

CITY OF YORK COUNCIL

WASTE COLLECTION SERVICES

SERVICE LEVEL AGREEMENT

September 2004

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Section One

1. Executive Summary

1.1 The Agreement

This is a Service Level Agreement (SLA) between the Directorate of Environment and Development Services (DEDS) (The Commissioner) and Commercial Services (The Service Provider) for Waste Collection Services. It describes the nature of the services, the standards to which they will be delivered and how performance and customer satisfaction will be monitored and reviewed. The SLA will operate from late 2003/4 and will be amended from time to time in the light of continuous service improvement and changes in Council policy reflecting the needs of customers and developing service objectives. The SLA provides for arbitration on any unresolved dispute over the terms and termination in the event of prolonged fall in performance standards.

1.2 Service Provision and Objectives

The Waste service exists to deliver the council's Waste Strategy in partnership with Yorwaste and working with other agencies including the voluntary sector. The Waste service includes domestic refuse collection and recycling collection operating under a service level agreement with the thin client to achieve this. To be successful, this service needs to maintain top quartile performance and customer satisfaction levels as well as low quartile operating costs WHILST delivering all aspects of the council's waste strategy. This will include the education and encouragement process as well as customer call handling through the Access to Services corporate project. It is envisaged that the service will work closely with all the district councils in North Yorkshire on collection matters and with Yorwaste and the County Council on disposal issues. It is only by maintaining customer service performance AND waste management performance that the Waste service can properly contribute to the council's objectives.

The key services to be provided under this Agreement are:-

- ❑ Domestic Refuse Collection from some 81,000 properties, mainly by wheeled bins and around 12.5% by plastic sacks.
- ❑ Kerbside Recycling Collection from some 68,000 properties.
- ❑ Bulky household item collection.
- ❑ Provision of Amenity Skips.

- ❑ Cleaning of Refuse Chutes.
- ❑ Collection of bonded asbestos waste from domestic properties.
- ❑ Delivering of refuse and recycling containers.

The main objectives of these services are:-

- ❑ To protect residents and the environment from pollution and other public health and safety hazards.
- ❑ To minimise waste and maximise recycling.
- ❑ To do so in an efficient and cost-effective manner, against the underlying ethos of continuous service improvement to the highest standards of performance and customer satisfaction.

1.3 Service Standards and Performance Indicators

These are set out in detail in the SLA but, at a general level, are as follows:-

- ❑ Weekly refuse collection, with targets of 40 missed bins per 100,000, 99% of missed collections put right by the end of the next working day, 85% customer satisfaction and £30.09 cost per household (upper quartile performance).
- ❑ Fortnightly kerbside/recycling collection, with a 90% targeted satisfaction rate and agreed contribution towards the achievement of the council's waste targets.
- ❑ Bulky household item collection within 10 working days of notification.
- ❑ Delivery of wheeled bins within 5 working days of notification.
- ❑ Delivery of plastic sacks 4 times a year.
- ❑ Cleaning of refuse chutes twice a year.

1.4 Service Monitoring, Reporting and Review

Service monitoring will be undertaken by the following methods:-

- ❑ Analysis and bench-marking of national and local service standards, targets and performance indicators.
- ❑ A variety of customer surveys ranging from the general Residents Opinion Survey to the more specific Commercial Services annual customer forum.
- ❑ Daily inspections by Supervisors and weekly inspections by the General Manager and Waste Operations Manager.
- ❑ Spot checks by Quality Unit Staff.
- ❑ Community Street Audit, in conjunction with the Street Scene Service.
- ❑ Analysis of customer requests and complaints.
- ❑ Measurement against local and national indicators (BVPI's)

Service reporting will be undertaken jointly by the Commissioner and the Service Provider on the following basis:-

- ❑ Monthly at a Managerial level.
- ❑ Quarterly to elected members.

Service review will be undertaken as a result of the monitoring and reporting regime and will lead to a jointly agreed Performance Improvement Plan and, where appropriate, changes in Council policy in these service areas. This plan will reflect the drive for quality, customer focused service delivery but there are some aspects of the current Council policy which are having a detrimental effect on customer satisfaction levels. These are set out in detail in Appendix two and will need to be reviewed during the life of the Agreement. A brief summary is as follows:-

- ❑ Excess rubbish not contained in the bin is not removed, unless specifically requested by the Commissioner.
- ❑ "Crocodile" bins will have the offending rubbish removed and treated in the same way as excess rubbish.
- ❑ Heavy bins will not be collected.

- ❑ Future expansion of nature and extent of Kerbside recycling collection.

1.5 The Commissioner

The commissioner has responsibility for service budgets and policy. They currently also have responsibility for a range of more specific issues outlined in the SLA (e.g. customer hotline; purchase of wheeled bins and recycling boxes, booking the collection of bulky household items, reporting against national indicators etc.) The work currently being undertaken by Agylisis may clarify some of these but, in any event, in a full Commissioner/Provider arrangement, responsibility for all operational issues should lie with the Provider and the higher level policy and financial issues remaining with the Commissioner.

1.6 The Service Provider

The Service Provider under this SLA is Commercial Services, a multi-functional service delivery organisation with an annual turnover of £22m and employing over 1000 people in a diverse range of occupations. Commercial Services has been restructured to strengthen its approach to delivering high quality services. This is part of a comprehensive Change Management Programme which will involve the organisational, operational and cultural changes necessary for it to play a key part in helping the Council achieve its objectives. A central theme of this is the drive for quality, which has seen Commercial Services establish a Quality Unit and seek quality accreditation by April 2005. The SLA sets out in detail the management and operational arrangements for these services, together with a summary of:-

- ❑ Quality and sustainable procurement.
- ❑ Recruitment, training and development policies.
- ❑ Health and Safety policies.
- ❑ Working and cover arrangements.

1.7 Resources

The Council's operational budget, in 2003/4, for the provision of these services is £1,976,000 for domestic refuse collection and £544,000 for recycling collection or £2.520million in total. This is added to by a budget

of £507,000 for “Commissioner” costs which include, for example, wheeled bin capital payments, enforcement and encouragement costs. For the SLA value of £2.520million the Service Provider deploys the following front line resources to deliver the services in this Agreement:-

- 3 supervisors
- 19 drivers
- 38 loaders
- 13 refuse collection vehicles
- 6 Fame kerbside recycling collection vehicles

as well as associated management and central overheads

1.8 Charging and Inflation mechanisms

Details of the methodology for adjusting prices annually to take account of inflation, the rationale for other charging mechanisms and the procedures for the Service Provider to charge the Commissioner are contained in the SLA. Further variations in the overall budgets may result from changes in Council policy in these service areas.

Section Two

2. The Agreement

- 2.1** This Service Level Agreement (SLA) sees the incorporation of a number of services associated with waste collection, previously covered by the 'contract' for Refuse Services and Street and Environmental Cleansing, let under CCT rules in October 1997, and amended by subsequent variations. In addition, it also covers the provision of a kerbside recycling service, introduced in 2002 and expanded in 2003. The SLA describes how each service will be delivered, within policies which have been agreed by the Council. It will seek to define clearly, for each service, its:

- Objectives
- Success Measures
- Key Performance Indicators

This document, together with the statement of costs and work schedules will form the entire agreement.

2.2 Purpose and Scope of the Agreement:

The purpose of this agreement is to identify the waste and recycling collection services that will be provided by Commercial Services and provide a framework for assessing the success of those measures in meeting the needs and wishes of the communities they serve. It is intended to promote good practice, establish a basis for monitoring and sharing of information and facilitate continuous improvement in service delivery and accountability. It requires Commercial Services to undertake duties in connection with these services that will allow for these intentions to be fulfilled. Included are responsibilities for service monitoring and reporting; customer satisfaction surveys, liaison and complaints handling, as well as review periods and reporting mechanisms.

2.3 Parties to the Agreement:

This agreement is made between City of York Commercial Services (the provider) and Directorate of Environment and Development Services. The Commercial Services officer responsible for this agreement is the General Manager (Waste).

The DEDS officer responsible for this agreement is Head of Highway & Street Operations.

2.4 Period covered by the Agreement:

This agreement will run from late 2003/4 until terminated and replaced by an arrangement that provides better value as determined by the council's procurement strategy.

2.5 Assumptions underlying the Agreement:

The agreement is made on the basis that:

- the service budget is held by DEDS
- matters of policy remain with DEDS and their Executive Member
- matters of enforcement remain with DEDS' staff
- gathering of performance information to fulfil Government requirements remains with DEDS
- all operational matters and decisions will be the responsibility of Commercial Services
- enquiries and complaints on operational matters will be received and distributed by DEDS' hotline staff, or other staff as decided corporately.
- Commercial Services will deal directly with Members, residents and other stakeholders in dealing with complaints and enquiries of an operational matter, reporting complaints' resolution to DEDS, for statistical purposes.
- Commercial Services will identify customer satisfaction, other than gained by corporate surveys, such as the Residents' Opinion Survey

2.6 Procedures for amending the Agreement

Commercial Services' customer care procedure details how services may be amended in the light of experience, arising from feedback from a number of different sources and subject to them adhering to Council policy. There may be, however, changes requires through other circumstances, for example legislative or regulatory changes. In such circumstances, the effect of those changes will be discussed jointly, with a view to identifying the scope of any service delivery, finance and resource implications for the Council. Any changes that may impinge upon standards, or which have budget implications will be referred to the appropriate Executive Members for consideration. Upon agreement of any action to be taken in respect of these changes, Commercial Services will confirm implementation of the actions to be taken, with a detailed description of any changes to the SLA that may be required as a consequence.

2.7 Periodic Review of the Agreement

The quality control and customer complaints procedures, along with Best Value Performance Indicators will ensure that the service is continually monitored. Constant striving for continuous improvement and customer satisfaction will contribute heavily to the on going review of this SLA. Reviews will be conducted on a regular basis, as detailed in the Customer Complaint process in Appendix 1 to this document but these reviews will form only part of the process. Other sources of feedback will be sought from service tracking, which is described in more detail later in this agreement. Commercial Services will report regularly to Members and the Commissioner on service outcomes agreed as a part of this document. The service provider is free to make any operational changes necessary to deliver the services detailed in the Service Plan and to make changes to the specification to reflect views of the community, within the limits of current Council policies. Changes to the specification will be formally confirmed and recorded in the service plan, on a quarterly basis.

2.8 Arbitration

It is anticipated that any dispute over the terms of this agreement will be resolved by the officers responsible for its delivery in both organisations but, should a matter not be able to be resolved by discussion, then the matter will be referred to the Head of Civic, Legal and Democratic Services for resolution, whose decision will be binding on both parties.

2.9 Termination

Termination of this SLA will occur in one or both of the following:

- The continual fall in performance indicators attributable to the service provisions set out in this SLA or the subsequent amendments, resulting in Members considering that it is in the best interests of The City of York Council
- The Best Value Performance Review identifies a better alternative to the approach set out in this SLA.

2.10 Signatories to the Agreement

This agreement is made between

Signed:

Name in capitals

Director of Commercial Services

Date

and:

Signed

Name in capitals

Director of Environment and Development Services

Date

Section Three

3. SERVICE PROVISION AND OBJECTIVES

3.1 The services included in this SLA are:

- ☐ provision of a domestic refuse collection service
- ☐ the provision of a kerbside recycling collection service
- ☐ the delivery of refuse and recycling containers
- ☐ the collection of bulky household items
- ☐ the collection of bonded asbestos waste from domestic properties
- ☐ the provision of Amenity skips
- ☐ the cleaning of Refuse Chutes

The detail of the services to be provided in each of these areas is set out in Appendix 2 to this agreement. Commercial Services recognise that the nature of the services, through Government and other pressures will of necessity change rapidly over the next decade and that the detail of the SLA will need to change to reflect this. In particular, the possible introduction of green waste, plastic, electrical goods and other items suitable for recycling will need to be investigated and services amended accordingly, following the procedure for amendments to the agreement, already outlined.

