



PORTFOLIO HOLDER DECISION MEETING

**MONDAY 3 AUGUST 2009
3.00 PM**

**COMMITTEE ROOM 3,
HARROW CIVIC CENTRE**

MEMBERSHIP

**Performance, Communication and Corporate Services
Portfolio Holder**

**Issued by the Democratic Services Section,
Legal and Governance Services Department**

**Contact: Miriam Wearing, Senior Democratic Services Officer
Tel: 020 8424 1542 miriam.wearing@harrow.gov.uk**

HARROW COUNCIL
PORTFOLIO HOLDER DECISION MEETING
MONDAY 3 AUGUST 2009

AGENDA - PART I

1. **Declarations of Interest and Declarations of Any Dispensations Granted by the Standards Committee:**

To receive declarations of personal or prejudicial interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee, Sub Committee, Panel or Forum;
- (b) all other Members present in any part of the room or chamber.

2. **Petitions:**

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Executive Procedure Rule 15 (Part 4D of the Constitution).

3. **Public Questions:**

To receive questions (if any) under the provisions of Executive Procedure Rule 16 (Part 4D of the Constitution).

(Note: Paragraph 16 of the Executive Procedure Rules stipulates that questions will be asked in the order notice of them was received and that there be a time limit of 15 minutes).

4. **Matters referred to the Executive Member:**

In accordance with the provisions contained in Overview and Scrutiny Procedure Rule 23 (Part 4F of the Constitution).

5. **Reports from the Overview and Scrutiny Committee or Sub-Committees:**
(if any)

KEY 6. **HARP2 Programme Approval:** (Pages 1 - 8)
Report of the Director of Business Transformation and Customer Service.

KEY 7. **Special Needs Transport Project:** (Pages 9 - 16)
Report of the Director of Business Transformation and Customer Service.

KEY 8. **Waste Management Programme - Extension of Scope to include Radio Frequency Identification (RFID) for Trade Waste:** (Pages 17 - 24)
Report of the Director of Business Transformation and Customer Service.

9. **Any Other Urgent Business:**
Which cannot otherwise be dealt with.

10. **Exclusion of the Press and Public:**
To resolve that the press and public be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of confidential information in breach of an obligation of confidence, or of exempt information as defined in Part I of Schedule 12A to the Local

Government Act 1972:

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
11.	HARP2 Programme Approval	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information).
12.	Special Needs Transport Programme	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information).
13.	Waste Management Programme - Extension of Scope to include Radio Frequency Identification (RFID) for Trade Waste	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information).

AGENDA - PART II

11. **HARP2 Programme Approval:** (Pages 25 - 176)
Appendix to the report of the Director of Business Transformation and Customer Service at item 6.
12. **Special Needs Transport Project:** (Pages 177 - 216)
Appendix to the report of the Director of Business Transformation and Customer Service at item 7.
13. **Waste Management Programme - Extension of Scope to include Radio Frequency Identification (RFID) for Trade Waste:** (Pages 217 - 234)
Appendix to the report of the Director of Business Transformation and Customer Service at item 8.

This page is intentionally left blank



Ref PHD 018/09

Subject:	HARP2 Programme Approval
Responsible Officer:	Carol Cutler, Director of Business Transformation and Customer Service
Portfolio Holder:	Paul Osborn
Key Decision:	Yes
Urgent/Non Urgent:	Urgent
Power to be exercised:	Paragraph 2 (iii) of the Delegated Powers of Portfolio Holders as set out in the Appendix to the Executive Procedure Rules, Part 4D of the Constitution.
Exempt:	No
Enclosures:	HaRP2 Full Business Case

Section 1 – Summary and Recommendations

Recommendations:

That the HARP2 programme be approved to proceed in line with its agreed Business Case

Reason:

The new technology and business processes will greatly improve the efficiency and accuracy of Council services, whilst also reducing costs.

Section 2 – Report

2.1 Introduction

The HARP2 Programme covers projects in Cyclical Works, Housing Adaptations and Repairs, Human Resources and Development, Shared Services and has been the subject of Outline and Full Business Cases. These have been approved by CSB and members of the BTP Partnership Board. The Full Business Case (FBC) is attached as Appendix A containing details of the proposed solution and plan.

