

**Report to:** Community Protection Panel  
Regeneration Panel  
Environment Panel

**Date:** 10<sup>th</sup> March 2008  
12<sup>th</sup> March 2008  
19<sup>th</sup> March 2008

**Subject:** Environmental Services Quarter Three Service Plan  
Monitoring Report 2007/2008

**Report of:** Director of Environmental Services

**Contact officer:** Liz McKay Telephone: 01942 486650

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**Purpose/summary:** To advise members of the Environmental Services Department's interim service plan quarterly monitoring data.

**Alternative options considered and reason for selecting the one recommended:** The service plan is produced in line with corporate templates.

**Recommendation/decision:** Members to note the content of the report

**Key Decision:** This report does not involve a key decision.

**Risks/Implications:**

Financial:	N/A
Staffing:	N/A
Policy:	Wigan Council Corporate Plan
Equal Opportunities - has a Diversity Impact Assessment been conducted?	Yes
Wards affected:	All

**Property – Does the proposal involve a reduction, addition or change to the Council’s asset base or its occupation?**

No

**Does this proposal have significant implications for the Council and the local population?**

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

**Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?**

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

Has the Director of Legal and Property Services confirmed that the recommendations within this report are lawful and comply with the Council’s Constitution? **N/A**

Has the Director of Finance and IT confirmed that any expenditure referred to within this report is consistent with the Council's budget? **N/A**

Are any of the recommendations within this report contrary to the Policy Framework of the Council? **No**

\* delete which applicable

**For Cabinet reports only:**

Categorisation of the report:	<b>X</b>		
Discussion leading to a decision		Discussion	
Monitoring		Decision	
Sharing for corporate understanding		Information	

**Tracking/Process:**

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
Community Protection Panel 10 <sup>th</sup> March 2008			
Regeneration Panel 12 <sup>th</sup> March 2008			
Environment Panel 19 <sup>th</sup> March 2008			

There are no Background Papers to this Report within the meaning of Section 100D of the Local Government Act 1972.

Proper Officer Martin Kimber  
Date 11<sup>th</sup> February 2008

## **1.0 Background**

1.1 Following the creation of the Environmental Services Department in April 2007 an Interim Service Plan was produced for 2007/2008. Work is ongoing to monitor the Key Performance Indicators and tasks set for the department and utilise Performance Plus, the corporate Performance Management Software. Performance will be reported on a quarterly basis.

## **2.0 Proposals**

2.1 Attached to this report is the quarterly monitoring report for the period 1<sup>st</sup> October 2007 to 31<sup>st</sup> December 2007. This is an interim plan and is an amalgamation of previous plans for Planning and Regeneration, Community Protection and Engineering Services and has been produced in line with corporate templates and meets our statutory requirements.

2.2 The corporate templates are in keeping with CPA and Best Value procedures.

2.3 The Service Plan is also available online at:  
<http://www.wigan.gov.uk/Services/CouncilDemocracy/CouncilStructure/EnvironmentalServices/>

## **3.0 Conclusions**

3.1 This is the first service plan of the newly formed Environmental Services Department. It will be a transitional year for us as we seek to fundamentally adjust the way we work to better join up our services, and focus firmly on improving the quality of life for the borough's residents. Work has begun on a 3 year service plan that will align our performance framework with other planning processes such as budget and workforce planning. This will allow us to continue to perform well against our objectives and focus on continuous improvement for the benefit of all our stakeholders. Our focus for improvement will be directed at two levels:

- Initiatives that make sure the whole service improves.
- Targeted improvement of key processes used within the service to increase efficiency, effectiveness, economy and quality. An example would include processes for organising and tasking the way we use resources within neighbourhoods.

Further analysis and information will be available quarterly.