3.2 Objectives of the Service

The Corporate objectives of the services to be provided under this agreement are:

- ☐ To protect residents and our environment from pollution and other public health and safety hazards, by reducing the amount of waste that is disposed of at landfill sites and carrying out a bulky household collection service that helps reduce fly tipping;
- ☐ Develop and implement a waste strategy that minimises waste and maximises recycling, by the provision of a fortnightly kerbside recycling collection of paper glass and cans to over 58,000 houses in the City;
- ☐ Protect and enhance the built and green environment that makes York unique, by reducing the amount of waste that goes to landfill;

- ❑ Increase residents satisfaction with their neighbourhoods, by providing an efficient, reliable and effective refuse and recycling collection service;
- ❑ Ensure continuous service improvement and high quality in the delivery of services, by obtaining feedback from different sources to inform decision making on the services offered under this SLA
- ❑ Ensure the continuation of sound financial management by providing a cost effective service that is low quartile costs, high quartile performance (on a like for like basis);
- ❑ Ensure the effective management of the Council's property and other assets, by optimising the use of resources, including staff and vehicles.

Section Four

4. SERVICE STANDARDS AND PERFORMANCE INDICATORS SERVICE MONITORING, AND REPORTING AND REVIEW.

- 4.1** The standards to be achieved in each area of this service are detailed in appendix 2 to this agreement and proposed indicators will measure performance in each of these areas. Together with the Commissioner, we will work towards the introduction of customer-facing service standards. We will monitor and improve our performance against these and report back regularly to the public.

We recognise the contribution that these services bring to the quality of the street environment and we will contribute by ensuring that:

- Bins are repositioned where they were presented for collection;
- Spilled litter is cleaned up;
- Equipment used is clean and well maintained;
- Staff are presentable;
- Staff behave in an appropriate way to customers and each other;
- Health and Safety procedures are followed.

In this connection, we recognise the service delivery links with Street Scene and will work towards the integration of appropriate aspects of these services.

4.2 Service Tracking

There will be four main methods of monitoring performance on this service:

4.2.1 Surveys

Customer surveys of representative areas to assess the performance of individual rounds will be carried out on a quarterly basis over a two year period. These will not only seek residents' opinion of the services but also to identify the causes of dissatisfaction and subsequently feed it into the service review process. This will complement Residents' Opinion surveys and those conducted to gather Best Value performance information.

These customer surveys will be complemented by staff feedback sessions, at the same frequency, where staff will be encouraged to examine processes and outcomes and work towards improvement prior to subsequent surveys.

Commercial Services will conduct an annual customer forum that will permit a deeper discussion on residents' opinions of services provided under this agreement, which may also include other street level services, such as street cleansing and grounds maintenance, where it is deemed appropriate.

4.2.2 Inspections

Commercial Services currently carry out quality inspections regularly throughout the day. In all 40 inspections are carried out by supervisors each month, with 4 per month by the General and Operations Managers. Each inspection covers such items as:

- Position of bins after emptying
- Appearance of crew and vehicle
- Any spilled litter
- Defective equipment
- General Health and Safety
- Crew issues

4.2.3 Spot checks

In addition to this inspection regime, members of the Quality Unit will be responsible for inspecting refuse and recycling services from the customers' point of view and giving feedback on the findings. This will inform discussions on process improvements that will be a regular part of the activities of operational sections and the Quality Unit.

4.2.4 Community Street Audit

Community Street Audit is a method for evaluating the quality of the walking environment from a consumer perspective. The audits are based on an approach devised in Scandinavia and can be adapted for a range of users, ranging in scale from individual transport interchanges or schools, to entire high streets or City wide projects. Commercial Service will use it for assessing:

- Approach routes to a single building;
- A single street;
- Major traffic/pedestrian/public transport interchanges;
- Key pedestrian routes in to the City;

The audit will analyse the walking environment in the specific audit area, identify both positive and negative characteristics and present its findings in a standard report format. It will be conducted as part of the Street

Scene service but with due regard to the effect of waste and recycling collections have on the street environment. In particular, the visible effect of storage arrangements of waste, collection arrangements and the quality of collections. Community Street Audits will be completed by teams of stakeholders representing community needs including people with disabilities. A recent study by the Joseph Rowntree Foundation found residents had considerable interest in the local environment. This often centred on relatively minor issues, such as dog-fouling and waste in public places. A Community Street Audit could improve relations and understanding between local groups and the Council. This knowledge will be refined through exposure to systematic and measurable change supported by all stakeholders to become highly useful output objective and revised standards.

4.3 Commercial Services Quality Control and Customer Care

Commercial Services' Quality Unit will be headed by a General Manager, supported by full-time assessors/inspectors, and specialist staff in Health and Safety and Human Resources. The Unit's role will be to:

- Drive the concept of quality in the organisation;
- Produce performance information to monitor performance in the organisation;
- Advise managers on options to improve performance;
- Ensure that Commercial Services gains quality accreditation and maintains it;
- Act as the Departmental Management Team's champion for quality issues in the Department.

Responsibility for performance monitoring and implementation of improvement programmes lies with operational staff as part of their overall duties. This will ensure that quality is accepted by all members of the organisation. The Quality Control and Customer Care Management System is simple in its basic concept but paying due regard to the Customer Contract and Citizen's Charter of the Authority, by seeking to:

- identify the objectives that the service is striving to achieve;
- identify performance indicators that will measure the success of the operation in achieving those objectives;

- measure, monitor and report extent of compliance with the service objectives and produce strategies to improve where there are significant trends of under-performance;
- ensure that all requirements have been achieved and operations completed to agreed standards;
- ensure that personnel involved receive applicable training in the standards required;
- identify customer satisfaction with the service objectives and the service produced;
- identify customer requirements for improvements and recommend appropriate changes;
- provide feedback to the source of the complaint/recommendation;
- audit and evaluate the system processes and correct them where applicable;
- provide a culture and process for continually improving standards and evaluating lessons learned, ensuring they are fed back into processes;
- benchmarking services with comparable authorities to ensure the maintenance of high quality low cost services.

The source of most complaints or service requests will be the Hotline. However, once these have been passed to Commercial Services, the Commercial Services Customer Satisfaction Procedure will manage those complaints and requests and will also apply to, issues arising from any of the service tracking methods described above, as well as Street Environment Officer comments, issues identified at ward meetings which may be communicated direct, and all will follow the same route through our system. The same system will apply to both Refuse and Recycling and Street Scene services. The Customer Complaints/enquiries system is included in Appendix 1.

4.4 Monitoring and Reporting

The achievement of quality and performance targets will be monitored by the Quality and Customer Care Section. Progress against monthly indicators will be reported to the Heads of Service within 10 working days of the month end. Progress against all Performance Indicators will be reported quarterly to Members.

There will be five types of performance indicators:..:

1. National BVPIs;
2. Previous Audit Commission/BVPIs, still retained at a local level
3. Existing local BVPIs;
4. New local PIs;
5. Management PIs, not previously seen by Members

Detailed lists of PIs are contained in Appendix 5.

Reporting back to Members will be an important part of this SLA. Formal reporting has already been outlined but as important, is the regular information relating to issues at street level that all Members need to be aware of. Commercial Services will achieve this by issuing a Members briefing update on a fortnightly basis, in a format that is currently being used for Street Scene and Civil Engineering. Together with the Commissioner, we need to develop mechanisms for reporting to the public on progress against service standards.

4.5 Success Measures:

Commercial Services' success in performing the services will be measured by a number of success criteria, using national performance indicators and a comparison of other performance indicators, obtained through benchmarking with other authorities. Suggested Indicators and comparison data are include in Appendices 4 and 5.

Section Five

5. The Commissioner

5.1 DEDS will remain responsible for formal interface with Members on service budgets and policy matters, including reporting overall performance of the Street Environment service, informed, where applicable by Commercial Services. They will have specific responsibilities for:

1. The running of the customer hotline;
2. The payment of all disposal and gate fees for the disposal of domestic waste and recycling collections;
3. The provision of disposal facilities, suitable for the safe disposal of arisings;
4. Purchase and supply of wheeled containers;
5. Assessment of requests for assisted wheeled bin collections, including an annual review;
6. Booking and organising the collection of bulky household items and bonded asbestos and other bulky collections;
7. Purchase and supply of recycling boxes;
8. Enforcement action, relating to inappropriately presented commercial and domestic refuse and dumped refuse;
9. The development and implementation of education and encouragement campaigns for kerbside recycling; (if no recycling assistant transferred)

5.2 Customer Responsibilities

Customers, who are residents of domestic premises, will be responsible for:

1. Proper siting of wheeled bins on collection days

2. proper siting of recycling boxes and wallets on the scheduled day of collection and including only materials notified to residents
3. not overloading wheeled bins to the extent that lids will not close fully
4. not putting out excess waste for collection

Section 6

6.1 The Service Provider

Commercial Services is a multi function service delivery organisation, which has an annual turnover of £22m and employs over 1000 people in a diverse range of occupations, from refuse collection to school cleaning. It delivers its services through a number of functional units, each under the control of a General Manager and grouped together to form larger units, each under the direction of an Assistant Director. The management organisation chart of both Commercial Services and the Waste Services Unit is attached as appendix 3.

It is Commercial Services' intention to become an externally assessed quality assured service provider by March 2005 and key to that is the setting up and development of a Quality Unit, incorporating Quality, Health and Safety and Human Resources, with a prime responsibility for customer care systems in Commercial Services.

This Unit will be headed by a General Manager, supported by a number of experienced advisers. Responsibility for the quality of performance and customer interface will lie with operational units, acting on the Quality Unit's advice, procedures and training. This will ensure that the system does not become the property of the "Quality Department" rather than remaining the tool of the organisation's management.

6.2 Vision and Values of the Organisation

Commercial Services recognises the part that it has to play in delivering the Council's objectives in relation to the Community Plan and strives for this by its involvement in community schemes such as the PACY initiative and is committed to the Council's policies on sustainability, demonstrated by:

- Use of low emission fuel, wherever possible e.g. it has 67% of its light vehicles operating on liquefied petroleum gas, 41 in total
- Use of ultra low sulphur 'white' and 'red' diesel
- Post exhaust treatment of all diesel powered vehicles e.g. Catalytic Regenerating Traps on refuse collection, recycling vehicles and large sweepers.
- Recycling waste highway materials, over 16000 tonnes in 2002/2003
- Oil and solvent recycling
- Recycling of wood shavings

6.3 Quality Control of Purchases

In everything we purchase we will ensure that the quality of the supply or service meets our standard as a minimum. In addition, we will recognise the over arching code set down by the City of York procurement policy, therefore ensuring that we:

- support corporate and local sustainability initiatives;
- secure best value procurement practice and continuous improvement;
- ensure compliance with European legislation;
- support the collection and collation of accurate management and costing information;
- help to deliver value for money services.

The key objective being to procure the best mix of value for money and quality for the Citizens of York that is affordable.

6.4 Management Arrangements:

Management organisation charts for the department and the operational section are included in Appendix 3. The Services Group of Commercial Services is led by an Assistant Director. The Waste Services' Unit is managed by a General Manager and the Unit is split into three operational sections; Waste and Recycling, School and Building Cleaning and Fleet Management. The waste and recycling functions will be under the day to day management of the Operational Manager, operating through four supervisors. Two of these are responsible for the operation of the domestic and commercial refuse collection service, one for the recycling collections service and one for the commercial waste business.

There will also be a Recycling Assistant, who will work with the section Manager and Recycling Supervisor, specifically to:

- *Monitor the overall success of the scheme*
- *Devise and implement education and encouragement programmes for the service*
- *Liaise with residents, ward committees and other representative groups*
- *Organise expanded collections, in conjunction with the recycling supervisor*
- *Investigate and organise collections of additional recyclable materials.)*

Each supervisor is aware of and takes responsibility for other functions within the section, in the absence of other supervisors.

