

BROMSGROVE DISTRICT COUNCIL

**2008/2009
SERVICE BUSINESS PLAN**

Street Scene and Waste Management

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1. Service Strategy

1.1 Service Statement of Purpose:

To 'Making a visible difference' and be 'Proud of Our District'.

Enhance the Environment

Be Welcoming

Positively Impact on the Wellbeing of the Community

This is the Business Plan for Street Scene and Waste Management Department which delivers some of Councils highest profile services from the Depot at Aston Fields including:

- Refuse collection
- Recycling collections
- Bulky Waste service
- Trade Waste service
- Street Cleansing
- Abandoned vehicles
- Fly-tipping
- Cesspool emptying service
- Highways and general works team
- Grounds Maintenance
- Fleet Management
- Garage services
- Waste policy and promotions
- Business Support unit

- Parking Operations
- Shopmobility
- Transportation issues
- Street furniture and Naming
- Concessionary Fares
- Graffiti
- Public Conveniences
- Dog Wardening

1.2 How the Service Contributes to the Council's Objectives and Priorities

The work carried out by the department sits primarily within **Corporate Objective 4 Environment** and specifically **Corporate Priority 5 Clean Streets and Recycling**.

1.3 Three Year Key Deliverables

KD Ref.	Key Deliverable Title	Position @ 31 March 2011	Action to Deliver These
KD1	To develop an integrated approach to operational services and facilitate an improved perception of the District.	To have fully integrated the street cleansing and grounds maintenance operations.	Timetable for integration with project milestones detailed. Project Lead Head of Service
KD2	To implement an improved Street Cleansing service that meets statutory requirements and delivers high quartile performance regards cost, quality, and public satisfaction	High level Performance as determined by BVPI 199 a to d, and high levels of satisfaction s indicated by Customer Surveys.	Project Leader. Head of Service.

KD3	To further develop the grounds maintenance service in order to deliver high performance regarding cost, quality, and public satisfaction	High levels of public satisfaction. To be measured through customer service survey	Project Leader Kevin Hirons
KD4	To develop the refuse and recycling collection service to deliver high level performance regards cost, quality, and public satisfaction.	High level performance and high public satisfaction	Project Leader Mike Bell
KD5	To increase the profitability by 10% per annum of the trade waste service and tanker service.	Profitable and sustainable service providing high customer satisfaction.	Project Leader Kevin Hirons
KD6	To continue to provide a high quality affordable and safe off street parking service.	To link our service into the Local Transport Plan, and provide high levels of public satisfaction.	Project Leader Steve Martin
KD7	To develop a civil parking enforcement service.	To link our service into the Local Transport Plan and improve traffic management within the District	Project Leader Steve Martin
KD8	Shopmobility	To develop and improve the Shopmobility service and to extend the opening times to meet customer expectations.	Project Leader Steve Martin.

2. 2007/08 Performance Review

2.1 Key Deliverables – Achievements in 2007/08:-

KD Ref	Performance Review of 2007/08	Corporate Objective/Priority Ref.
KD1	<p>To implement an improved Street Cleansing service that meets statutory requirements and delivers high quartile performance regards cost, quality, and public satisfaction</p> <p>Additional staff have been recruited as full time employees developing a greater sense of commitment and ownership of the task. All necessary additional equipment has been purchased and is operational.</p>	CO4, CP5
KD2	<p>To further develop the grounds maintenance service in order to deliver high performance regarding cost, quality, and public satisfaction</p> <p>Additional equipment has been purchased and is fully operational improving the quality of mowing.</p>	CO4,CP5
KD3	<p>To develop the refuse collection service to deliver high level performance regards cost, quality, and public satisfaction.</p> <p>Regular discussions have been had with the refuse vehicle manufacturer to further improve the reliability of equipment.</p>	CO4,CP5
KD4	<p>To develop the recycling collection service to deliver high level performance regards cost, quality, and public satisfaction.</p> <p>Older and hired recycling vehicles have been replaced with more up to date</p>	CO4,CP5

	equipment. A smaller recycling vehicle has been purchased to allow the service to be rolled out to narrow access areas.	
KD5	<p>To continue to provide a high quality affordable and safe off street parking service and to implement civil parking enforcement.</p> <p>Older parking equipment has been replaced to improve reliability of the service</p>	CO1,CP1

2.2 Other achievements in 2007/08. (Please detail key achievements within 2007/08 that were not planned for as part of the original key deliverables for your Service).