## Diversity Impact Assessment form

Section: Environmental Services Department

Policy/Service Area: Environmental Services Department

Person completing form: Liz McKay

Date: 11<sup>th</sup>  
February

Do any of the below groups suffer specific disadvantage (please indicate)

	Yes	No		Yes	No
Race		X	Disability		X
Ethnicity		X	Gender		X
Age		X	Religion		X
Class		x	Sexual Orientation		X

Is there evidence of disadvantage or associated problems?

The report monitors performance against targets to ensure that service delivery is of the appropriate standard and provides value for money for all the people of the borough.

How was the information collected and/or who have you consulted with?

This information is collected in line with BVPI guidelines prepared by the Audit Commission available at:  
<http://www.audit-commission.gov.uk/performance/guidance.asp>

Action Plan – What specific actions are planned to tackle any disadvantage identified?

Resources will be aligned accordingly to meet areas in which targets are not being met to the standard required.

Is the policy in line with current equality legislation and relevant codes of practice?

This report is line with all corporate templates which are in line with all Council policy and codes of practice.

Timescale	Quarterly Monitoring Reports
Responsibility	Angela Foster
Comments	

**Are the actions specified included in any other documents/plans?**

Departmental Service Plan	Yes
Section/Team Plan	Yes
Other (specify)	

Date for further review	31 <sup>st</sup> March 2008
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**Environmental Services Department**

**Appendix 1**

**Quarter 3 2007/08 Departmental Plan Performance Report**

This report shows our performance against the performance indicators and tasks in our departmental plan. Quarterly performance is cumulative throughout the year (unless it has been specifically stated that performance is for one period in time only). So this report shows performance up to the end of quarter 3 (1st October – 31<sup>st</sup> December). Reporting cumulatively in this way allows us to report year end performance to you at the end of the final quarter.

We have identified our departmental objectives and how they contribute to the council’s vision through our planning process. The performance indicators that we have identified allow us to measure our level of success in achieving these objectives.

The key tasks in this report are the important actions that will help us to achieve our departmental and corporate objectives or are the actions we need to take to help us manage the risks which may affect or enhance our success.