6.5 Core times of service

The domestic refuse collection and recycling service will normally operate Mondays to Friday between 0645 and 1500, except for operational reasons, such as inclement weather or vehicle breakdown. This will be altered by agreement at Bank Holidays, which for the purposes of this agreement include:

New Year's Day

Easter Monday

May Day

Spring

August

Christmas Day (or a day given in lieu should it fall at the weekend)

Boxing Day (or a day given in lieu should it fall at the weekend)

With the exception of Christmas and New Year, all collections will slip by one day, following the Bank Holiday, with collections being caught up by the Saturday of the same week. The arrangements for Christmas and New Year are under review and options for the future will be decided by Members before Christmas 2004. Other services, such as amenity skips will be scheduled to fit in with the request of the group that makes the original request.

6.6 Staff Contact:

A member of the Services' management team can be contacted at all times during the operation of the service by extension number or mobile phone. In addition, the depot at Foss Islands is staffed at all times outside normal operating times, when contact can be made for emergencies.

Contact numbers are

General Manager	ext. 3111
Operations Manager	ext. 3275
Service Supervisor (refuse collection)	ext. 3273
Service Supervisor (refuse collection)	ext. 3273
Service Supervisor (recycling collections)	ext. 3274
Service Supervisor (commercial waste)	ext. 3282

6.7 HR Policies

This SLA can only be achieved by employees with the right skills and abilities to deliver a Quality Service. The Council has adopted the Recruitment and Selection Policy and Procedures as a means to make sure we have those employees. In addition, Commercial Services has an agreed induction programme for all new staff, which is rigorously enforced, so that staff are made aware of the nature of the service they are to provide, the standards that are expected of them and the quality they are expected to achieve.

Our EFQM assessments have identified areas for improvement in people issues and have influenced our approach within action plans for the development of Commercial Services. This has led to initiatives in communications, such as team briefings and the in house newsletter 'team talk'. This approach has been confirmed by results in staff surveys where Commercial Services has performed well in most areas.

Commercial Services operates within City Council HR policies and offers staff the same terms and conditions as other staff working for the City council.

In addition to those benefits, Commercial Services also provides staff with:

- personal development through the Workforce Panel, run by staff for the benefit of staff, with a stable annual funding;
- an osteopathy referral scheme;

6.8 Training and Development

Commercial Services has recently expanded its HR team to enhance its training and development activities. A main priority will be the development of a leadership programme for all managers and supervisors, which will begin early in 2004.

All staff will undertake a development programme to ensure they have the right skills and competencies to carry out their work and will encourage personal growth and enhanced motivation, through gaining skills and competencies to carry out their work to a higher degree of competence and go on to broaden their skills through personal development. Commercial Services staff also have the opportunity for personal development through the Workforce Panel, which is managed by staff representatives and which provides assistance to staff who want to develop themselves, outside of the working environment and acquire other skills, not necessarily related to their job.

At Commercial Services, we recognise the value of the Council's customers and our staff's responsibility to behave correctly towards them, each member of our front line staff receives an annual 'Customer Care'

training course, which sets out these responsibilities. It is our intention to improve the content of these courses to help our collection staff to communicate with residents, particularly about the need for waste minimisation and recycling. We recognise that Council policies in this area may not be universally popular and that collection staff are the first point of contact for many residents, so it is important that staff are trained correctly how to handle these situations.

All staff also receives, as a minimum, training in Health and Safety aspects of their work. In addition, all existing staff at supervisor level and above are required to undertake a four day IOSH training course 'Managing Safely'. This policy applies to all Commercial Services' staff, with management responsibilities.

6.9 Holiday and sickness cover

Holiday and sickness cover will normally be provided from permanent staff, with temporary staff being employed at peak times. We will also use staff provided by employment agencies in the City, with whom we have worked for a significant time and whose staff have or will receive induction training, prior to beginning work with us.

6.10 Working arrangements

Staff will be employed for 37 hours per week, with any time worked above this being paid overtime. Normally those hours will be between 0700 and 1500, each day but may be slightly different for operational reasons.

At least one member of Supervisory staff will be on duty from 0630 to 1630 on weekdays and on Saturday from 0630 to 1400. Managers will be available at different times of the day but for no less than 37 hours.

6.11 Health and Safety Policies and Procedures

We consider that the health of our employees, residents and visitors, and the safety of our activities are of paramount importance. Activities will be undertaken with due regard to securing the highest possible standards of Health and Safety.

We are committed to protect the environment and the safety of our employees and the public as a whole, ensuring no one is adversely affected by our activities.

Complying with Health and Safety Legislation is not an option; our policy is to exceed the minimum required by the law. As such we have achieved level 2 in a RoSPA Health and Safety audit and are committed to maintain and improve that score.

Commercial Services monitors the health and well being of its staff by using information gained from its EFQM self assessment process, backed up by its appraisal process and corporate staff surveys. It monitors key areas of staff well-being through a range of Performance Indicators.

In support of our commitment to Best Value continuous improvement, our systems will not only measure our quality performance, they will also allow us to measure, maintain, monitor and continually improve our safety performance.

We will promote health and safety values throughout our joint working with staff unions, employee liaison groups, resident's projects and community audits.

6.12 Commercial Services' Responsibilities.

Commercial Services will have the responsibility for delivering the services specified, to the level agreed in this SLA and will be responsible for producing evidence to support the Performance Indicators that have been developed to measure the progress towards the Service Objectives.

In addition, Commercial Services will agree a programme of continuous improvement in performance targets, where practicable, to fulfil the Council's responsibilities under 'Best Value' legislation.

To deliver the services in this agreement, Commercial Services will be specifically responsible for:

- ❑ Recruitment and employment of staff, including all necessary training, to carry out its primary tasks;

- ❑ Standards of staff behaviour and appearance;
- ❑ Recruitment of suitable sub-contractors to carry out specialised work or tasks that cannot be performed cost effectively by direct employment;
- ❑ The Health and Safety of all staff, whether directly or indirectly employed on delivering these services;
- ❑ Supply of all vehicles and equipment, including maintenance, necessary to perform the tasks it chooses to carry out itself;
- ❑ The production of annual work schedules;
- ❑ The publishing of dates to be worked in lieu of Bank Holidays and informing customers.;
- ❑ The achievement of recycling targets, within budget and resource, agreed by Members and supported by benchmarking with other unitaries to be within the top quartile for set out rate, participation, weight collected and cost per tonne collected;
- ❑ Supply of all materials, with the exception of domestic wheeled bins, plastic sacks and recycling boxes and wallets;
- ❑ Investigation and reporting, where necessary, on customer complaints and requests;
- ❑ Compliance with all legislation and procedures relating to its operation of these services;
- ❑ Monitoring and reporting back to Members on the quality of work performed, including the joint reporting of PIs;
- ❑ Reporting back to Members on financial and service performance, including results of independent audit information and customer surveys such as Community Street Audits;
- ❑ Interfacing with Members for general service matters
- ❑ Service Improvements, in accordance with the procedures for amending the Agreement.

Section Seven

7. Resources

The front line resources dedicated to this service are:

Service	Supervisors	Rounds/ Vehicles	Drivers	Loaders
Refuse Collection	2			
Domestic wheeled bin		10x 6x4, 26 tonne	10	20
Domestic terraced		2x 6x2, 23 tonne	2	6
Domestic farms/rural properties		1x 6x2, 23 tonne	1	0
Recycling	1			
Kerbside collection		7 x Fame kerbside stillage vehicles	7	14

In addition, provision is made to ensure the continuation of the service, as follows:

- additional labour resources are utilised to cover for holidays and sickness. These are source from permanent employees, temporary staff and agency staff.
- provision is made to cover for vehicle breakdown by utilising spare vehicles and/or vehicle hire where necessary.

Section Eight

8. BASIS OF CHARGES AND INFLATION INCREASES

8.1 The base price for the SLA is the 2003/4 operational budget of £1,976k for domestic collection and £544k for recycling collection or £2520k in total. This will be amended each year to take account of inflation adjustments as detailed below and also any changes the council has made to its budget as a result of policy or other service alterations.

8.2 Inflation Adjustments:

The annual price paid by the Heads of Service to the Provider will be adjusted annually, to take account of inflation, with the effect from the 1st April in each year of the SLA.

The price inflation adjustment will be calculated as follows:-

Labour

The average annual local authority pay award as agreed nationally plus any additional locally negotiated agreements. The adjustment will be as at 1st April in any one year and be for the preceding year. In the event that an agreement is not reached for the 1st April, the budget estimate published by the Director of Resources will be used until such time as the agreement is reached. The difference between the two figures will be adjusted and back dated to 1st April of that year. In the event of a mid year implementation date of the pay award, an average affect for the year will be applied from 1st April of that year.

Vehicles, Plant and Machinery

The FTA Vehicle Operating Costs, quarterly indices for 3.5t Petrol Vehicles as at December of each year will be applied from 1st April of the following calendar year.

Vehicle Fuel

DTI Energy Trend Statistics (Table 4.1.1) as at January of each year will be applied from 1st April of that calendar year.

Materials

The Retail Price Index (All Items) as at January of each year will be applied from 1st April of that calendar year.

The calculation of the Composite Inflation Rate

The composite inflation rate for phase 1 will be calculated as follows:

Labour	66%
Transport	18%
Fuel	5%
Supplies	11%

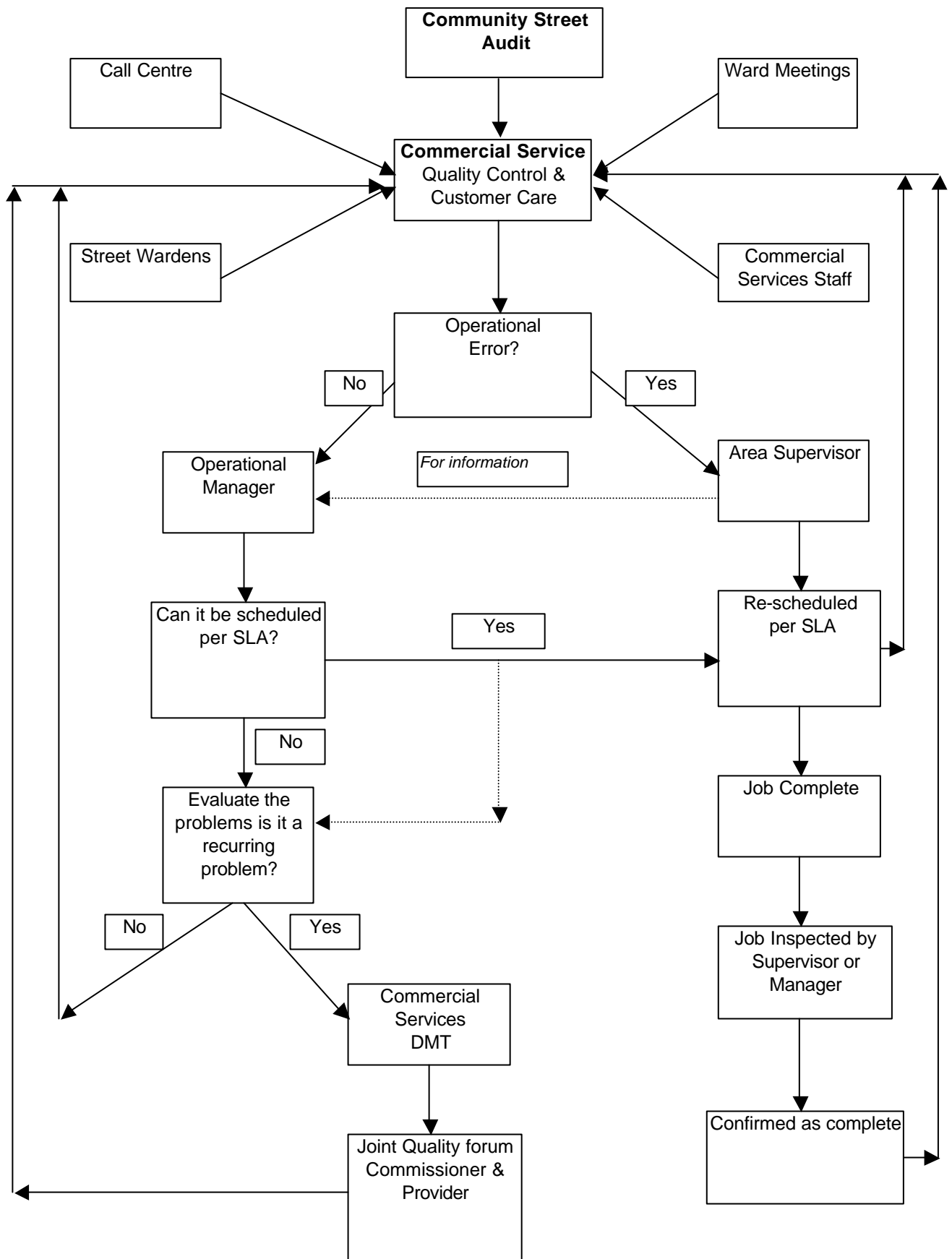
Adjustments to the service (budget cuts, additional service requirements, revised frequencies etc) will attract the change to the payment on the agreed date of implementation.