2.2 Supporting the Corporate Strategy

The programme supports the Corporate Strategy through:

- Enabling financial savings
- Improving shared business processes
- reducing floor space usage in a number of Council premises
- introducing new working practices to improve customer service
- providing real time performance information
- developing mobile and flexible working practices and introducing technology

The programme supports the Council's 9 point improvement plan through:

- Improving first impressions with customers through:
 - collecting information once from customers and shared with many Council service units
 - increasing the number of queries answered at first point of contact through front to back office integration
 - providing easily accessible operational and management information
 - provide a building block for more customer web interaction
 - delivering an integral part of the management development programme

2.3 Options considered

Other options considered were:

- Focus transformation activities in other areas of the Council
- Reduce capital spend by not transforming any further service areas
- Delivering the programme through the use of in-house resource

2.4 Current situation

Currently all services within HaRP2 have heavy reliance on paper based processes and are seeking to transform their working practices through the introduction of scanning and work flow technology, linked to a greater capability in remote working.

2.5 Why a change is needed

Change is needed in these key service areas to deliver savings, and most importantly to transform their working processes to improve performance, and thereby to meet the Council targets in specific KPIs and customer satisfaction.

2.6 Recommendation:

That the programme be approved to proceed in line with its agreed Business Case.

2.7 Resources, costs and risks

The benefits that the Council have signed off as being achievable are £2,936k. After both Capita and Council costs, this provides an overall cost to the Council of £399k (based on MRP).

Initial risks have been assessed as follows:

- need to agree levels of security and access to data;
- large scale changes in working practices may result in industrial relations issues if not managed;
- the change of management style as a result of mobile and flexible working requires a strong approach on change management.

2.8 Staffing/workforce

Development and delivery of the programme will be provided by Capita.

The impact of development of the solution, and training, on Harrow staff has been detailed, and assumed within the overall cost of the programme. This will ensure that sufficient budget is available to backfill posts where required, and for the central Harrow Programme Team.

2.9 Equalities impact

There are no specific equalities issues related the report or recommendations, although a full Equalities Impact Assessment will be conducted as part of the programme. A previous Equalities Impact Assessment for HaRP1 did not identify significant risks.

2.10 Legal comments

The programme has been progressed under the auspices of the Business Transformation Partnership. Outline and Full Business cases have been agreed, in line with contract requirements.

2.11 Financial Implications

The 10 year project costs are £3,335k, including MRP and interest. There will be operational savings/efficiencies of £2,936k over 10 years, giving a net cost over the period of £399k.

The benefits that the Council have signed off as being achievable are £2,936k.

The capital programme for 2009-2010 includes the capital investment in HARP, and the medium term revenue budget includes the anticipated net savings arising from 2010-2011 onwards.

The Council has reviewed the business case and compared the costs presented by Capita against the costs of delivering In house.

The Council has full visibility of the Financial Model based on the open book principles of the original Partnership contract, this includes full visibility of third party supplier costs and the Capita margin and overhead.

The deal as presented by the HARP2 project is in line with the Incremental Strategic Partnership.

Benefits will be tracked using the BTP's established benefits management process involving the use of signed benefit cards, and monitored by the Director of BTP and Customer Services and the Director of Finance.

2.12 Environmental Impact

There are no major environmental impacts resulting from this proposal.

2.13 Performance

Indicator	Current Performance	Impact
Cyclical Works and Adaptations and Repairs		
Tenant satisfaction with overall service	Target – No target 08/09 Current – 64%	A more efficient and 'joined up' service will improve satisfaction
Satisfaction with repairs (status survey)	Target – London av. 72% Current – 60%	A positive impact is expected.
Repairs completed in time (HIP return former BVPI)	Target – 97.5% Actual – 97%	A positive impact is expected.
Reduction in Avoidable Contact NI14	Currently being measured to provide a baseline.	There is not a high level of contact with tenants through Access Harrow, so there will be a significant reduction in avoidable contact.
Human Resources & Development		
Use of Resources	3 (2008 judgement)	The lower cost of the service will improve VfM in the evaluation of Use of Resources. There will also be an improved rating in terms of data quality. The 2010 Use of Resources assessment will consider workforce development issues. This project should have a positive impact on aspects of this assessment process, and delivery of the project will be used as evidence during this assessment.
Reduced absence	Target – 6 Actual – 6.96	A positive impact is expected.
Employee engagement rating	Council – 3.3 Target – 3.5	A positive impact is expected.
Shared Service		
Use of Resources	3 (2008 judgement)	The lower cost of the service will improve VfM in the evaluation of Use of Resources. There will also be an expected positive impact upon the Council's data quality Environment, which is a key measurement within the Use of Resources judgement.