Achievement of Green Apple Award for Street Cleansing Services.

2.3 The following list of key deliverables as set out in the 2007/08 service business plan will not be delivered by the year end. Shortfalls and planned corrective actions are detailed below:-

Reduction in refuse crews to two men operation has been slower than expected but should be achieved by year end. Review of department has taken place, but further review now being undertaken. Appointment of Operations Manager should be completed by year end.

Civil Parking Enforcement Strategy not completed. Project de-prioritized

Horticultural Strategy not completed. To be included within re-organisation of Street Scene and Culture departments.

3. Key Deliverables, Indicators and Project/Task Milestones

3.1 The Service has key deliverables for 2008/09. These are cross-referenced to the Council Objectives (CO) and Council Priorities. The Service has also set itself key performance indicators (KPIs) and/or project task milestones for each of its key deliverables, so that we can monitor progress. The Council's vision, values, objectives and priorities are set out in Appendix 1 and the Council's performance management framework in Appendix 2.

KD Ref.	Key Deliverable Title:	Council Objective/Priority Ref.
KD1	To develop an integrated approach to operational services and facilitate an improved perception of the District.	CO4, CP5. CO2, CP2.

Ref.	Key Performance Indicator	2006 / 2007 Actual	2007 / 2008 Est. Outturn	2008 / 209 Provisional Target	Measure Frequency
	Improved perception of District through satisfaction surveys	None at present	Baseline		Annually

Ref.	Project / Task	Lead Officer
Planned position at 30 th Jun 2008	To develop a welcome 'corridor approach' to the town centre.	K Hirons
Planned position at 30 th Sep 2008	Publicity of services and development of unified 'corridor approach'	K Hirons
Planned position at 31 st Dec 2008	To fully integrate the street cleansing and grounds maintenance services.	
Planned position at 31 st Mar 2009		

KD Ref.	Key Deliverable Title: Street Cleansing	Council Objective/Priority Ref.
KD2	To implement an improved Street Cleansing service that meets statutory requirements and delivers high level performance regards cost, quality, and public satisfaction	CO4, CP5

Ref.	Key Performance Indicator	2006 / 2007 Actual	2007 / 2008 Est. Outturn	2008 / 2009 Provisional Target	Measure Frequency
	BVPI 199. Standard of Cleanliness	17%	15%	10%	4 months
	Satisfaction surveys based on BVPI 89				

Ref.	Project / Task	Lead Officer
Planned position at 30 th Jun 2008	Benchmarking, BVPI's, Customer satisfaction	K Hiron
Planned position at 30 th Sep 2008	Fully develop the street cleansing schedule	K Hiron
Planned position at 31 st Dec 2008	Continue to promote and publicize the services.	K Hiron
Planned position at 31 st Mar 2009	Audit of street furniture. (Bins, benches, shelters, signposts etc.)	K Hiron

Ref.	Key Deliverable Title. Grounds Maintenance	Council Objective/Priority Ref.
KD3	To further develop the grounds maintenance service in order to deliver high performance regarding cost, quality, and public satisfaction	CO4, CP9

Ref.	Key Performance Indicator	2007 / 2008 Actual	2008 / 2009 Est. Outturn	2009 / 2010 Provisional Target	Measure Frequency
	Local Indicator				

Ref.	Project / Task Title	Project Lead
September 2008	Develop a local performance indicator	
September 2008	Discussions with County and other land owners on funding & standards	B Edwards
September 2008	Prepare brief for a horticultural strategy (Flower displays, shrub beds, corridor)	B Edwards
September 2008	Consider alternative working methods to improve service provision.	B Edwards

Ref.	Key Deliverable Title. Refuse Collection and Recycling	Council Objective/Priority Ref.
KD4	To develop the refuse and recycling collection service to deliver high level performance regards cost, quality, and public satisfaction.	CO4, CP5