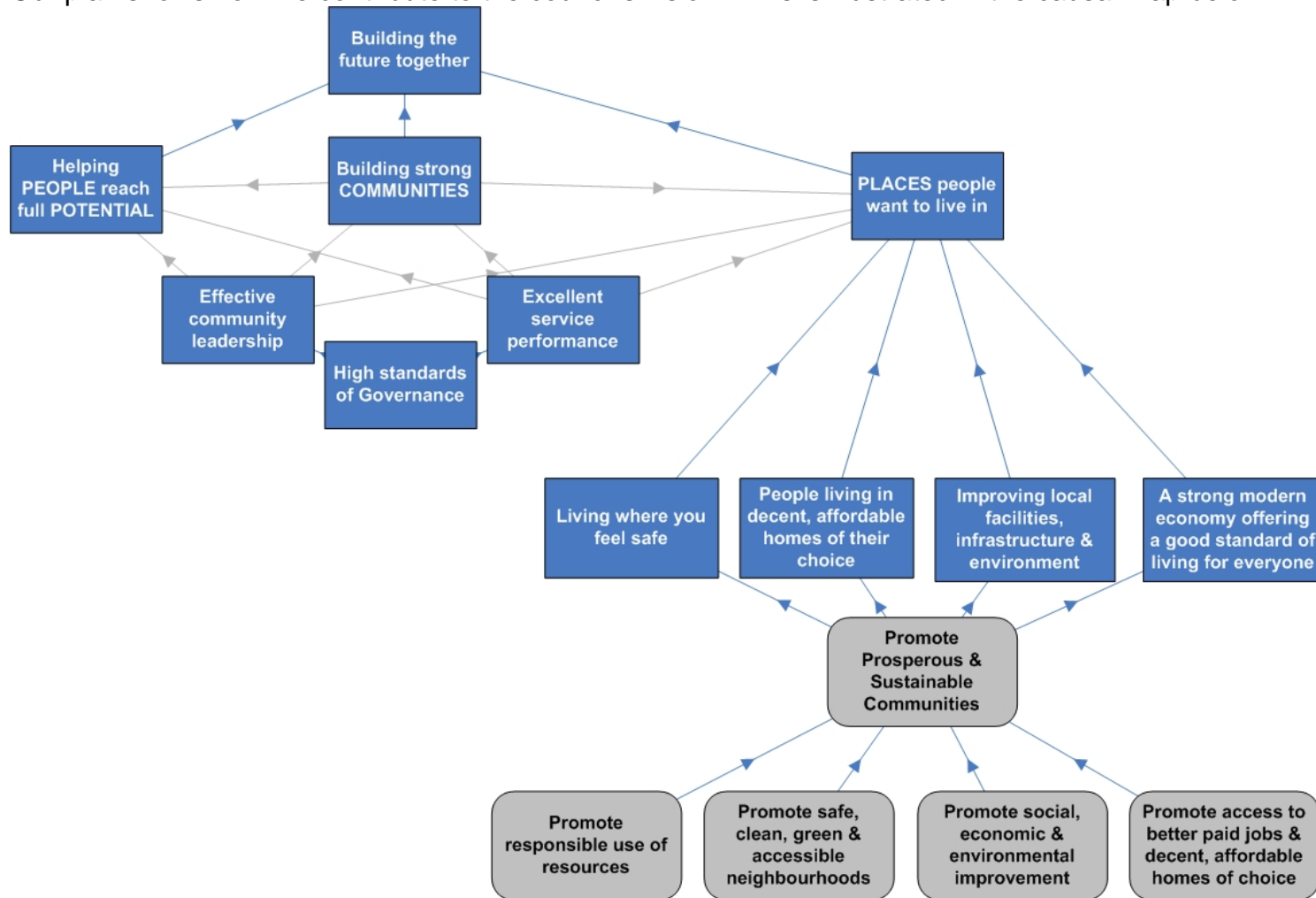
Within this report we have separated the equality and diversity related tasks. Whilst our planning process ensures that equality and diversity is ‘mainstreamed’ we want to raise the profile of equality and diversity across all of our services. So progress against these tasks is reported in a separate table in the report.

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## Our Golden Thread

Our plan shows how we contribute to the council's vision. This is illustrated in the causal map below.



## Summary of Performance with Commentary

Table 1 is a summary of our performance against our departmental PIs. It shows the proportion of our PIs that were better than target, on target or worse than target.

**Table 1: Summary of Performance at quarter 3**

Total Number of PIs	Number of PIs monitored this quarter	No. better than target	No. on target	No. worse than target	No. with no Info
		★	●	▲	-
119	52	19	14	15	4

The Council uses a system called Performance Plus (P+) to monitor its performance. The Environmental Services Department is now starting to use P+ more fully to fall in line with new corporate standards for service planning and performance management. The interim measures set in place in P+ for the department have provided us with some technical difficulties as well as questions about how to maintain our data and run relevant reports. At the moment we are still learning lessons about how best to exploit the system and are working towards aligning our service planning methods with the way system works in order to use it more strategically. Work is underway to rectify these problems and improve our performance management in line with the new Local Government Performance Framework that has been set out both in the white paper 'Strong and Prosperous Communities' and the implementation of the new Comprehensive Area Assessments which will replace Comprehensive Performance Assessments from 2009. We will also learn lessons from the departments that have merged to become Environmental Services.

The 2007/2008 Interim Service Plan is the first service plan of the newly formed Environmental Services Department. It will be a transitional year for us as we seek to fundamentally adjust the way we work to join up our services better, and focus firmly on improving the quality of life for the borough's residents. Work has begun on a 3 year service plan that will align our performance framework with other planning processes such as budget and workforce planning. This will allow us to continue to perform well against our objectives and focus on continuous improvement for the benefit of all our stakeholders. Our focus for improvement will be directed at two levels:




- Initiatives that make sure the whole service improves.
- Targeted improvement of key processes used within the service to increase efficiency, effectiveness, economy and quality. An example would include processes for organising and tasking the way we use resources within neighbourhoods.