8.3 Charging arrangements and payment procedure

One twelfth of the annual SLA sum will be paid by the Commissioner to the Service Provider on the final working day of each month.

Appendix 1

Customer Satisfaction Procedure



CITY OF YORK COUNCIL

WASTE COLLECTION SERVICES

Appendix 2

SERVICES TO BE PROVIDED

1.0 Domestic Refuse Collection:

The domestic refuse collection service was reorganised on the 30 June 2003, to accommodate the expansion of the kerbside recycling scheme. At that date, approximate numbers of properties serviced were:

- 62,900 serviced by edge of property wheeled bin collection;
- 600 terraced properties serviced by wheeled bins at central collection points;
- 4500 terraced properties serviced by edge of property wheeled bin collection
- 10,200 serviced by back/front door plastic sacks;
- 3000 serviced by communal bins.

Total of 81,200 properties

These rounds, as they existed at that date, form the basis of the service to be provided at the price stated in the SLA. Additional properties from that date will be notified and charged for, in accordance with the rates agreed in this SLA.

Collections will take place on the same day, 52 weeks per year but will be amended to accommodate Bank Holidays by agreement with Members.

The only other times that the normal day will be changed is in the event of either a vehicle breakdown, when it is too late to remedy before the end of the working day, or inclement weather, when it is deemed unsafe for the service to continue, after consultation with the appropriate policy officer.

In the event of the former, the work will be collected at the start of the next working day and the latter, every effort will be made to resume the service as soon as possible to catch up with collections. The exact nature of remedial action will be consulted upon with the Commissioner but Commercial Services will specify the number of days required to catch up with collections.

Disposal sites are Harewood Whin for refuse collection and green waste and the Materials Recycling Facility at Hessay, for recycling materials, other than green waste.

The effect of any changes to disposal points will be jointly discussed, should they arise.

Details of collection rounds are contained in appendices 6,7 and 8.

1.1 Wheeled Bin Collection:

Wheeled bins will normally be collected from the edge of private property, at the nearest point to the highway. The collection will cover all sizes of bins from 120 to 1280 litres, issued in line with Council policies.

Bins will be emptied and returned to where they were set out for collection, so as not to cause an obstruction to pedestrians or to driveways.

Certain properties, such as high rise flats, have their collections from the chosen storage point. These are detailed in appendix 7.

1.2 Excess Rubbish

Any items of residual waste, not contained in the bin will not be taken away but left at the side of the bin, with a sticker attached that explains the reason why and how to avoid the excess in future weeks.

Unless specifically requested by the commissioner this residual waste will not be collected. If requested, the collection will be subject to an additional charge.

1.3 'Crocodile' Bins

Similarly, not only in the interests of minimising waste but also that of Health and Safety and protection of the Council's assets, bins with excessive rubbish piled on top of the bin, where the lid cannot be closed to a reasonable level, will have the offending rubbish removed and treated in the same way as excess rubbish.

The reason for this is that 'crocodile' bins prevent the loader from seeing the lifting mechanism properly so that the bin is not located properly and can fall into the back of the vehicle, resulting in the loss of the bin but excess refuse perched on the top of the bin can fall off and hit refuse staff, as well as creating a litter problem.

The exception to paragraphs 1.2 and 1.3 will be at Christmas, when the policy will be suspended for a period covering from the collection before Christmas day to that following 'catch up' for New Year's Day, in recognition of the known disruption caused by the changes in days of collection and the additional rubbish generated over the Christmas period.

Additional resources will be brought in at Commercial Services' expense over this period of time to compensate.

1.4 Heavy Bins

Heavy bins will not be collected, as they pose a threat to the health and safety of operatives and of potential damage to bins, lifting equipment or compaction equipment

The definition of 'heavy' cannot be explicit, as each case depends upon the circumstances prevailing at the time. In the event of a bin being considered too heavy by a loader, the driver will report the matter direct to the supervisor, who will make an assessment. If agreed, the bin will remain uncollected, with a

suitable notice attached and hotline staff notified. Client staff will need to inform the resident of the problem to reduce the weight in the bin before the following week's collection.

1.5 Assisted collections:

Refuse staff will collect from properties where they have been notified that there is a household unable to bring their bin to the normal collection point. The list of households entitled to receive such a service will be revised every year by the commissioner to ensure the validity of the claim. In the event of such a households exceeding 2% of the total households serviced, Commercial Services will charge each collection as set out in its schedule of charges for the service.

The Commissioner will also arrange to review these arrangements upon notification by Commercial Services of a potential change in circumstances, such as new residents.

1.6 Missed Bins:

In the event of a bin reported as being missed, every effort will be made to collect the bin on that same day, provided it is not one where excess rubbish has been deliberately left behind.

In the event of a bin not properly set out for collection, provided it is reported to the crews before 2pm, on any one day, will be collected without charge. Should we be required to return to collect excess waste or empty a bin that was previously reported as being too heavy or requires collecting it on a day other than the scheduled collection, then a separate charge will be made as set out in the schedule of charges for the service.

Bins missed where there is an assisted collection, unless through excess rubbish, will be collected within 24 hours of notification, without further charge.

1.7 Additional Properties

The charge for carrying out the service is based on the number of collections being made by the refuse collection service on the 30 June 2003, the start of the new service. Additional properties that require collection after this date will be charged at the rates in the SLA.

The rounds are currently scheduled to allow for a growth of properties, over a period of time but that is dependent upon whether the amount of refuse to be collected per property falls. Should it not do so then any capacity in the service to collect additional properties may well be offset by the need to visit the disposal facilities more frequently to avoid overloading.

Additional properties beyond this figure may require additional resources to be allocated to the service and this should be reviewed formally each year to allow sufficient time for any additional budget bids to be made, if necessary.

1.8 Collection of Refuse contained in Refuse Sacks and Wheeled bins (the hybrid system)

In those areas where residents have been offered the choice of participating in the wheeled bin scheme, or retaining a plastic sack scheme, refuse will be collected as follows:

1.9 Plastic Sacks

Refuse contained in sacks will be collected from the most convenient storage point, which will normally, though not exclusively, be in the back lane, outside the gate to the property. This may vary as agreed, according to the location. In some areas, for example, where access to the rear is non-existent or restricted, collections take place from the front of the property.

There will be no changes to the current method of collection in these areas, without consultation with residents, Client staff and Ward Councillors and, if necessary, with the Executive Member.

1.10 Wheeled bins:

There are two types of collection carried out in these areas:

1. Edge of Property

Collections will be made from the edge of the property, nearest to the public highway and subject to the same policies as for other wheeled containers

2. Central Collection Point

Wheeled bins, mainly from terraced properties will be collected from pre-determined collection points in back lanes. Bins will be returned to the Central Collection points. Assisted collections will be made from the back door of the property concerned, unless we are notified of a storage point on the property itself.

Rules on excess waste, 'crocodile bins' and heavy bins will apply in both cases.

2.0 Kerbside Recycling

2.1 Recycling collections

The kerbside collection service was expanded to over 58,000 properties on the 30th June 2003. Commercial Services will carry out the collection as agreed at that point. Collections to each property included in the scheme will be carried out fortnightly and materials collected will be:

- Newspapers and magazines
- Glass bottles
- Cans

The service will be carried out by collecting boxes from a suitable storage point, at the edge of the property, and sorting the material at the kerbside, into the appropriate stillage, including separating the glass into three different types – clear, green and brown.

Currently, there are two areas in Huntington Road and Holly Bank that receive weekly recycling collections and which include plastic bottles in the materials to be collected. They number around 970 properties. That service is included as part of this SLA.

Material collected will be taken to the Materials Recycling Facility, operated by Yorwaste at Hessay.

2.2 Customer Liaison

Commercial Services will assist, wherever possible, to carry out necessary customer liaisons, including Encouragement and Education and will provide support, including advising on the feasibility of the collection of additional materials. At the moment the council's staff employed for this task reside within DEDES.

2.3 Management Information

Commercial Services recognises that, although the service has expanded to cover virtually all properties in the City that can support a multi material collection, that experience, in terms of cost effectiveness is still limited to only a few months' information and that different methods of collection will need to be tried during the first year of operating, to confirm the method chosen as the most cost effective. Commercial Services will keep and provide information to enable this decision to be made accurately, including providing the current range of information each week.

Recycling is, as yet in its infancy, and as both the market for recyclable materials and legislation grows, new arrangements for collection will become necessary. Commercial Services is committed to working in partnership with both client staff and Yorwaste to exploit new opportunities to the benefit of the residents of York.

Organisation of future recycling initiatives might include:

- Alternate weekly collections
- Collection of compostable waste
- Collection of additional materials
- Separate collection of materials under Waste Electronic and Electrical Equipment directive and/or the Landfill directive.

3.0 Delivery of New Containers:

3.1 Wheeled bins

Commercial Services will deliver new wheeled containers to domestic properties at the rates specified in this agreement. Containers will normally be delivered within 5 working days of notification to Commercial Services.

3.2 Plastic Sacks

Plastic sacks for refuse collection, will be purchased by Commercial Services and delivered four times per year to properties that do not receive a wheeled container collection. They will be delivered in packs or bundles, 13 sacks per bundle at the rate of one per household. The sacks will be manufactured to a standard approved by client staff and will carry messages

- that they have been supplied by the City Council
- that they should not contain ashes
- that residents should recycle
- the change to the day of collection at Bank Holidays, if one falls in the period.

Costs for this will be borne by Commercial Services as part of this SLA.

3.3 Recycling Boxes

Replacement recycling boxes, purchased by DEEDS, will be delivered free of charge under the SLA, provided that the number requiring to be delivered numbers no more than 10 on each occasion. Numbers in excess of these will be charged at the rate contained in the SLA.

4.0 Organisation and collection of bulky household items

Commercial Services will make collections in line with this Council Service, at the rate set out in this SLA, within 10 working days of the request being passed to Commercial Services. Collections made outside this scheme will be made, at a price to be agreed on each occasion.

These collections will normally be made through our partner, Reclamation Services Ltd., who have been carrying out this work on our behalf for the past 7 years.

5.0 Removal of Bonded Asbestos

The removal of bonded asbestos will be carried out on demand using Reclamation Services Ltd. All asbestos removed in this way will be in accordance with Health and Safety legislation and guidance on the handling of asbestos and will be delivered, unbroken, covered in shrink wrap to a disposal site as shall be nominated for the disposal of such waste and be accompanied by special consignment note, obtained from the Environment Agency on each occasion.