Ref.	Key Performance Indicator	2006 / 2007 Actual	2007 / 2008 Est. Outturn	2008 / 2009 Provisional Target	Measure Frequency
	BV84a Kg of waste collected	424.80Kg	421Kg	420Kg	Quarterly
	LPI No. missed collections	3113	1200	1000	Weekly
	LPI No. missed trade	205	81	50	Weekly
	LPI No missed recyclate coll.	800	400	300	Weekly
	BV82ai % waste recycled	21.22%	21.50%	21.50%	Quarterly
	BV82aaii tonnes waste recycled	8247.98t	8300.00t	8300.00t	Quarterly
	BV82bi % waste composted	19.61%	19.5%	19.6%	Quarterly
	BV82bii tonnes waste compost	7621.81t	7500.00t	7550.00t	Quarterly
	BV91b % props, recycling	93.44%	95%	95%	Quarterly

Ref.	Project / Task Title	Project Lead
Planned position at 30 th Sep 2008	Develop and Implement waste minimisation strategy.	A Wardell
Planned position at 31 st March 2009	Benchmarking, BVPI's, Customer satisfaction	A Wardell
Planned position at 31 st March 2009	Publicity of services, standards, and targets	A Wardell
Planned position at 31 st March 2009	To develop a co-mingled recycling collection system	A Wardell/K Hirons

Ref.	Key Deliverable Title. Commercial Services	Council Objective/Priority Ref.
KD5	To increase the profitability by 10% per annum of the trade waste service and tanker service.	CO4, CP5

Ref.	Key Performance Indicator	2006 / 2007 Actual	2007 / 2008 Est. Outturn	2008 / 2009 Provisional Target	Measure Frequency
	Annual Increase				

Ref.	Project / Task Title	Project Lead
	Develop the service into a profitable operation	J Perrott

Ref.	Key Deliverable Title. Parking Services	Council Objective/Priority Ref.
KD6	To continue to provide a high quality affordable and safe off street parking service.	CO1,CP1 CO2,CP2

Ref.	Key Performance Indicator	2006 / 2007 Actual	2007 / 2008 Est. Outturn	2008 / 2009 Provisional Target	Measure Frequency
	LPI % ECN appeals responded to in 10 days.	No figures available	85%	90%	Monthly
	No. of car parks with safer parking awards(Measure is Number of spaces)		300	300	Annual
	No. of ECN,s cancelled due to PA error.		1%	1%	Monthly

Ref.	Project / Task Title	Project Lead
Planned position at 30 th September 2008	To improve parking equipment (Telemetry system linking machines)	S Martin
Planned position at 30 th September 2008	To include car parks within the 'corridor approach'	S.Martin

Planned position at 30 th September 2008	To develop alternative payment methods for this service	S.Martin
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Ref.	Key Deliverable Title. Civil Parking Enforcement	Council Objective/Priority Ref.
KD7	To develop a civil parking enforcement service.	CO1, CP91. CO2,CP2

Ref.	Key Performance Indicator	2006 / 2007 Actual	2007 / 2008 Est. Outturn	2008 / 2009 Provisional Target	Measure Frequency
		None available			

Ref.	Project / Task Title	Project Lead
Planned position at 31 st December 2008	To develop civil parking enforcement strategy	S.Martin
Planned position at 31 st December 2008	To develop a KPI	S Martin
Planned position at 31 st December 2009	To introduce the civil parking enforcement strategy.	S.Martin

Ref.	Key Deliverable Title. Shopmobility	Council Objective/Priority Ref.
KD8	Shopmobility	CO1,CP1

Ref.	Key Performance Indicator	2007 / 2008 Actual	2008 / 2009 Est. Outturn	2009 / 2010 Provisional Target	Measure Frequency
		None available			

Ref.	Project / Task Title	Project Lead
December 2008	To consider ways of improving the service.	S.Martin
December 2008	To develop a KPI	

The Key Deliverables identify priorities for each service and measures of success. Appendix 3 details all Performance Indicators for each Service and targets for 2007/08/09/10.