Section 3 - Statutory Officer Clearance

Signature:

Name: Steve Tingle

on behalf of the*
Chief Financial Officer

Date: 24rd July 2009

Signature:

Name: Hugh Peart

on behalf of the*
Monitoring Officer

Date: 24rd July 2009

Section 4 – Performance Officer Clearance

Signature:

Name: Tom Whiting

on behalf of the*
Divisional Director
(Strategy and
Improvement)

Date: 24rd July 2009

Section 5 – Environmental Impact Officer Clearance

Signature: e-mail clearance

Name: John Edwards

on behalf of the*
Divisional Director
(Environmental
Services)

Date: 23rd July 2009

Section 6 - Contact Details and Background Papers

Contact: Carol Cutler, Director of Customer Services & BTP,
Ext: 6701

RFID Cost/Benefit Presentation

Signature: Tom Whiting

Position: Director of Customer Services & BTP

Name (print) Carol Cutler

Date: 23rd July 2009

For Portfolio Holder/Leader

- * I do agree to the decision proposed
- * I do not agree to the decision proposed
- * Please delete as appropriate

Notification of personal interests (if any):

(Note: if you have a prejudicial interest you should not take this decision)

Additional comments made by and/or options considered by the Portfolio Holder

Signature:

Portfolio Holder

Date:

This page is intentionally left blank



Ref PHD 019/09

Subject:	Special Needs Transport
Responsible Officer:	Carol Cutler, Director of Business Transformation and Customer Service
Portfolio Holder:	Paul Osborn
Key Decision:	Yes
Urgent/Non Urgent:	Urgent
Power to be exercised:	Paragraph 2 (iii) of the Delegated Powers of Portfolio Holders as set out in the Appendix to the Executive Procedure Rules, Part 4D of the Constitution.
Exempt:	No
Enclosures:	Full Business Case for SNT Project

Section 1 – Summary and Recommendations

Recommendations:

That the SNT Project be approved to proceed in line with its agreed Business Case

Reason:

The improved processes and technology will reduce costs whilst maintaining excellent service and contribute to an improvement in our use of resources..

Section 2 – Report

2.1 Introduction

This report summarises the case for increasing the efficiency of the Special Needs Transport Service operated by the Council. It has been developed as part of the Business Transformation Partnership and has therefore been subject to an Outline and Full Business Case.

The Full Business Case is presented at Appendix A.

2.2 Supporting the Corporate Strategy

The programme supports the Corporate Strategy through:

- Improving support for vulnerable people

It will support the 9 step plan through:

- Improving First Impressions of the Council (through better vehicles for the service)
- Improving the Council's financial position.

2.3 Options considered

Other options considered were:

- Continue to deliver the service as currently provided;
- Deliver the project using internal resource only;
- Deliver savings through a more incremental approach.

2.4 Current situation

The function of the Special Needs Transport (SNT) service is to carry Adults and Children, with Special Needs, to and from schools, Day Care Centres, and Resource Centres. The service strives to manage the deployment of vehicles and staff to meet the demand from both Adults and Children's in the most cost effective way possible. The current operating model is largely "capacity-led", with a relatively high number of vehicles on long term lease and the majority of staff on permanent employment contracts.

Each day in excess of 500 children (term-time) and 700 Adults are carried to and from their destinations, and the service has a satisfaction rating of 100% from Harrow schools.

2.5 Why a change is needed

The Special Needs Transport (SNT) service faces a variety of challenges. Some of these are the result of internal issues, inevitable with a service that has evolved over time, whilst others stem from the changing external demand for the service, and the nature of that demand.

The business case for re-structuring the Special Needs Transport (SNT) service is based on the principle of improving the efficiency of the way in which it is run without impacting on the quality of delivery that is the hallmark of the current service. This balance will be achieved by optimising the routes taken by fleet vehicles, and the staffing of those vehicles, so that usage is as constant as possible, and the numbers required to operate the service are kept to a minimum.

2.6 Recommendation:

That the programme be approved to proceed in line with its agreed Business Case.

2.7 Resources, costs and risks

All costs and resource are detailed in the Full Business Case, and are for a ten year period.

The benefits that the Council have signed off as being achievable are £2,9m. After both Capita and Council costs, this provides an overall saving for the Council of £978k (based on MRP).