6.0 Refuse Chute Cleaning

Refuse chutes will be cleaned twice per year at times to be agreed with Client officers. The service will consist of an initial swilling of the chute, using an approved detergent/degreaser, which will then be washed down via a hosepipe. The service will include the washing down of the floor of the bin storage area underneath the chute.

7.0 Amenity Skips

Skips will be provided as requested for the use of community groups at various locations throughout the City and charges will be made to DEDS for their provision at the rates given in the SLA.

Commercial Services will deliver this service through Yorwaste and will ensure that the appropriate skip licence is obtained to permit skip to be sited on the highway.

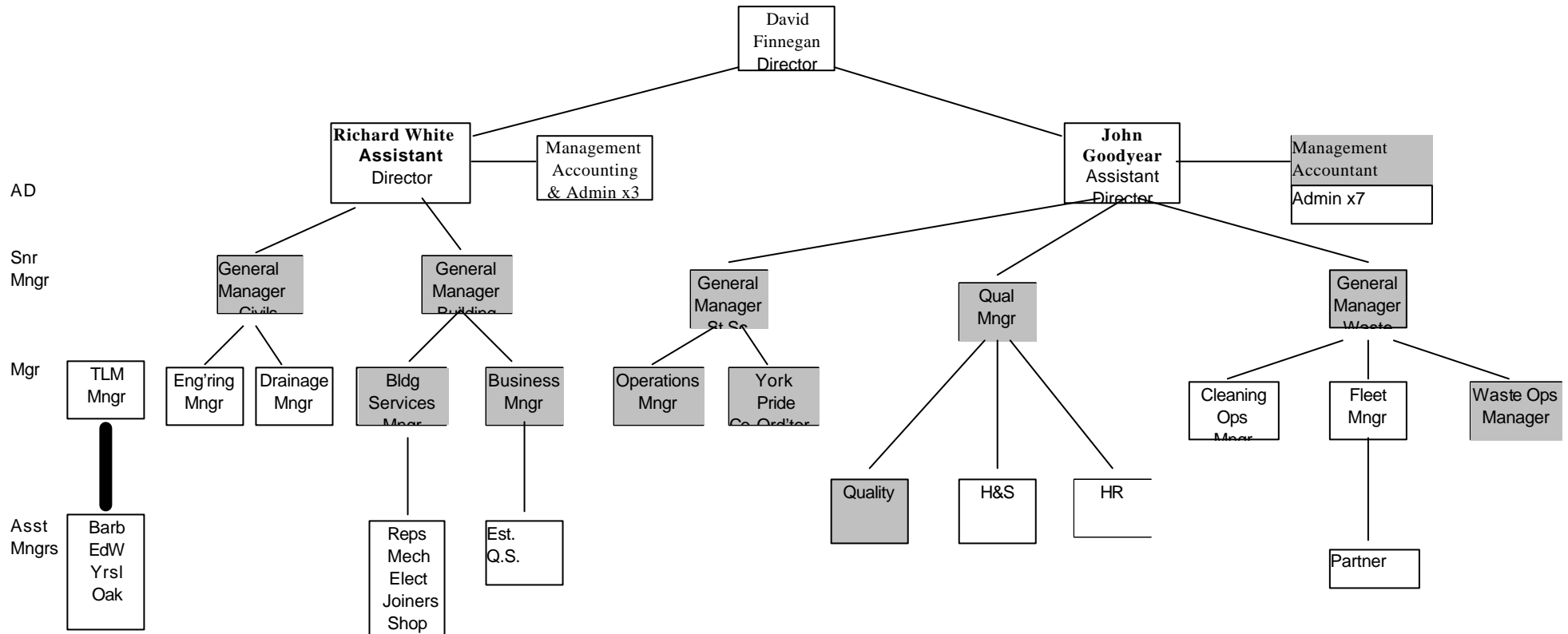
Rubbish which has overflowed from the skips will be cleared up by Commercial Services at no extra charge. We will endeavour to remove excess rubbish on the same day as it is reported but will ensure its collection by the end of the next day.

Appendix 3

Departmental and Section

Management Structure

Organisational Structures



Appendix 4

Performance Improvement and Other Data

There are a number of key areas of performance where performance can be compared to ascertain how well York is doing. It is in these areas that performance improvement can be targeted, over the period of the agreement to ensure either remaining or achieving top quartile performance.

Performance improvement is a moving feast and will be affected by changing circumstances. Performance targets are therefore given to 2005/06, with the expectation that they will be reviewed each year to maintain a three year target.

Many of the indicators are affected by costs or services not associated with Commercial Services, the cost of household waste sites, for example and will therefore require joint reporting by both departments. These are indicated in appendix 5.

Resident satisfaction with refuse collection

The refuse collection service has always been regarded as one of the most highly rated in the annual Residents' Opinion Surveys, although there has been a downward trend from 90% in 2000/01 to 78% in 2002/03, this still represents a top quartile performance in comparison with other unitary authorities.

By more frequent use of customer satisfaction surveys, which identify reasons for dissatisfaction, this trend can be reversed and improved.

The target is to increase satisfaction to 80% by March 2005, then 82% and 85% in the subsequent two years.

Resident Satisfaction with kerbside recycling service

This service has only recently been extended to cover almost 60,000 properties and, although two doorstep surveys have been carried out, in 2001 and 2002, they represent only a small number of properties in the City. Results were 95% and 90%.

Target will be to maintain satisfaction at 90% of those customers who participate in the scheme.

Collection costs – target is top quartile (lowest cost per house per year)

Domestic Refuse Collection:

Actual collection costs, calculated in line with Audit Commission advice, for domestic refuse collection were £27.06 in 2001/02 and £30.93 in 2002/03. This cost put York just outside the top quartile of £30.39 but better than the average cost for Unitaries at £35.10.

The target for this SLA is £30.09 at 2003/4 base prices as published in the BV Performance Plan.

The SLA value of £1976k for domestic collection from 81,200 properties equates to a collection cost of only £24.33 each.

The SLA value for recycling collection of £544k from 58,000 properties equates to £9.37 each.

These compare well with collection costs for each individual service elsewhere.

However, the Audit Commission benchmark calculation is to include the domestic cost of £1976k plus recycling costs of £544k (ie the total SLA value of £2520k) and divide by total properties which equates to £31.03 each.

To this must be added the client costs of £507k so the total cost becomes £37.28 each.

It should be noted that if recycling were to be excluded then collection and client costs would be less than £30.09.

In the report to the Executive on the 2 September 2003, it was reported how inconsistent approaches to the costing of household waste sites in many unitary authorities has adversely affected the 'headline' position of York in comparison. More detailed work on this showed that the underlying cost of refuse collected per household was in the top (ie best) quartile performance of unitaries, districts and historical cities. Since then it has become apparent that, because the degree of recycling varies between councils, the benchmark data of costs when calculated in this way is not entirely reliable.

Consequently, this SLA seeks continuous improvement by remaining at around or below £30.09 for combined domestic collection and client costs (excl recycling) and lowest quartile recycling costs (incl client side) when these become available.

Target should be to maintain York's position in the top quartile, based on like for like comparison.

Kerbside Recycling:

The kerbside recycling market is still maturing, with many authorities putting the achievement of government recycling targets as their main priority, with many yet to produce benchmarking information on the cost of collection.

During 2004/05 this information will need to be obtained from other authorities and compared with our own figures.

Target should be to not exceed the average cost of collection for other authorities during 2004/05 and to improve in years after that to bring costs within the top quartile.

Missed bin per 100,000 – target is top quartile performance.

The trend has been falling over the past two years, although performance has been improved in the earlier part of 2002/03. A top quartile performance in unitary authorities is 42%.

By better control of processes and dealing directly with residents, this figure can be improved.

The target for 2004/05 should be reduced to 40 and maintained at that level.

Number of missed properties collected by the end of the next working day

When last reported as a national performance indicator, top quartile performance was 99%. Performance has fallen slightly below this figure and is projected to achieve 96 % in 2003/04.

The target is to achieve 99% by 2005/06.

Properties per round.

The top quartile performers using wheeled bins range from 4464 properties per round to 6640 with an average of 5390. Our performance is 6126 and we are second only to Derby at 6640. This figure will increase as new building takes place, with the collection rounds now set up to absorb new properties over the next 3 to 4 years. However, this is dependent upon the weight of refuse collected per household to continue to fall to ensure that vehicles do not become overloaded.

The target is to maintain top quartile performance, absorbing new properties on existing rounds.

Properties per operative.

Refuse Collection:

The top quartile performers using wheeled bins range from 1116 properties per operative to 2212 with an average of 1688. At 1942 we are in third place.

This figure will increase as new building takes place. By the end of 2004/05, the performance will have risen by 20 properties per operative and will continue to increase over the next 3 to 4 years.

The target is to maintain top quartile performance, absorbing up to 4000 new properties on existing rounds.

Kerbside Recycling:

The number of boxes collected by recycling operatives in a week is affected by the number of boxes per property collected and the set out rate achieved. Current performance is 2450 properties collected at a 62.5% set out rate, giving an actual average performance of 1531 properties per operative. Comparisons with other authorities indicate similar levels of performance. The target is therefore to maintain existing numbers of staff but to grow the number of boxes set out as indicated.

Set out rates for kerbside recycling

The initial trial areas sought to raise participation rates to 80%, as a target. This has not proved realistic, as an average across the City and current rates average just over 62%. Despite encouragement campaigns there is little evidence that this has produced tangible results. However, the expansion of the service took up a considerable amount of staff resources who could not then sustain the campaign. Now that the expansion has proved successful, more effort can be made in future encouragement and education.

Set out rates are affected by a number of different factors, for example, in areas where domestic waste collections take place alternately with green waste, set out rates achieve around the 80% mark, where that is not the case, achievements vary but present indications are that a set out rate of between 50 and 55% is a typical level of performance.

Target should be to improve set out rates by 2% per year over the next two years.

Weight collected per property covered.

The target for this was set at the beginning of the trial in 2002. Collection levels have settled at around 4.5%. Notional increases have been forecast for the next two years. Again, information allowing comparison with other authorities is currently not available to enable best quartile targets to be set.

Cost per tonne of Recyclate collected

Cost per tonne of recyclate collected is affected in 2003/04 by the set up costs associated with the new service at an estimated £91.99. This will not be the case in 2004/05 and indications are that, with an estimated growth in set out rates of 2% over the next two years, costs should be £84.03 and £83.94 per tonne.

There are no national performance indicators for this and benchmarking is made difficult by the differing types of collection, in terms of materials collected and frequency of collection that makes comparison difficult, though anecdotal evidence suggests that a figure of around the £90 per tonne mark is typical.

As more authorities expand their services to meet government targets, so this information will become more available and further work will be necessary during the course of 2004/05 to establish good practice costs.

Internal Management:

Internal management performance improvement targets will be set during 2004/05, as a result of external benchmarking and the examination of business processes that are used to deliver services.