3.2 Based on the key deliverables, Appendix 4 sets out the Department's key report dates for the Cabinet Forward Plan.

4. Customer First and Equalities

4.1 Community Engagement

4.1.1 Key consultations the Service is planning to undertake in 2008/09.

Consultation to be undertaken	Category of Consultation (A-E) (See below)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer
Annual delivery of refuse and recycling leaflets		All residential properties.	Delivery generates feedback on all aspects of the service.		October 2008	A Wardell
No other direct consultation planned.						

All consultation needs to be 'categorised' according to the following definitions:

- A Information Gathering
- B Seeking Views
- C Making Choices
- D Generating Ideas
- E Participation/Joint Decision Making

4.2 Customer Standards

4.2.1 The Department's key customer standards for 2008/09 are:-

Departmental Customer Standard	How will they be measured?	Measuring Frequency
Shopmobility Charter	Monitored by Shopmobility Staff. Customer Satisfaction Survey	Annually
Car Parking Charter	Monitored by Parking Staff	
Commercial Waste Contract		
Dealing with enquiries will be in accordance with RLA with Customer Service Centre	Monitored by BSU and CSC	Monthly meeting of both departments to review RLA
Refuse Collection Service Policy Document	The service document will identify the requirements of the service and include levels of service to be expected in terms of PI information	Weekly on some PI's monthly on others.
Street Cleansing/Grounds Maintenance Service Policy Document	In preparation but as above.	
Waste Minimization Policy Document	In preparation but as above	

4.2.2 Actions planned to take place in 2008/09 to improve the customer's experience include:

Actions	How will they be managed?	Frequency
Develop comprehensive information guide for refuse and recycling service to include details of Christmas Working arrangements.	Developed Monitored by Policy and Promotions Unit	Annually
Produce regular press releases on service. Ensure that Parish Councils and Post Offices in remote areas receive correspondence	Developed Monitored by Policy and Promotions Unit Developed Monitored by Policy and Promotions Unit	Monthly.

4.3 Equalities High Level Action Plan 2008/09

4.3.1 Equalities are one of the Council's four Values. The Department determines what action it needs to take on equalities through:-

- the impact assessments undertaken during 2008/09;
- the requirements of Level 3 of the Local Government Equality Standard; and
- any feedback you have received on equalities from inspections, customers or staff, please identify the key actions you intend to implement in 2008/2011.

The following table shows the key actions to deliver service improvements in 2008/09:-

Action Required	By Whom	By When	Signed Off By	Priority	How Will This Action Promote Equality?
Review all policy documents and consider suitability of existing impact assessments	AW	October 2008	MB		To ensure services are still able to be delivered equally.

4.3.2 The Department will also undertake a number of impact assessments in line with the Council's All Inclusive Equalities Scheme.

5. Resources

5.1 Employee Opinion and Involvement (to be completed)

5.1.1 Planned actions within the Department as a result of the 2007 Employee Survey and Investors in People assessment includes:-

Employee Issue	Agreed Action	When	Responsible Officer

5.1.2 The Department's structure chart is set out in Appendix 5.

5.2 Training and Development (to be completed)

5.2.1 Planned training and development is dealt with through the Corporate Training Plan and individual Personal Development Reviews.

5.3 Three Year Departmental Budget

5.3.1 The Department's base budget and agreed changes for the next year.

This information is inserted once the budget is finalised in February 2008.

5.3.2 The Department's budget bids and savings are set out in Appendix 6.

6. Risk Management

- 6.1 The Department has completed a risk register and action plan as required by the Council's Risk Management Strategy. Risks are identified for each key deliverable. The Departmental Risk Register is examined by the Corporate Risk Management Steering Group and is available on request.