The savings derived from the re-negotiation of the current fleet hire arrangements will be submitted as a separate Benefit Card once they are confirmed. These savings are therefore not presented within the Full Business Case (FBC), although they were included within the Outline Business Case. The rationale for this is that the Benefit Card aligns to a strategic procurement exercise, while the business case represents service optimisation through an increased efficiency of operation.

A full risk analysis is contained with the Full Business Case, but key risks have been highlighted as:

- The introduction of Personalised Budgets could signal a dramatic tail-off in useage of the SNT service;
- Adults Services estimation of future demand may not be purchased by users;
- The current service is so well regarded that any changes will be viewed badly, and poorly represented by local and national media.

2.8 Staffing/workforce

Development and delivery of the project will be provided by Capita.

The impact of development of the solution, and training, on Harrow staff has been detailed, and assumed within the overall cost of the programme. This will ensure that sufficient budget is available to backfill posts where required, and for the central Harrow Programme Team.

Staff have been engaged in the review leading to the recommendations, and will continue to e involved in the development and implementation of the solution.

2.9 Equalities impact

Any changes for staff will be dealt with under the Council's Protocol for Managing Organisational Change, which has been equality impact assessed.

The project aims to improve user satisfaction through improved vehicles and comfort. A draft impact assessment has been completed during scoping and a full impact assessment will be completed during the project. This identified minimal risk in this area, and sufficient controls will be in place to ensure appropriate mitigation if required.

Any changes to the service will be subject to full consultation with the service users.

2.10 Legal comments

The programme has been progressed under the auspices of the Business Transformation Partnership. Outline and Full Business cases have been agreed, in line with contract requirements.

2.11 Financial Implications

The capital programme for 2009-2010 includes the capital investment in SNT. It is anticipated that the revenue savings of £290k p.a. will be used to reduce the current overspend on SNT.

The Council has reviewed the business case and compared the costs presented by Capita against the costs of delivering In house.

The Council has full visibility of the Financial Model based on the open book principles of the original Partnership contract, this includes full visibility of third party supplier costs and the Capita margin and overhead.

The deal as presented by the SNT project is in line with the Incremental Strategic Partnership.

Benefits will be tracked using the BTP's established benefits management process involving the use of signed benefit cards, and monitored by the Director of BTP and Customer Services and the Director of Finance.

2.12 Environmental Impact

Special Needs Transport for adults and children accounts for approximately a quarter of the council's carbon dioxide emissions from its fleet operations. Optimising routes should mean a reduction in emissions and help the council deliver its climate change strategy.

NI 185 measures the carbon dioxide emissions from council operations and this proposal should help to deliver reductions in this area. However there is a risk that emissions will be transferred from the council to the general population and this could make delivery of NI 186 – per capita emissions of carbon dioxide in the borough, more difficult. However the effect is likely to be marginal.

When procuring a new fleet, overall fuel efficiency should be an important consideration to ensure that the procurement contributes towards the council's climate change strategy.

2.13 Performance

Indicator	Current Performance	Impact
Flagship Actions		
	Not Applicable	Not Applicable
Place Survey		
	Not Applicable	Not Applicable
Value for Money Profiles		
	Not Applicable	Not Applicable
CPA Block Indicators		
	Not Applicable	Not Applicable

Section 3 - Statutory Officer Clearance

Signature:

Name: Steve Tingle

on behalf of the*
Chief Financial Officer

Date:

Signature:

Name: Hugh Peart

on behalf of the*
Monitoring Officer

Date:

Section 4 – Performance Officer Clearance

Signature:

Name: Tom Whiting

on behalf of the*
Divisional Director
(Strategy and
Improvement)

Date:

Section 5 - Contact Details and Background Papers Section 4 – Performance Officer Clearance

Signature:

Name: Andrew Baker

on behalf of the*
Divisional Director
(Environmental
Services)

Date: 24 July 2009

Contact: Carol Cutler

Background Papers:

SNT Outline Business Case

SNT Full Business Case

.