Appendix 5

Performance Indicators

REFUSE and RECYCLING COLLECTION	Type	Frequency	Target	2002/03 Actual	2003/04 Projected	2004/05 Target	2005/06 Target	Comment
Cost of household waste collection per domestic household	BVPI 86	Annual	<u>£29.63</u>	£30.93				National indicator 2001/2002 figure, shared. More detailed work required on analysis
Residents' satisfaction with domestic refuse collection	BVPI 90a/ResOp	Quarterly/annual	72%	78%	N/a	80%	82%	Shared indicator
Residents' satisfaction with kerbside recycling collection from C.Services survey	Local	Quarterly	90%	N/a	90%	90%	90%	Shared indicator
Number of missed domestic collections per 100,000	COLI 3 Local	Quarterly/Annual	42	40	68	40	40	Previously national PI
Number of missed collections put right by end of next working day	VW 19	Quarterly/annual	99%	92.88%	96%	98%	99%	Previously national PI
Average properties collected per refuse collection team	Local	Annual	5390	N/a	6126	6186	6246	
Average properties collected per refuse collection loader	Local	Annual	1688	N/a	1942	1962	1982	
Average number of recycling boxes actually collected per loader per week	Local	Annual	1625	N/a	1531	1568	1617	
Set out rate of households involved in kerbside recycling scheme	Local	Quarterly/Annual	50%	N/a%	62%	64%	66%	

Performance Indicator	Type	Frequency	Target	2002/03 Actual	2003/04 Projected	2004/05 Target	2005/06 Target	Comments
Average weight of recyclate per households	Local	Quarterly	6kg	N/a	4.5kgs	4.6	4.7	Target set as trial
Cost per tonne of recyclate collected	Local	Annual	N/a	N/a	£91.99	£84.03	£83.94	Based on 2% increase in set out rate and 3% inflation
Minimum number of quality inspections completed per month	Internal Man'ment	Quarterly/ Annual	40	40	42	50	50	
Maximum percentage of tasks requiring re-work following an inspection	Internal Man'ment	Quarterly /annual	10%	10%	4%	3%	2%	
Number of complaints received	Internal Man'ment	Quarterly/ Annual	N/a	N/a				
Number of complaints justified	Internal Man'ment	Quarterly/ Annual	N/a	N/a				
Percentage of complaints formally responded to within 10 working days	Local	Quarterly/ Annual	n/a	95%	96%	97%	98%	
Frequency of Members briefing paper	Internal Man'ment	Quarterly	2 weeks	2 weeks	2 weeks	2 weeks	2 weeks	
Crews receiving full crew check	Internal Man'ment	Quarterly/ Annual	100%	100%	100%	100%	100%	
Number of Risk assessments/reviews completed per month	Internal Man'ment	Quarterly/ annual	6	6	6	6	6	
Frequency of Members briefing paper	Internal Man'ment	Quarterly	2 weeks	2 weeks	2 weeks	2 weeks	2 weeks	

Performance Indicator	Type	Frequency	Target	2002/03 Actual	2003/04 Projected	2004/05 Target	2005/06 Target	Comments
Refuse Collection only								
Percentage of direct wages to total costs	Internal Management	Quarterly/ Annual		N/a	33.7%			
Percentage of wages overhead to total costs	Internal Management	Quarterly/ Annual		N/a	8.3%			
Percentage of transport to total costs	Internal Management	Quarterly/ Annual		N/a	37.2%			
Percentage of other indirect costs to total costs	Internal Management	Quarterly/ Annual		N/a	9.1%			
Percentage of supplies and services to total costs	Internal Management	Quarterly/ Annual		N/a	6.9%			
Percentage of agency staff to total costs	Internal Management	Quarterly/ Annual		N/a	4.9%			
Percentage of internal sub-contracting to total costs	Internal Management	Quarterly/ Annual		N/a	0%			
Total vehicle costs per annum	Internal Management	Quarterly/ Annual		N/a	£736,305			
Sickness days per annum per fte	Internal Management	Quarterly/ Annual		N/a	15.78			
Percentage of agency staff costs to total direct wages	Internal Management	Quarterly/ Annual		N/a	14.40%			
Overtime costs as percentage of direct wages	Internal Management	Quarterly/ Annual		N/a	13.1%			

Performance Indicator	Type	Frequency	Target	2002/03 Actual	2003/04 Projected	2004/05 Target	2005/06 Target	Comments
Recycling Collections only								
Percentage of direct wages to total costs	Internal Management	Quarterly/ Annual		N/a	69.80%			Includes both direct and indirect costs for this year
Percentage of wages overhead to total costs	Internal Management	Quarterly/ Annual		N/a	N/a			
Percentage of transport to total costs	Internal Management	Quarterly/ Annual		N/a	22.1%			
Percentage of other indirect costs to total costs	Internal Management	Quarterly/ Annual		N/a	8.1%			
Percentage of supplies and services to total costs	Internal Management	Quarterly/ Annual		N/a	N/a			Included in refuse collection
Percentage of agency staff to total costs	Internal Management	Quarterly/ Annual		N/a	N/a			Included in refuse collection
Percentage of internal sub-contracting to total costs	Internal Management	Quarterly/ Annual		N/a	0%			
Total vehicle costs per annum	Internal Management	Quarterly/ Annual		N/a	£71,926			
Sickness days per annum per fte	Internal Management	Quarterly/ Annual		N/a	4.8			
Percentage of agency staff costs to total direct wages	Internal Management	Quarterly/ Annual		N/a	N/a			Included in refuse collection costs
Overtime costs as percentage of direct wages	Internal Management	Quarterly/ Annual		N/a	N/a			Inluded in total wages

Appendix 6

Domestic Refuse Collection Round Lists (*SAMPLE ROUND 3 ONLY*) (*ALL ROUNDS AVAILABLE BY REQUEST*)

MONDAY**PROPS****C / BINS****COLL TYPE****ASSISTANCE BY RND 15 USE TWO LOADERS**

LAWRENCE STREET	37		EOP (11) BAGS (26)	
LEAKE STREET	4		EOP	
KINGFISHER HOUSE	20		8X1100	
THOMAS STREET	6		BAGS	
HILDA STREET	4		BAGS	
GRANVILLE TERRACE	42		BAGS	
LANSDOWN TERRACE	33		BAGS	
CHAUCER STREET	20		BAGS	
HERBERT STREET	21		BAGS	
NICHOLAS STREET	37		BAGS	
ARTHUR STREET	43		BAGS	
MILTON STREET	49		BAGS	
BULL LANE	2		BAGS (2)	
BULL LANE (FLATS)	36	6 x 660	COMMUNAL BINS	
ST NICHOLAS GARDENS	80	7x1100	COMMUNAL BINS	
EMILY MEWS	8		EOP	
ST NICHOLAS PLACE	1		EOP	
FARRAR STREET	68		EOP	
HULL ROAD	50		EOP (26) BAGS (24)	
ABBOTSFORD ROAD	34		EOP	
SIWARD STREET	49		BAGS	
NORMAN STREET	25		CCP	
LAMEL STREET	20		EOP(7) CCP(13)	
CYCLE STREET	21		EOP(12) CCP(9)	
FESTIVAL FLATS	22	2x1100	COMMUNAL BINS	
ESKRICK STREET	16		BAGS	
FISHERGATE FLATS	10		4 X 360 1 X 180	
BARBICAN COURT	20		2 X 1100	
MELBOURNE STREET	40		EOP(19) BAGS(21)	
MELBOURNE COURT	9	1X11001X360	COMMUNAL BINS	
GEORGE STREET	28		BAGS	
DIXON LANE (STRAND HOUSE 1 TO 14)	14		1X1100	
LEADMILL LANE	3		BAGS	
LONG CLOSE LANE	30		EOP	
LEICESTER WAY	7		BAGS	
HOPE STREET	51	5x1100s	EOP(39) C/BINS(12)	
MARGARET STREET	SHANNON HOUSE	19	3x1100s	COMMUNAL BINS
	TRENT HOUSE	20	3x1100s	COMMUNAL BINS
ALBERT STREET	MEDWAY HOUSE	8	2x1100	COMMUNAL BINS
	THAMES HOUSE	13	2x1100	COMMUNAL BINS
	AVON HOUSE	8	1x1100	COMMUNAL BINS
	CALDER HOUSE	12	2x1100	COMMUNAL BINS
ANCROFT CLOSE		14		BAGS
THISTLETON COURT		36	4x1100s	COMMUNAL BINS

TURPIN COURT	13	2x1100s	COMMUNAL BINS
LAWRENCE COURT	8		EOP
BARBICAN MEWS	46	9X770	COMMUNAL BINS
REGENT STREET	56		BAGS
CORNETTO COURT	8	4x360s	COMMUNAL BINS
DAYSFOOT COURT	12		BAGS
BARBICAN ROAD	18		BAGS
WELLINGTON STREET	64		EOP(52)BAGS(12)
WILLIS STREET	40		BAGS
GORDON STREET	35		BAGS
WOLSLEY STREET	30		BAGS
HESLINGTON ROAD (PART)	96		EOP(73) BAGS(23)
APPOLLO COURT	13	1X1100	COMMUNAL BINS
ALNE TERRACE	14		EOP
BELLE VUE COTTAGES	4		BAGS
BELLE VUE TERRACE	14		EOP
BELLE VUE STREET	44		BAGS
WILLIAM PLOWS AVENUE	12		BAGS
DOWER COURT (William Plows Avenue)	37	12X360	COMMUNAL BINS
HORSMAN AVENUE	34		EOP
CEMETARY ROAD	35		BAGS
WINERSCALE COURT	8	8X180s	COMPOUNDS
	1731		

TUESDAY

	NOS	C / BINS	COLL TYPE
MONKGATE	31		BAGS
MONKGATE CLOISTERS	31	1x1100 (9)	BAGS (22)
ST WILFRIDS COURT	2		BAGS
AGAR STREET	16		BAGS
PENLEYS COURT	10		BAGS
PENLEY GROVE STREET	17		BAGS
GROVE HOUSE	15	3x360	COMMUNAL BINS
ANNE HARRISON HOUSE	8	2x660	COMMUNAL BINS
GEORGE COURT	9		EOP
DEL PIKE ARDSLEY HOUSE	12	2x660	COMMUNAL BINS
BEMPTON HOUSE	12	2x1100	COMMUNAL BINS
RUDSTON HOUSE	12	2x660	COMMUNAL BINS
ABBOTT STREET HONLEY HOUSE	6	1x660	COMMUNAL BINS
THORNABY HOUSE	12	2x1100	COMMUNAL BINS
COLE STREET AYTON HOUSE	10	2x1100	COMMUNAL BINS
PILGRIM STREET BURNESTON HOUSE	16	3x660	COMMUNAL BINS
BROOK STREET ALDBOROUGH HOUSE	21	3x1100	COMMUNAL BINS
BACKHOUSE STREET	4		EOP
BACKHOUSE STREET THIRSK HOUSE	16	3x660	COMMUNAL BINS
TOWNEND STREET SELBY HOUSE	6	2x660	COMMUNAL BINS
BEDALE HOUSE	15	3x660	COMMUNAL BINS
MUNSTER HOUSE	19	3x660	COMMUNAL BINS
FERN STREET	17		BAGS
LOCKWOOD STREET	34		BAGS
WAVERLEY STREET	21		BAGS
ST JOHN STREET	60		BAGS
GARDEN STREET	1		BAGS