7. Value for Money

- 7.1 The Department has scored itself on value for money, using the value for money self assessment matrix. The matrix and scores can be found in Appendix 7. The following Value for Money Action Plan is based on the self assessment:-

Ref.	Project/Task Title	Measure of Success (SMART)	Start Date	Finish Date	Resource	Lead	Priority (H, M, L)
	Service Performance	Review and monitor BVPI'S and LPI's. Develop additional LPI's to monitor specific service areas. Benchmark services against organisations operating similar services including checks against other Districts within the County.	July 2008	Dec 2008		MB	H
		Continue to monitor performance at DMT's against targets identifying problem areas and solutions.	April 2008	April 2009		MB	H
		Prepare specific services for market testing (Refuse /Recycling). Review market place for prospective interested organisations	Dec 2008	Dec 2009	Staff Requirement	MB	M
		Develop and maintain Team Action plans with focus on development of services in line with national best practice.	April 2008	Dec 2008		MB	M

Ref.	Project/Task Title	Measure of Success (SMART)	Start Date	Finish Date	Resource	Lead	Priority (H, M, L)
	Customer Satisfaction	Review and monitor Customer Service Centre reports at monthly meetings to identify service failures. Maintain and develop Resource Level Agreement with CSC through routine meetings of relevant staff.	April 2008	April 2009		MG	H
		Monitor service requests to identify operational issues affecting satisfaction	April 2008	Monthly, review		MG	H
		Develop series of questions for inclusion in Customer Satisfaction Surveys	July 2008	Oct 2009		AW	M
		Consider extension of services to remote and hard to reach areas	April 2008	April 2009	Budget bid may be required	KH	h

Ref.	Project/Task Title	Measure of Success (SMART)	Start Date	Finish Date	Resource	Lead	Priority (H, M, L)
	Quality Measures	Maintain membership of professional institutions for relevant members of staff.	April 2008	April 2009		MB	M
		Maintain membership of benchmarking organisations including APSE PSNet, using these groups to monitor service quality against national trends. Report national operational developments at DMT's and CMT where appropriate.	April 2008	April 2009		MB	M
		Work with other partners within the Joint Waste Management Strategy Group to develop service standards for the area through the 'Vision' statement and Strategic Waste Management Plan	April 2008	April 2009		MB	H

Ref.	Project/Task Title	Measure of Success (SMART)	Start Date	Finish Date	Resource	Lead	Priority (H, M, L)
	Cost Performance and Comparisons. Budget Control.	Review budget position with dedicated accountant each month bringing issues to relevant DMT checking spend against budget in each service area.	April 2008	Monthly		MB	H
		Monitor staffing levels and use of agency and other organisations on a daily basis with budget managers, with a review of weeks performance at weekly Supervisors meetings.	April 2008	Weekly		MB	H
		Monitor service areas competing in the open market place(Trade Waste, Cesspool Service) checking profitability of services against budget.	April 2008	Monthly		MB	H
		Monitor income levels on Car Parking service against predicted income.	April 2008	Monthly		MB	H
		Review management structure of department.	April 2008	Aug 2009		MB	H

Long Term Vision.

Waste

Prepare refuse collection and recycling service for integration based on co-mingled service using side arm vehicles. Introduce charge for the collection of green waste. Collect as an on demand service. Operate along commercial lines. Prepare integrated collection system for market testing benchmarking.

Parking

Prepare service for decriminalised parking.
 Prepare long term business case for charging procedure
 Prepare for removal of all concessionary fares.
 Prepare for remote payment system.

Street Cleansing/ Grounds Maintenance

Prepare for integration of street cleansing and grounds maintenance services.
 Prepare schedule of cleaning.
 Designate zoning.
 Prepare service for market testing.

Council's Vision, Values, Objectives and Priorities

Updated diagram to be inserted by the Corporate Communications, Policy & Performance Team. Draft objectives and priorities as follows:-

Objective	Priority
CO1 – Regeneration	CP1 – A thriving market town.
CO2 – Improvement	CP2 – Customer Service
CO3 – Sense of Community and Well Being	CP3 – Strong Communities
CO4 – Environment	CP4 – Clean Streets and Recycling

Appendix 2

Council's Performance Management Framework

To be inserted by the Corporate Communications, Policy & Performance Team

Departmental Performance Indicators and Targets

Ref.	Description	2006/07 Actual	Est. 2007/08 Outturn	2006/07 District Council Median	2008/09 Target	2009/10 Target	2010/11 Target	Commentary (if target worse than median)
KDI	Street Cleansing							
BVPI 199a	Standard of Cleanliness	17%	17%	10%	15%	13%	10%	Significant investment of capital and revenue funds has shown improvement during this year. Further future investment will allow a continued improvement.
BVPI 199b	Unacceptable levels of Graffiti	4.79%	4%	1%	3%	2%	1%	As Above
BVPI 199c	Unacceptable levels of fly posting	0.76%	1%	0%	1%	1%	1%	As Above
BVPI 199d	Fly tripping. Number of incidents and number of enforcement actions	4	3	N/A	2	2	2	As Above

Ref.	Description	2006/07 Actual	Est. 2007/08 Outturn	2006/07 District Council Median	2008/09 Target	2009/10 Target	2010/11 Target	Commentary
KD2	Refuse Collection							
BVPI 82ai	% waste recycled	21.22%	21.50%	18.50%	21.5%	21.55%	22%	No significant increase can be expected in recycling until the co-mingled service is introduced and the new MRF facility is open. This will potentially enable us to collect a greater range of recyclables (TBC by WCC)
BVPI 82 aii	Tonnage of waste recycled	8247	8300	7850	8300	8300	8400	Tonnage indicated is equivalent to the percentages indicated above for 82ai
BVPI 82 bi	% waste composted	19.61%	20%	11%	19.6%	19.6%	19.6%	The composting rate is now limited due to the collections running from April – November. It is envisaged the rate will not rise and we are at the optimum for this service
BVPI 82 bii	Tonnage waste composted	7621	7500	3873	7550	7550	7550	Tonnage indicated is equivalent to the percentages indicated above for 82bi

Ref.	Description	2006/07 Actual	Est. 2007/08 Outturn	2006/07 District Council Median	2008/09 Target	2009/10 Target	2010/11 Target	Commentary
BVPI 84a	Kg of waste collected.	424.80	426	409.6	420	418	415	It is anticipated that to reduce the kg/head further a waste minimisation strategy needs to be adopted and the suggested policies implemented
BVPI 91b	% properties receiving a recycling service.	94.14	95	98.8	95	95	97	Kerbside box scheme has nearly reached its full potential in coverage. With the anticipated onset of wheeled bins for co-mingled recyclables in 2009/10 there is potential to roll out to more properties.
LPI	Missed refuse collections	3113	932	None	900	900	900	This equates to less than 2 misses per crew per day.
LPI	Missed recycling collections	802	229	None	200	200	200	This equates to less than 1 miss per crew per day.

Performance Indicators

Ref.	Description	2005/06 Actual	Est. 2007/08 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
KDI	Grounds Maintenance			None				
	No PI's developed. Intention to develop indicator and benchmark			None				Difficult to develop meaningful PI.
KDI	Commercial Services							
LPI	Missed commercial collections	205	81	None	50	50	50	
KDI	Parking Services							
LPI	% ECN appeals responded to within 10 days	78%	75%	None	95%	95%	95%	
LPI	No. Car Parks with Safer Parking Awards (No. Spaces)		300	None	300	300	300	
LPI	No. ECN's cancelled due to PA error.			None	1%	1%	1%	

Appendix 4

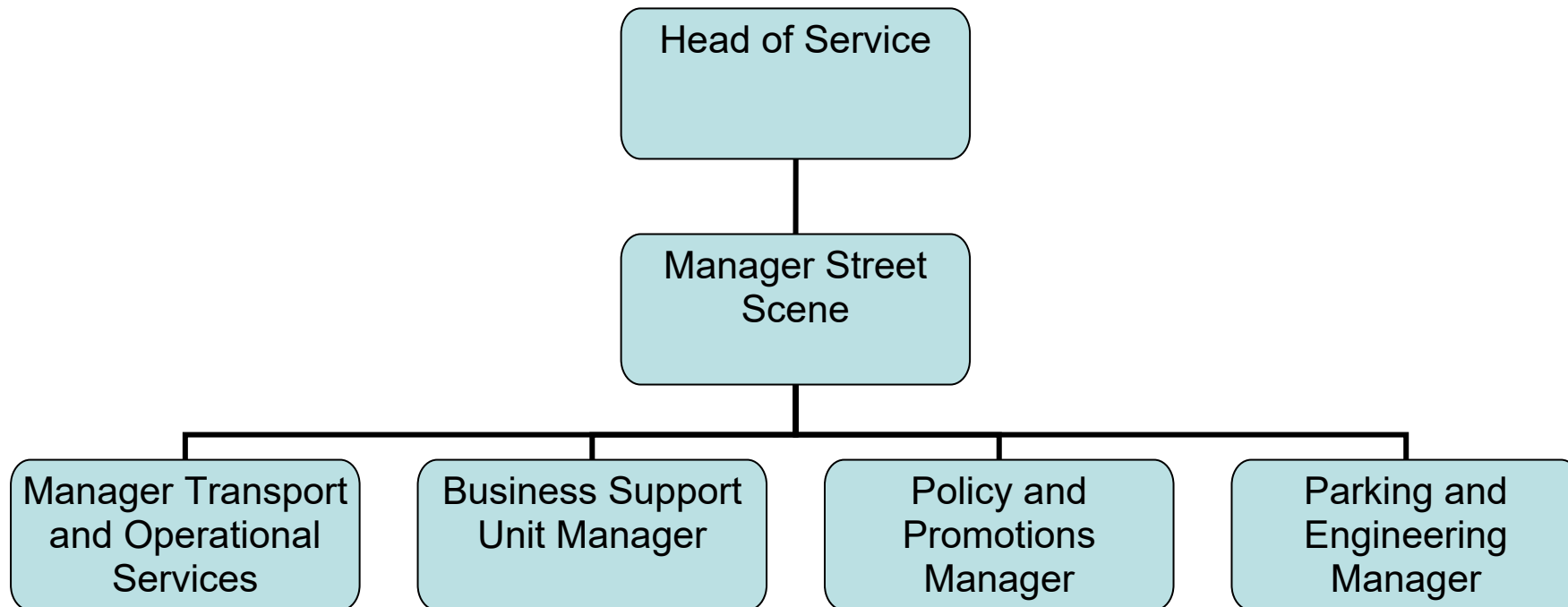
Departmental Cabinet Forward Plan

Note: This version is for internal use only and indicates when reports need to be considered by the Leader's Group (LG)

Item No.	Portfolio Holder/ Lead Member Responsibility	Subject	Details of Proposed Decision	Expected Date of Decision	Original Expected Date of Decision	Principal Groups or Organisations to be consulted and date and method of consultation	Documents to be considered in relation to the Decision	Comments
	Margaret Sherrey	Civil Parking Enforcement.						Steve Martin
	Margaret Sherrey	Co-mingled collections		End of Year		Implement April 2009		Kevin Hiron.
	Margaret Sherrey	Telephone Payment System						Steve Martin
	Margaret Sherrey	Street Cleansing Policy Document						Anna Wardell

Departmental Structure Chart

Please show the first three tiers of your structure, starting with the Head of Service. For each post, please show the post holder's name and job title. Please provide the total establishment FTE for your department as part of the diagram.



Establishment 140 employees.

Appendix 6

Funding request 2008/09 - 2010/11

This section has been completed and information presented to Cabinet 07 November 2007.

Appendix 6 (cont'd)

Departmental Savings Target/Income Generation 2008/09 - 2010/11

This section has been completed, but is still under consideration by Leader's Group.

Appendix 7

VFM Scores and Targets

The following scores and targets are based on the completion of a VFM scoring matrix for each department. These are available on request from the Head of Service.

	Insert Service Area Title Refuse/Recycling				Insert Service Area Title Street Cleansing				Insert Service Area Title Car Parks			
	2007/08 Est.	2008/09 Target	2009/10 Target	2010/11 Target	2007/08 Est.	2008/09 Target	2009/10 Target	2010/11 Target	2007/08 Est.	2008/09 Target	2009/10 Target	2010/11 Target
Service Performance	2	2	2	2	2	2	2	2	2	2	2	2
Customer Satisfaction	2	2	2	3	2	2	2	3	2	2	2	3
Quality Measures	2	2	2	3	2	2	2	3	2	2	2	3
Cost Performance and Comparisons	1	1	2	3	2	2	2	3	2	2	2	3
Budgetary Control	2	2	3	3	2	3	3	3	2	3	3	3
External Inspection												
Procurement	2	2	3	3	2	2	3	3	2	2	3	3

Repeat table if required.