Section 6 - Contact Details and Background Papers

Contact: Carol Cutler, Director of Customer Services & BTP,
Ext: 6701

RFID Cost/Benefit Presentation

Signature:

Position: Director of Customer Services & BTP

Name (print) Carol Cutler

Date: 23rd July 2009

For Portfolio Holder/Leader

- * I do agree to the decision proposed
- * I do not agree to the decision proposed
- * Please delete as appropriate

Notification of personal interests (if any):

(Note: if you have a prejudicial interest you should not take this decision)

Additional comments made by and/or options considered by the Portfolio Holder

Signature:

Portfolio Holder

Date:

This page is intentionally left blank



Ref PHD 020/09

Subject:	WASTE MANAGEMENT Programme – Extension of Scope to include Radio Frequency Identification (RFID) for Trade Waste
Responsible Officer:	Carol Cutler, Director of Business Transformation and Customer Service
Portfolio Holder:	Performance, Communication and Corporate Services Cllr Paul Osborn
Key Decision:	Yes
Urgent/Non Urgent:	Yes
Power to be exercised:	Paragraph 2 (iii) of the Delegated Powers of Portfolio Holders as set out in the Appendix to the Executive Procedure Rules, Part 4D and 3A of the Constitution.
Exempt:	No
Enclosures:	RFID Cost/Benefit Presentation

Section 1 – Summary and Recommendations

Recommendations:

That the Waste Project be extended in scope to include RFID for trade waste, using the technology proposed by Bartec.

Reason:

Contribute to the cleaner, safer streets agenda by introducing streamlined Trade Waste Management that will deliver improved business process and improve the environmental condition of the borough

Section 2 – Report

2.1 Introduction

The Waste Project Full Business Case was presented to CSB, the BTP Partnership Board, and the Portfolio Holder without the RFID component, as this was subject to further review by the service area.

As part of the approval to proceed, Members were assured that any changes in scope to include RFID would be subject to a full agreement from the Partnership Board and Portfolio Holder.

An outline of the Costs and benefits of the proposed solution is presented at Appendix A.

2.2 Supporting the Corporate Strategy

The programme supports the Corporate Strategy through:

- Contributing to cleaner and safer streets by delivering operational solutions to improve the environmental condition of the borough;
- Introducing new working practices to improve customer service;
- Enabling financial savings and income generation;
- Improving shared business processes;
- Providing real time performance information.

The programme supports the Council's 9 point improvement plan through:

- Improving first impressions with customers through:
 - collecting information once from customers and sharing it with Council service units;
 - providing easily accessible operational and management information.
- Delivering Cleaner and Safer Streets

Other options considered were:

- Introduce a simplified solution which would bring limited benefits to the current end-to-end invoicing process. This is the current solution, and does not include any RFID proposal, but does include the simplifying of Trade Billing;
- To choose between service options for RFID as follows:
 - use Terberg (for RFID hardware) and their preferred partner (Cobham) for Back Office systems;
 - use Bartec as the supplier to reduce the overall complexity of the solution and ensure that there is only one core back office system (Bartec's 'Waste Collector').

The project team have recommended that the Council accept the proposal from Bartec.

2.4 Current situation

No RFID capability is in place for Trade Waste, despite the Council's competitors using comparable systems.

2.5 Why a change is needed

Change is needed in these key service areas to deliver savings and increase revenue, and most importantly to transform their working processes to improve performance, and thereby to meet the Council targets in specific KPIs and customer satisfaction.

If the Council does not introduce a comparable system to other service suppliers, this may lead to customers dumping trade waste on the Council as it is less able to measure and verify trade waste volumes. It will also provide:

- management information to incentivise waste minimisation and recycling;
- the ability to introduce more sophisticated pricing models and an automated invoicing process with itemised invoices;
- assurance that only Harrow owned bins are picked up by operational crews;
- an accurate measurement of the amounts of trade waste being collected and recycled;
- streamline contract management to manage the end-to-end trade process, providing up to date and real time information to Access Harrow for issue resolution at first contact

The case for change does not require the early introduction of charging as efficiencies will still be obtained from the current operation. A decision on charging by weight can be undertaken at a further point in time (and would be subject to Member agreement).

2.6 Recommendation:

That the Waste Project be extended in scope to include RFID for trade waste, using the technology proposed by Bartec.

2.7 Resources, costs and risks

Resources for the project will be within the current BTP and Service Area teams, under the BTP Partnership framework.

Initial risks have been assessed as follows:

- the solution may incorrectly be viewed as a pre-cursor to the Council introducing RFID for domestic waste;
- the addition of RFID may impact successful delivery of the rest of the programme;
- the programme will increase in complexity and may require more extensive testing and user training.

2.8 Staffing/workforce

Development and delivery of the programme will be provided by Capita.

The impact of development of the solution, and training, on Harrow staff has been detailed, and assumed within the overall cost of the project.

Any changes to staff numbers and terms of employment will be subject to consultation and negotiation with Unions.

2.9 Equalities Impact

There are no specific equalities issues related the report or recommendations. A full Equalities impact assessment will be completed as part of the programme. A Privacy Impact Assessment will be completed if required.