	CASTLETON HOUSE	12	2x1100	COMMUNAL BINS
	HORBURY HOUSE	8	2x660	COMMUNAL BINS
ST JOHN CRESCENT		11		BAGS
LOWTHER STREET		45		EOP(11) bags(34)
	WYKEHAM HOUSE	12	2x660	COMMUNAL BINS
	MANSFIELD HOUSE	8	1x1100	COMMUNAL BINS
	KILBURN HOUSE	10	1x1100	COMMUNAL BINS
	ABERFORD HOUSE	10	2x660	COMMUNAL BINS
	COXWOLD HOUSE	12	2X660	COMMUNAL BINS
	WILLERBY HOUSE	12	2x1100	COMMUNAL BINS
	SINNINGTON HOUSE	12	2x660	COMMUNAL BINS
MARCH STREET	PARTRINGTON HOUSE	8	2x660	COMMUNAL BINS
	HELMSLEY HOUSE	10	1x1100	COMMUNAL BINS
	PICKERING HOUSE	10	1x1100	COMMUNAL BINS
JACKSON STREET	CRATHORNE HOUSE	19	3x660	COMMUNAL BINS
	CARNABY HOUSE	6	1X660	COMMUNAL BINS
BOWLING GREEN LANE	CROPTON HOUSE	12	2X660	COMMUNAL BINS
	MARTIN HOUSE	5	1x660	COMMUNAL BINS
LOWTHER MEWS		11		BAGS
FOSS ROW (LOWTHER ST) (PART)		10		1X660 2X360
PARK CRESCENT		32		CCP(12) EOP(2) bags(18)
LORD MAYORS WALK		12	1x1100	BAGS (10)
MOATSIDE COURT		13		BAGS
CLARENCE STREET		16		EOP(12) BAGS(4)
UNION TERRACE		14		EOP
BOOTHAM PARK COURT		15		EOP
WIGGINTON ROAD		13		BAGS
FEVERSHAM CRESCENT		21		CCP
MURROUGH WILSON PLACE		14		EOP
FOUNTAYNE STREET		64		BAGS
SCAIFE GARDENS		29		EOP
SCAIFE STREET		8		BAGS
SCAIFE MEWS		8		BAGS
BRIGGS STREET		15		BAGS
HANSOM PLACE		83	4x1100	EOP(25) C/BIN(58)
WHITE CROSS ROAD		36		BAGS
HAMBLETON TERRACE		45		BAGS
NEWBY TERRACE		4		CCP
WIGGINTON TERRACE		11		BAGS
CLARENDON COURT		33	2 x 1100	COMMUNAL BINS
BELGRAVE STREET		7		BAGS
HIGH NEWBIGGIN STREET		2		EOP
ROSE STREET		87		EOP(13) BAGS (74)
VYNER STREET		79		EOP(19) BAGS(60)
HAXBY ROAD		46		EOP(9) BAGS(37)
TOTAL		1383	property's	
TOTAL			CONTAINERS	

WEDNESDAY

	NOS	C / BINS	COLLTYPE
BISHOPTHORPE ROAD	152		EOP(20) BAGS(132)
BEWLEY STREET	33		BAGS
CHAPMAN HOUSE (BEWLEY STREET)	14		2X1100

RICHARDSON STREET	29		BAGS
NORFOLK STREET	27		BAGS
ST CLEMENTS GROVE	26		BAGS
ALDRETH GROVE	30		BAGS
CAMERON GROVE	16		BAGS
BUTCHER TERRACE	22		EOP(10) BAGS(12)
FINSBURY STREET	67		EOP(32) BAGS(35)
FINSBURY AVENUE	22		EOP
TERRY STREET	27		EOP
BERESFORD TERRACE	11		EOP(2) BAGS(9)
RECTORY GARDENS	24		EOP
REGINALD GROVE	20		EOP
ST CHADS WHARF 1 - 18b	35	3x1100	COMMUNAL BINS
RIVERSIDE HOUSE 1a - 11b	18	1x1100	COMMUNAL BINS
CAMPLESHON ROAD	13		EOP(11) BAGS(2)
MONTAGUE STREET	42		EOP(13) bags(29)
BALMORAL TERRACE	65		BAGS
KENSINGTON STREET	68		BAGS
TRAFALGAR STREET	63		EOP(23) BAGS(40)
COUNT DE BURGH TERRACE	10		EOP
BRUNSWICK STREET	81		BAGS
RUBY STREET	17		EOP(11) BAGS(6)
HUBERT STREET	18		BAGS
QUEEN VICTORIA STREET	111		BAGS
WESTWOOD TERRACE	71		EOP(32) BAGS(39)
SUTHERLAND STREET	88		BAGS
JAMIESON TERRACE	37		EOP(12) BAGS(25)
LORNE STREET	6		EOP
LITCHFIELD COURT	10		EOP
CURZON TERRACE	89		BAGS
KNAVESMIRE CRESCENT	66		BAGS
SOUTHBANK AVENUE	74		EOP(44) BAGS(30)
OVINGTON TERRACE	10		BAGS
ARGYLE STREET	27		BAGS
WINDSOR STREET	32		BAGS
ADELAIDE STREET	28		BAGS
PHILADELPHIA TERRACE	23		BAGS
TOTALS	1622		

THURSDAY

	NOS	C / BINS	COLL TYPE
HOLGATE ROAD	55		EOP(25) BAGS(30)
LOWTHER TERRACE; WINCHESTER HOUSE	10	1x1100	COMMUNAL BINS
OXFORD HOUSE	10	1x1100	COMMUNAL BINS
DORSET HOUSE	10	1X1100 1X660	COMMUNAL BINS
SUFFOLK HOUSE	10	1x1100	COMMUNAL BINS
WOODSVILLE HOUSE	12	2X660	COMMUNAL BINS
OXFORD STREET	2		EOP
OXFORD STREET TALBOT HOUSE	10	1X1100 1X660	COMMUNAL BINS

STAFFORD HOUSE	12	2X660	COMMUNAL BINS
CAMBRIDGE STREET	16		BAGS
WESTMOORLAND HOUSE	10	1x1100	COMMUNAL BINS
CATSBY HOUSE	12	2X660	COMMUNAL BINS
CAMBRIDGE MEWS	8		EOP
ST CATHERINES PLACE	7		BAGS
HOLGATE BRIDGE GARDENS	12		EOP
WATSON STREET	6		CCP
ST PAULS MEWS	50		EOP
RAILWAY TERRACE	33		BAGS
ST PAULS TERRACE	71		CCP(33) BAGS(38)
CECIELIA PLACE	10		CCP
ST PAULS SQUARE	34		EOP(15)ccp(8)bags(11)
ENFIELD CRESCENT	20		EOP
UPPER ST PAULS TERRACE	23		BAGS
CLEVELAND STREET	33		BAGS
WILTON RISE	66		EOP(36) BAGS(30)
CHANCERY RISE	26	6x1100	COMMUNAL BINS
POPPLETON ROAD (OLD RND6 MON)	29		BAGS
POPPLETON ROAD (OLD RND6 TUE)	83		BAGS
ASH STREET	30		EOP
OAK STREET	28		EOP
YARBURGH GROVE	2		EOP
POPLAR STREET	54		EOP
CARRINGTON AVENUE	33		EOP(25) BAGS(8)
BERKLEY TERRACE	19		EOP(15) CCP(4)
AMBERLEY STREET	63		BAGS
LINTON STREET	41		EOP(10) BAGS(31)
GARLAND STREET	14		EOP(3) CCP(11)
CHATSWORTH TERRACE	35		CCP
WINCHESTER AVENUE	21		EOP
WINCHESTER GROVE	6		EOP
FALCONER STREET	38		EOP(20) BAGS(18)
TRENTFIELD COURT	7		BAGS
SPRINGFIELD COURT	17	2x660	COMMUNAL BINS
PARK LANE	15		EOP(4) BAGS(11)
BEECH AVENUE	81		EOP(56) BAGS(25)
BARRATT AVE	20		EOP
LINDLEY STREET	91		EOP(3) BAGS(88)
MURRAY STREET	86		BAGS
TOTALS	1381		property's 1100 litre bins 660 litre bins

FRIDAY	NOS	C / BINS	COLL TYPE
WILBERFORCE AVENUE	62		EOP
HORNER STREET	56		bags
GARTH TERRACE	39		bags
SURTEES STREET	40		bags
LADY ROAD	10		eop
WHARTON AVENUE	14		eop
CROMER STREET	91		EOP (41) bags(50)

BURTON STONE LANE(grosvenor to crichton)	90		EOP(73) BAGS(47)
FIELD VIEW	41		EOP(4) BAGS(37)
TENNYSON AVENUE	30		EOP
HAUGHTON ROAD	26		CCP(4) BAGS(22)
HILLSBOROUGH TERRACE	15		BAGS
RATCLIFFE STREET	67		BAGS
FALSGRAVE CRESCENT	43		BAGS
GLENCOE STREET	8		BAGS
PEMBROOK STREET	40		BAGS
SHIPTON STREET	30		EOP(7) BAGS(23)
BAKER STREET	78		EOP(1) BAGS(77)
HUDSON STREET	3		BAGS
UPPER NEWBOROUGH STREET	68		BAGS
NEWBOROUGH STREET	91		EOP(1) BAGS(90)
FILEY TERRACE	29		BAGS
SCARBOROUGH TERRACE	42		BAGS
WHITE HOUSE COURT	30		
BOOTHAM CRESCENT	60		
GROSVENOR TERRACE	2		
GROSVENOR PARK SOUTH (New Flats)	50		BAGS
GROSVENOR COURT	22		3X1100
ST PETERS GROVE	20		
BURTON COURT	10		EOP
BURTON CROFT	11	2x1100	COMMUNAL BINS
LUMLEY ROAD	20	3x1100 1x660	COMMUNAL BINS
ST LUKES GROVE	26		EOP
BURTON AVENUE	32		EOP
	1296		propertys

WEEKLY TOTAL

7393

Appendix 7

Domestic Refuse Collection

Location of Storage points for High Rise Flats and Similar

COMMUNAL BINS IN TERRACED AREAS

<u>NAME</u>	<u>WARD</u>	<u>NO</u>	<u>TYPE & QTY</u>	<u>ALREADY HAVE BINS</u>	<u>DATE DEL</u>
SELBY HOUSE	GUILDHALL	6	1X660	YES	1.7.02
MUNSTER HOUSE	GUILDHALL	19	3X660	YES	1.7.02
THIRSK HOUSE	GUILDHALL	16	4X660	YES	1.7.02
ALDBOROUGH HOUSE	GUILDHALL	21	3X1100	YES	1.7.02
BURNESTON HOUSE	GUILDHALL	16	3X660	YES	1.7.02
AYTON HOUSE	GUILDHALL	10	2X1100	YES	1.7.02
CASTLETON HOUSE	GUILDHALL	12	2X1100	YES	2.7.02
THORNABY HOUSE	GUILDHALL	12	2X1100	YES	
BEDALE HOUSE	GUILDHALL	15	3X660	YES	2.7.02
MANSFIELD HOUSE	GUILDHALL	8	1X1100	YES	30.6.02
ABERFORD HOUSE	GUILDHALL	10	2X660	YES	30.6.02
ARDSLEY HOUSE	GUILDHALL	12	2X660	YES	30.6.02
HORBURY HOUSE	GUILDHALL	8	2X660	YES	30.6.02
HONLEY HOUSE	GUILDHALL	6	1X660	YES	30.6.02
RUDESTON HOUSE	GUILDHALL	12	2X660	YES	2.7.02
BEMPTON HOUSE	GUILDHALL	12	2X1100	YES	2.7.02
PATRINGTON HOUSE	GUILDHALL	8	2X660	YES	2.7.02
WILLERBY HOUSE	GUILDHALL	12	1X660	YES	2.7.02
KILBURN HOUSE	GUILDHALL	10	1X1100	YES	
PICKERING HOUSE	GUILDHALL	10	1X1100	YES	
HELMESLEY HOUSE	GUILDHALL	10	1X1100	YES	
ANNE HARRISON HOUSE	GUILDHALL	8	2X660	NO	CHECK OUT
GROVE HOUSE	GUILDHALL	15	6X360	YES	
CRATHORNE HOUSE	GUILDHALL	19	3X660	YES	4.7.02
COXWOLD HOUSE	GUILDHALL	12	2x660	yes	3.7.02
SINNINGTON HOUSE	GUILDHALL	12	2x660	yes	2.7.02
CROPTON HOUSE	GUILDHALL	12	2X660	YES	4.7.02
CARNABY HOUSE	GUILDHALL	6	1X660	YES	4.7.02
WYKEHAM HOUSE	GUILDHALL	12	2X660	YES	
WHITECROSS GDNS	GUILDHALL	8	1X1100	NO	CHECK OUT
MEDWAY HOUSE	GUILDHALL	8	2X1100	YES	
SHANNON HOUSE	GUILDHALL	19	3X660	YES	5.7.02
THAMES HOUSE	GUILDHALL	13	2X1100	YES	4.7.02
TRENT HOUSE	GUILDHALL	20	3X660	YES	30.7.02
AVON HOUSE	GUILDHALL	8	1X1100	YES	30.6.02
CALDER HOUSE	GUILDHALL	12	2X1100	YES	
TURPIN COURT	GUILDHALL	13	2X1100	YES	
HOPE ST FLATS	GUILDHALL	50	4X1100	YES	4.7.02
FESTIVAL FLATS	GUILDHALL	22	2X1100	YES	30.6.02
CORNETTO COURT	GUILDHALL	8	4X360	YES	
BARBICAN MEWS	GUILDHALL	46	9X770	YES	
MONKGATE CLOISTERS	GUILDHALL	9	1X1100	YES	7.7.02
HUNTINGTON MEWS	GUILDHALL		7X1100	YES	20.6.02