Due to the processes behind some of the indicators and the availability of data from other service providers a number of Best Value Performance indicators will be reported a quarter in arrears.

## Key Performance Indicators

This section of the report sets out the key performance measures we use to monitor and manage our performance. These have been developed through our planning process. It shows how we have performed this period against our target, shows past performance this year if applicable and shows our target for the next period.

Table 2: Shows how we have performed for all the PIs in our departmental plan. The table uses the following symbols to help interpret performance:

-  Our performance is better than target range
-  Our performance is within target range
-  Our performance is worse than target range

### Table 3: Performance against our key PIs at Quarter 3

#### Promote Responsible Use of Resources

	Quarter 3 2007/2008			
Performance Indicator	Wigan Actual	Target	Comments	Var Target
BV 82ai.05 Household waste recycled (%)	Q2= 14.09%	13.07%	Currently exceeding target - This could be due to successful promotion of our recycling facilities encouraging good use.	★
	No data available for Q3.	13.07	Q3 = This indicator is reliant on data from outside bodies and the Environmental Services finance section. There is usually a delay of up to three months before we obtain all the data to compile the performance indicator for the quarter.	-
BV 82aii.05 Household waste recycled (tonnes)	Q2= 12663	10861	If the tonnage of recyclables collected in the first two quarters continues throughout the year, then the target will be exceeded. This could be due to successful	★

<b>Quarter 3 2007/2008</b>				
<b>Performance Indicator</b>	<b>Wigan Actual</b>	<b>Target</b>	<b>Comments</b>	<b>Var Target</b>
			promotion of our recycling facilities encouraging good use.	
	No data available for Q3.	15512	Q3 = This indicator is reliant on data from outside bodies and the Environmental Services finance section. There is usually a delay of up to three months before we obtain all the data to compile the performance indicator for the quarter.	-
BV 82bi.05 Household waste composted (%)	Q2= 13.87%	13.33%	Currently exceeding target - although it is hoped this will continue throughout the year, it should be noted that spring/summer generate a significant amount of garden waste which will decrease as we approach winter.	★
	No data available for Q3.	11.72	Q3 = This indicator is reliant on data from outside bodies and the Environmental Services finance section. There is usually a delay of up to three months before we obtain all the data to compile the performance indicator for the quarter.	-
BV 82bii.05 Household waste composted (tonnes)	Q2= 11793	11082	Although the tonnage of green waste collected is high for the first two quarters, it should be noted that spring/summer generate a significant amount of garden waste which will decrease as we approach winter.	★
	No data available for Q3.	14161	Q3 = This indicator is reliant on data from outside bodies and the Environmental Services finance section. There is usually a delay of up to three months before we obtain all the data to compile the performance indicator for the quarter.	-
BV 82ci.05 Household waste energy recovered (%)	Q2= 0	0%	No energy is recovered from waste	▲
	No data available		Q3 = This indicator is reliant on data from outside bodies and the Environmental Services finance section. There is	-