2.10 Legal comments

The programme has been progressed under the Business Transformation Partnership. Outline and Full Business cases for the original Waste Project have been approved in line with contract requirements. This report fulfils the instruction to report back any change in scope of the system to include RFID for Trade Waste.

Appropriate technical and organisational policies will be in place to ensure compliance with Data Protection Act.

2.11 Financial Implications

The 10 year project cost are £556k, including MRP. There will be operational savings/efficiencies of £990k over 10 years. Net benefit of £434k will be obtained, with project costs paid back in 5.6 years.

The capital programme for 2009-2010 includes the capital investment for RFID for Trade Waste, and the medium term revenue budget includes the anticipated net savings arising from 2010-11 onwards.

The Council has full visibility of the Financial Model based on the open book principles of the original Partnership Contract. This includes full visibility of third party supplier costs and the Capita margin and overhead. The work will be undertaken at a fixed price based on the agreed specification.

Benefits will be tracked using the BTP's established benefits management process involving the use of signed benefit cards, and monitored by the BTP Benefits Board chaired by the Director of BTP and Customer Services and attended by the Divisional Director of Finance & Procurement.

2.12 Environmental Impact

Waste management operations accounts for approximately a third of the council's carbon dioxide emissions from its fleet operations. Optimising routes should mean a reduction in emissions and help the council deliver its climate change strategy.

NI 185 measures the carbon dioxide emissions from council operations and this proposal should help to deliver reductions in this area.

2.13 Performance

Indicators	Current Performance	Impact
NI 195a Improved Street and Environmental Cleanliness (Litter)	Actual – 18.54% 08/09 Target – 15% 09/10 Target – 13% 10/11 Target – 12% Polarity ↓ is good	The system will provide a positive effect on the indicator, but given the number of other factor this is difficult to quantify.
NI 195b Improved Street and Environmental Cleanliness (Detritus)	Actual – 22.81% 08/09 Target – 20% 09/10 Target – 16% 10/11 Target – 12% Polarity ↓ is good	The system will provide a positive effect on the indicator, but given the number of other factor this is difficult to quantify.
NI 196 – Fly Tipping	Actual – Very effective Target – Very effective	Given that other suppliers of the service have RFID, the Council must be aware of the potential negative impact on fly tipping levels as trade customers can no longer dump their waste on the Council.
NI 193 – Land Fill	Actual – 61.40% Target – not available	The impact on the land fill is difficult to assess but is viewed as neutral. It will demand vigilance in controlling potential fly tipping.
Reduction in Avoidable Contact NI14	Currently being measured to provide a baseline	Although there is not a high level of contact with trade customers through Access Harrow, there will be a significant reduction in queries on billing and service.
Place Survey Q8 The Quality of Council Services	There is no specific question related to Trade Waste but other refuse questions will be	Given the great impact of waste management performance on customer perception of the overall Council, the project will contribute

Indicators	Current Performance	Impact
	influenced. Sat/Fairly sat	very positively to the Council's overall rating of customer satisfaction in this area (esp. Q 8 /1228 Refuse Collection).
Value for Money Indicators	N/A	The increase in useful management information in this area will support future analysis of costs and VfM.

Section 3 - Statutory Officer Clearance

Signature:		
Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of Chief Financial Officer
Date: 24 rd July 2009		
Signature:		
Name: Hugh Peart	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 24 rd July 2009		

Section 4 – Performance Officer Clearance

Signature:		
Name: Tom Whiting	<input checked="" type="checkbox"/>	on behalf of the* Divisional Director (Strategy and Improvement)
Date: 24 rd July 2009		

Section 5 – Environmental Impact Officer Clearance

Signature: e-mail clearance		
Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the* Divisional Director (Environmental Services)
Date: 24 rd July 2009		

Section 6 - Contact Details and Background Papers

Contact: Carol Cutler, Director of Customer Services & BTP, Ext: 6701

RFID Cost/Benefit Presentation

Signature: Tom Whiting (on behalf of)

Position: Director of Customer Services & BTP

Name (print) Carol Cutler

Date: 23rd July 2009

For Portfolio Holder/Leader

* I do agree to the decision proposed

* I do not agree to the decision proposed

* Please delete as appropriate

Notification of personal interests (if any):

(Note: if you have a prejudicial interest you should not take this decision)

Additional comments made by and/or options considered by the Portfolio Holder

Signature:

Portfolio Holder

Date:

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank