate (See DBE1), special events		March 2015	Works delivered with minimum network disruption	AD Highways	Staff time (local risk)
Cycle Super-highway: Review impact of permanent highway closures & changes in network capacity on the CoL streets' ability to accommodate temporary works		March 2015	Impact of temp works, road closures & diversions reviewed	AD Highways	Staff time (local risk)
<b>Money</b>	<b>People</b>	<b>Environment</b>		<b>Managing Business</b>	



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Funding from TfL	Cross departmental working as well as with TfL Additional Cycling Officer	reduced air pollution	Supporting the development of the City of London Improve cross department communication.
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