<b>Quarter 3 2007/2008</b>				
<b>Performance Indicator</b>	<b>Wigan Actual</b>	<b>Target</b>	<b>Comments</b>	<b>Var Target</b>
	for Q3.		usually a delay of up to three months before we obtain all the data to compile the performance indicator for the quarter.	
BV 82cii.05 Household waste energy recovered (tonnes)	Q2= 0	0	No energy is recovered from waste	▲
	No data available for Q3.	0	Q3 = This indicator is reliant on data from outside bodies and the Environmental Services finance section. There is usually a delay of up to three months before we obtain all the data to compile the performance indicator for the quarter.	-
BV 82di.05 Household waste to landfill (%)	Q2= 71.23%	73.06%	The larger than expected amount of material being recycled has resulted in a significant reduction in waste to landfill.	●
	No data available for Q3.	75.45%	Q3 = This indicator is reliant on data from outside bodies and the Environmental Services finance section. There is usually a delay of up to three months before we obtain all the data to compile the performance indicator for the quarter.	-
BV 82dii.05 Household waste to landfill (tonnes)	Q2= 60537	61187	If the amount of waste being sent to landfill continues throughout the year at the same rate as in the first two quarters, then less waste will be sent to landfill than expected. This will be dependent on the current amount of recycling continuing throughout the year.	●
	No data available for Q3.	91182	Q3 = This indicator is reliant on data from outside bodies and the Environmental Services finance section. There is usually a delay of up to three months before we obtain all the data to compile the performance indicator for the quarter.	-

<b>Quarter 3 2007/2008</b>				
<b>Performance Indicator</b>	<b>Wigan Actual</b>	<b>Target</b>	<b>Comments</b>	<b>Var Target</b>
BV 84a.05 Household waste collection (kilograms per head)	Q2= 278	271	It is difficult to compare the actual figure to the target as the actual figure is for two quarters and the target is for the full financial year. Waste production is also seasonal with more green waste being generated in the spring/summer months, thereby adding to the total amount of waste collected.	●
	No data available for Q3.	394	Q3 = This indicator is reliant on data from outside bodies and the Environmental Services finance section. There is usually a delay of up to three months before we obtain all the data to compile the performance indicator for the quarter.	-
BV 84b.05 Household waste collection (% change in kilograms per head)	Q2=	-1.38%	Q2 = This indicator is reliant on data from outside bodies and the Environmental Services finance section. There is usually a delay of up to three months before we obtain all the data to compile the performance indicator for the quarter.	-
	No data available for Q3.	0.23%	Q3 = This indicator is reliant on data from outside bodies and the Environmental Services finance section. There is usually a delay of up to three months before we obtain all the data to compile the performance indicator for the quarter.	-
PR3: Improve Customer focus by achieving quality mark accreditation e.g. IIP and ISO 9000	0	1	ISO 9000 Accreditation for Building Control delayed due to sickness of assessor.	-

**Promote Safe, Clean, Green and Accessible Neighbourhoods.**

	<b>Quarter 3 2007/2008</b>			
<b>Performance Indicator</b>	<b>Wigan Actual</b>	<b>Target</b>	<b>Comments</b>	<b>Var Target</b>
BV 109a % of major planning applications within 13 weeks	87.80%	80%	The figure of 87.7% is cumulative over the year. The third quarter at 95.4 has raised the cumulative figure to well above target	★
BV 109b % of minor planning applications within 8 weeks	91.2%	93%	The figure 91.2% is cumulative over the year. The target was achieved during the third quarter at 93.6% and has resulted in an improvement in the cumulative % achieved, although this remains slightly below target	●
BV 109c % of other planning applications within 8 weeks	96.3%	98%	The figure 96.3% is cumulative over the year. In the third quarter 95.2% was achieved which is below target and earlier quarters. This is possibly due to resources being used to achieve high performance.	●
BV 126a: Number of Domestic Burglaries	10.15	8.05	Figure relates to 1309 crimes to end December 2007. Following a poor start performance wise to this indicator at the beginning of the year, latest figures show a recovery (-16% reduction in December). Various initiatives are either still running or have recently been implemented, including dedicated GMP Burglary Car to follow up all incidents, Insecure Burglary letter to areas where these have occurred, the VIPs target hardening scheme, less bureaucratic process for installing Alley gates in hotspot areas means an increase in the volume and rate of installation. The number is on target to hit our LAA 3 year target at the end of March 2008	▲
BV 127a.05 Violent crime per 1000 population (D4)	-	-	Not available from GMP, will report end Q4.	-






	Quarter 3 2007/2008			
Performance Indicator	Wigan Actual	Target	Comments	Var Target
BV 127b.05 Robberies per 1000 population (D5)	0.68	0.41	There is an increase on the previous year and the indicator is currently off target however the increase relates to only 25 crimes and as such is not an opportunity strategy crime.	▲
BV 128a Vehicle crimes per 1000 population (D6)	9.76	10.53	Figure equates to 2993 crimes (a -11% reduction compared with December 2006). On target for end of year.	★
BV 174 Racial incidents per 100000 population (D7)	33.91	34.86	The actual rate for Q3 is 12.72 per 100,000 population (leading to a cumulative rate at Dec 07 of 33.91). 12.72 incidents per 100,000 pop relates to 39 recorded incidents, 32 of which were recorded within educational settings.	●
BV 175 Racial incidents - further action (D8)	100	100	All incidents are investigated further	●
BV 198 No of drug misusers in treatment (E1)	-	-	The Audit Commission have chosen to remove this Indicator from 2007/2008	
BV 204 % of appeals allowed against the authority's decision to refuse planning applications	20	35		★
BV 215a.05 Rectify street lights - Non DNO (days)	3.17	3.5	Figures on target to meet target.	★
BV 215b.05 Rectify street lights - DNO (days)	33.75	36	Figure currently on profile to meet target.	★
BV 225.05 Actions against domestic violence (D9)	54.5	100	DV Executive Group is currently prioritising the 5 remaining measures to be actioned under this indicator. Currently planning recruitment process for DV Co-ordinator (who will be tasked with action on this indicator)	▲
D12: % of businesses surveyed selling age restricted goods to under age people	15.38%	10.0%	We now concentrate exclusively on known problems. Illegal sales dealt with in line with our enforcement policy. 4 prosecutions are currently pending, 2 police cautions have been issued and 9 fixed penalty fines have been	▲

Quarter 3 2007/2008				
Performance Indicator	Wigan Actual	Target	Comments	Var Target
			issued for underage sales. Results have also been affected by changes in minimum age of cigarette sales from 16 to 18.	
PR5: % of applications validated within 3 working days.	100%	84%		★
PR6: % of initial notices processed within 5 working days.	100%	100%		●
PR7: % of applications checked within 5 weeks of deposit.	44%	55%		▲
PR8: % of decision notices issued within 2 months.	46%	75%		▲
VPV3 01: No crimes committed as identified in BCS 10 survey (D1)	12948	12217		▲
VPV3 04 % of people successfully completing the drug treatment programme (E2)	39.09	31	Currently over target and performing well.	★

### Promote Social, Economic and Environmental Improvement

Quarter 3 2007/2008				
Performance Indicator	Wigan Actual	Target	Comments	Var Target

	Quarter 3 2007/2008			
H1: No of stray dogs seized	108	300	Lower numbers indicate improving performance	★
H2: No of dog fouling notices issued	1	40	Duty being transferred to new Neighbourhood Teams	▲
I1: % of bait laying programme completed	0	100	Work programmed for Q4	●
I2: No of public health pest complaints	4179	4800		●
J1: Fixed penalty notices issued	31	400	Please note targets are annual targets.	▲
J2: No of fly tipping investigations	174	400	Please note targets are annual targets. Business process change taking place to provide wider dedicated enforcement resource	▲
L2: % of highest risk food inspections completed on time (A and B risk)	100%	100%	All inspections completed to date	★
M1: Trading standards legal compliance for high/medium/low risk premises	94%	88%	Significantly exceeds our target and constitutes top quartile results nationally. We will focus more attention on high risk businesses.	★
N1: % of taxis failing their six monthly roadworthiness test	25.43%	25%	Slightly over the target for Q3 but on target overall	●
N2: Number of licensed premises subject to a review	1	50	This is the first application for a review the Council has received	★
N3: % of those premises reviewed resulting in licensing condition changes	0	50	The hearing of the review referred to above will only take place during Q4.	★
VPV3 43 Visits to high risk premises (M5)	73	75	VPV3 43 is on track to achieve 100% inspection by the end of the year. Final inspections are planned for quarter 4.	●

	Quarter 3 2007/2008			
VPV3 45 Number of new businesses opening in the Borough	26	55	The actual figure is behind target. This may be accounted for in several ways. There is no longer a system of direct financial assistance for start up businesses and this may be impacting on the target. Additionally there is still some gap in local provision of quality commercial property for start up/small businesses. Larger companies are keen to acquire land to build their own premises and land is in short supply across the Borough.	
VPV3 46 Amount of external funding secured for the borough (£M)	£4662506	£9m	The actual figure is behind target. Figure contains the funding approvals for Sandyforth Farm, The Play Strategy and Wigan South Central Masterplan. Ongoing funding applications continue	
VPV3 47: Amount of private sector investment secured	£2m	£19m		
VPV3 48 % of Regeneration programmes spent to profile	67.5%	90%	Programmes currently behind target partly due to under performance of projects. Progress of relevant projects being monitored for performance.	
VPV3 49 Amount of square feet commercial property leased or sold.	216498	1350000	The actual figure has now exceeded the target. This is positive given the current economic picture and subsequent caution being practised by businesses. It proves there is still a demand. However the majority of properties in this period were let as opposed to sold. This is a reverse of intent as previously businesses have been keen to purchase commercial property. The increase in lets may be due to a reluctance to commit to long term financial arrangements.	

**Promote Access to Better Paid Jobs and Affordable Homes of Choice**

Quarter 3 2007/2008				
Performance Indicator	Wigan Actual	Target	Comments	Var Target
A4: % of performance indicators met by Wigan and Leigh Housing (WALH)	Q2= 94%	70%	Ahead of target	★
	94%	70%	Ahead of target	★
BV 64.02 No of long term empty homes brought back into use or demolished. (B1)	Q2=20	24	42% of the annual target has been achieved. Performance is on track to hit targets.	▲
			Q3 = This indicator is reliant on data from WALH. There is usually a delay before we obtain the data to compile the performance indicator for the quarter. We will report performance in arrears.	
VPV3 10 No of homeless people in priority need	Q2 = 188	450		★
	179	675	06/07 = 1035. On track to achieve significant reduction in acceptances	★
VPV3 17: No unfit private sector homes made fit or demolished (A2)	-	138	No data at time of going to panel.	-

## Trends in Performance

A programme of monitoring is now in place to ensure that during this interim period we continue to meet our statutory targets and the targets that feature in the Community and Corporate Plans. Due to the processes behind some of the indicators and the availability of data from other service providers a number of Best Value Performance indicators will be reported a quarter in arrears.

Work is almost complete on our 3 year plan. A number of exercises have taken place to assess the key challenges facing our service over the next few years. This information is currently being collated and will be used as the basis of a number of key tasks for the department that will in turn be monitored using a range of locally set performance indicators. Alongside this we are also assessing the information we currently collect, why we collect it and how can we improve it. We are refining the range of indicators we use to monitor our service and are looking at how we can use it to better advantage to allow us to be more proactive throughout the year. Throughout this process we will aim to involve all stakeholders when relevant and appropriate.









The formation of the Environmental Services Department has provided us with an opportune time to review the way we monitor our services and highlight any areas of best practice across the 3 three previous departments as we begin to work towards a more robust Service Plan and Performance Management Framework for 2008/2009 and beyond.








As part of this process we will be looking at our performance indicators and what we are measuring and ways in which we can make the monitoring of them more meaningful. In the meantime if you require any further clarification of the best value indicators a guidance document can be found at <http://communities.gov.uk/index.asp?id=1136118>.

## Progress against Departmental Tasks

Table 3 summarises our progress against the key tasks in our departmental plan. We identified these tasks through our planning process as being important actions to help us achieve our departmental and corporate objectives or to help us manage the risks which may affect our success.

**Table 3: Progress against our key tasks at quarter 3**

Task	Quarter 3	
	Progress	Comments
Achieve Equality Standard for Local Government Level 3		Work is underway to produce our submission and evidence for Level 3 of the equality standard. The department's working group are leading on this within the department.
Achieve Planning Delivery Grant		Planning Delivery Grant of £245,165 was allocated to Wigan. This was high compared with other Councils demonstrating continuing high performance.
Continuing development of key economic projects		We are continuing to develop and deliver key economic sites across the Borough working in Partnership with a number of agencies and the private sector.
Contribute to the development of the Joint Service Centre		The Access Consortium have been selected to design and build the JSC. Work is likely to start in September 2008 with completion in January 2011.
Create a sustainability team to further the work on the sustainability strategy		Sustainability team created. 'Framework for action' being developed to be in place by March 2008.
Deliver action plan for Corporate Waste Strategy		Action plan on course to achieve 2010 targets. Ongoing actions include: waste education; working with businesses to minimise/recycle waste; increased home composting; further expansion of green waste kerbside collections; trial of kerbside collection of glass/plastics/cans to 13,000 properties commencing Feb 08.
Develop and obtain cabinet approval of Transport Policy		Transport Strategy presented to Executive briefing on 20 <sup>th</sup> Sept. 2007. Draft document prepared for aligning to Local Development Framework Core Strategy currently out to consultation.
Develop internal and external Information and communication across the department		Ongoing. Team briefs have now been rolled out across the divisions.  Environmental Services is represented on the Corporate Communications group that

		are reviewing this area across the Council. One of the things that is coming out of the group will be a 'one council' staff magazine which every member of staff will receive with their pay cheque.
Develop the level of information we hold on who are customers including: who they are, how we consult with them, how we use this information for service improvement and how we communicate this information back to customers.		This work is ongoing at both a departmental and corporate level as part of the work being undertaken as part of the Joint Service Centre and the Customer Relationship Management System.  This work will also progress in the coming year as we roll out the Neighbourhood's Teams and the PACT approach
Develop workforce planning - pilot new ways of working		Some elements of workforce planning are being undertaken as part of the service plan.
Employee Survey Action Plan		The Employee survey is now to take place in April 2008.
Environmental Services Call Centre		Work is ongoing to develop the call centre as a pre-cursor to the joint service centre. The department is contributing to the work of the call centre implementation group who are aiming to deliver a multi-skilled workforce and an effective Customer Relationship Management system that can cover all elements of service provision and provide flexibility to enable demand to be met efficiently and effectively.
Implement the outcomes of Job Evaluation		Job Evaluation has been delayed corporately and will only be implemented in late 2008 to early 2009.
Introduce and adopt a Project Management Framework		Project Management team in place. Project Management processes being developed for agreement by Departmental Project Group.
Production of 3 year service plan in line with new corporate guidelines		Work is almost complete on the production of our integrated 3 year plan. 6 priority areas have been identified in which to ensure that we achieve a step change in performance.  <ul style="list-style-type: none"> <li>• Workforce and economic growth</li> <li>• Increasing the supply of affordable housing</li> <li>• Sustainability and improving our green credential</li> <li>• Personal safety and safe neighbourhoods</li> <li>• Congestion and road safety</li> <li>• Improving opportunities for recycling</li> </ul> <p>A draft will be available for consultation in March.</p>

<p>Seek and obtain ISO 9000 accreditation for Building Control Service</p>	<p>●</p>	<p>Joint accreditation being progressed for the AGMA region. The documentation review will take place on 22<sup>nd</sup> Feb 08 with the formal assessment taking place shortly after.</p>
<p>Structure and resource the Performance and Resources Management Division</p>	<p>●</p>	<p>Due to the promotion of senior members of staff and a delay in the support services review this has been delayed and will now occur as part of a review of the Environmental Services structure in line with the new structure emerging corporately.</p>