		577			
2-12 VICTOR STREET	BISHOPHILL	6	1X1100	YES	
14-24 VICTOR STREET	BISHOPHILL	6	1X1100	YES	
WATERFRONT HOUSE	BISHOPHILL	20	2X1100	YES	
CROMWELL RD/KYME ST APTS	BISHOPHILL	22	2X1100	YES	
CITY MILLS	BISHOPHILL	36	3X1100	YES	
LADY ANNE COURT	BISHOPHILL	31	4X1100	YES	
BUCKINGHAM COURT	BISHOPHILL	30	2X1100	YES	
TRINITY COURT	BISHOPHILL	18	2X1100	YES	
		169			
<u>NAME</u>	<u>WARD</u>	<u>NO</u>	<u>TYPE&QTY</u>	<u>ALREADY HAVE BINS</u>	
EMPERORS WHARF	BISHOPHILL	48	6X1100	YES	
CRAMBECK COURT	BISHOPHILL	7	3X360	YES	
QUEENS COURT	BISHOPHILL	15	8X360	YES	
PRIORY COURT	BISHOPHILL	7	7X180	NO	<u>CANCELLED</u>
PROSPECT HOUSE	BISHOPHILL	12	1X1100 6X360	YES	
OLIVER HOUSE	BISHOPHILL	28	2X1100	YES	
VICTORIA BAR APTS	BISHOPHILL	17	4X360	YES	
LAMBERT COURT	BISHOPHILL	27	BAGS	issued bags	
TUKE HOUSE	BISHOPHILL	23	BAGS	issued bags	
SUFFOLK HOUSE	BISHOPHILL	10	1X1100	YES	
WESTMOORLAND HSE	BISHOPHILL	10	1X1100 1X660	YES	7.7.02
OXFORD HOUSE	BISHOPHILL	10	1X1100	YES	
WINCHESTER HOUSE	BISHOPHILL	10	1X1100	YES	
TALBOT HOUSE	BISHOPHILL	10	2X1100	YES	7.7.02
DORSET HOUSE	BISHOPHILL	10	1X1100 5X180	YES	30.6.02
WOODSVILLE HOUSE	BISHOPHILL	12	2X660	YES & GET BAGS	7.7.02
CATSBY HOUSE	BISHOPHILL	12	2X660	YES & GET BAGS	7.7.02
STAFFORD HOUSE	BISHOPHILL	12	2X660	YES & GET BAGS	7.7.02
CROMWELL HOUSE	BISHOPHILL	11	1X1100	YES	
Ancress Walk 11-16	BISHOPHILL	6	1X1100	YES	
Ancress Walk 17-22	BISHOPHILL	6	1X1100	YES	
Ancress Walk 23-28	BISHOPHILL	6	1X1100	YES	
Custance Walk 1-19	BISHOPHILL	9	1X1100	YES	
Paston Walk	BISHOPHILL	6	1x1100	YES	
Paston Walk	BISHOPHILL	6	1x1100	YES	
Paston Walk	BISHOPHILL	6	1x1100	YES	
Custance Walk 6-20	BISHOPHILL	9	1X1100	YES	
		345			
KENSINGTON HOUSE	KNAVESMIRE	8	1X1100	NO	CHECK OUT
		36			
BULL LANE FLATS	WALMGATE		6X660	YES	30.6.02
THE ELMS, HULL ROAD	WALMGATE		1X1100	YES	5.7.02
		32			
CLARENDON COURT	BOOTHAM		2X1100	YES	7.7.02
DOWER COURT	FISHERGATE	37	12X360	NO	
APOLLO COURT	FISHERGATE	13	1X1100	NO	
		50			

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Appendix 8

List of Recycling Rounds (Sample Round A Week 1) (All other available on request)

RECYCLING MONDAY WEEK 1 ROUND A

1st Area

Street Name	No of Properties	Area	Properties Participating	Drive / Reverse Down Street	Special Collection House No
roadway West	33	Fulford		Drive	11,45,48,52
Westfield Close	32	Fulford		Reverse	
anesmead Close	25	Fulford		Drive	15
anescroft	9	Fulford		Drive	7
edman Close	10	Fulford		Drive	
orway Drive	8	Fulford		Drive	
tockholme Close	16	Fulford		Drive	
roadway	120	Fulford		Drive	
roadway Grove	26	Fulford		Drive	
esley Avenue	42	Fulford		Drive	
ray Road	42	Fulford		Drive	
oorlands Field	46	Fulford		Drive	
miths Close	18	Fulford		Drive	
eslington Lane	9	Fulford		Drive	
itchels Lane	2	Fulford		Reverse	
Total	438				

2nd Area

Street Name	No of Properties	Area	Properties Participating	Drive / Reverse Down Street	Special Collection House No
ppleton Road	10	Bishopthorpe		Drive	19
ridge Road	43	Bishopthorpe		Drive	
ppleton Court	31	Bishopthorpe		Drive	
ne Coppice	24	Bishopthorpe		Drive	19,26
ewlands Road	27	Bishopthorpe		Reverse	
opmanthorpe Lane	40	Bishopthorpe		Drive	
eans Close	10	Bishopthorpe		Drive	
argent Avenue	8	Bishopthorpe		Drive	
oggan Way	17	Bishopthorpe		Drive	
aclagan Road	25	Bishopthorpe		Drive	29
emple Road	20	Bishopthorpe		Drive	
ang Road	51	Bishopthorpe		Drive	
irkwell	10	Bishopthorpe		Drive	
ew Lane	15	Bishopthorpe		Drive	
caster Lane	3	Acaster Malbis		Drive	
caster Village	12	Acaster Malbis		Drive	
ppleton Road	6	Acaster Malbis		Drive	
eech Avenue(Mount Pleasant)	12	Acaster Malbis		Drive	
lm Avenue (Mount Pleasant)	5	Acaster Malbis		Drive	5

lac Avenue(Mount Pleasant)	18	Acaster Malbis		Drive	
leasant Avenue(Mount Pleasant)	10	Acaster Malbis		Drive	
ne Close(Mount Pleasant)	9	Acaster Malbis		Drive	
ne Crescent(Mount Pleasant)	16	Acaster Malbis		Drive	
undall drive (Mount Pleasant)	10	Acaster Malbis		Drive	
herry Tree ave(Mount Pleasant)	23	Acaster Malbis		Drive	
rocket Court	3	Acaster Malbis		Drive	
rocket View	2	Acaster Malbis		Drive	
oss Field Lane	3	Acaster Malbis		Drive	
olly Close	3	Acaster Malbis		Reverse	
take Lane	8	Acaster Malbis		Drive	
akeside	31	Acaster Malbis		Drive	
ill Lane	59	Acaster Malbis		Drive	
oor End	15	Acaster Malbis		Drive	
ount Pleasant Farm	2	Acaster Malbis		Drive	
emple Lane	1	Acaster Malbis		Drive	
ne Airfield	2	Acaster Malbis		Drive	
yne Garth	3	Acaster Malbis		Reverse	
ew Tree Close	3	Acaster Malbis		Reverse	
Total	590				

total for the day = 1028

RECYCLING TUESDAY WEEK 1 ROUND A

st Area

Street Name	No of Properties	Area	Properties Participating	Drive / Reverse Down Street	Special Collection House No
ull Road	48	Tang Hall		Drive	261
oolnough Avenue	46	Tang Hall		Reverse	
olviston Avenue	32	Tang Hall		Drive	22
arlton Avenue	31	Tang Hall		Drive	4
ang Hall Lane	75	Tang Hall		Drive	193
adrian Avenue	36	Tang Hall		Drive	
ycliffe Avenue	52	Tang Hall		Drive	
urniston Avenue	18	Tang Hall		Reverse	18
jke Avenue	71	Tang Hall		Drive	
oor Avenue	26	Tang Hall		Drive	
Total	435				

nd Area

Street Name	No of Properties	Area	Properties Participating	Drive / Reverse Down Street	Special Collection House No
skham Lane	176	Acomb		Drive	31,101a,118,129
skham Grove	17	Acomb		Drive	

Robinson Drive	9	Acomb		Reverse	
Esper Drive	22	Acomb		Drive	
Westfield Place	116	Acomb		Drive	129
Skham Croft	24	Acomb		Drive	
Inter Close	18	Acomb		Drive	
Waterman Court	18	Acomb		Drive	
Total	400				

Total for the day = 835

RECYCLING WEDNESDAY WEEK 1 ROUND A

1st Area

Street Name	No of Properties	Area	Properties Participating	Drive / Reverse Down Street	Special Collection House No
Barsley Grove	44	Huntington		Drive	
Henry Grove	64	Huntington		Drive	
Kewsbey Grove	16	Huntington		Drive	
Alby Mead	6	Huntington		Reverse	
Eldon Road	82	Huntington		Drive	
Marguson Way	35	Huntington		Drive	
Andrew Drive	10	Huntington		Drive	
Wersa Close	14	Huntington		Drive	
Arnock Court	10	Huntington		Drive	
Homestead Close	13	Huntington		Drive	
Victoria Way	37	Huntington		Drive	
Wickens Close	4	Huntington		Drive	
Albert Close	11	Huntington		Drive	
Israelie Close	10	Huntington		Drive	
Lightingale Close	7	Huntington		Drive	
Stephenson Close	36	Huntington		Drive	
Total	399				

2nd Area

Street Name	No of Properties	Area	Properties Participating	Drive / Reverse Down Street	Special Collection House No
Hamilton Drive (part)	82	Hamilton Drive		Drive	90
Arbera Grove	20	Hamilton Drive		Reverse	
Caroline Close	14	Hamilton Drive		Drive	
Robin Grove	16	Hamilton Drive		Reverse	
Hamilton Way	26	Hamilton Drive		Drive	
Campbell Avenue	41	Hamilton Drive		Drive	12
Ob Moor drive	27	Hamilton Drive		Drive	
Heath Close	8	Hamilton Drive		Reverse	
Barlow Road	32	Hamilton Drive		Drive	

arlow Close	10	Hamilton Drive		Reverse	
ollingwood Avenue	37	Hamilton Drive		Drive	
olly Bank Road	41	Hamilton Drive		Drive	
olly Bank Grove	39	Hamilton Drive		Reverse	
ennifer Grove	18	Hamilton Drive		Reverse	
ildred Grove	16	Hamilton Drive		Reverse	
nderson grove	10	Hamilton Drive		Reverse	
igel Grove	16	Hamilton Drive		Drive	6
live Grove	34	Hamilton Drive		Reverse	
evor Grove	10	Hamilton Drive		Reverse	
Total	497				

total for the day = 896

RECYCLING THURSDAY WEEK 1 ROUND A

st Area

Street Name	No of Properties	Area	Properties Participating	Drive / Reverse Down Street	Special Collection House No
trensall Road	21	Old Earswick		Drive	
arswick Village	50	Old Earswick		Drive	
hilton Garth	14	Old Earswick		Drive	
rtree Close	2	Old Earswick		Drive	
tabblers Walk	30	Old Earswick		Drive	
owley Court	2	Old Earswick		Reverse	
arswick Chase	70	Old Earswick		Drive	
hitelands	14	Old Earswick		Drive	
ock House Lane	31	Old Earswick		Drive	
orthlands Avenue	11	Old Earswick		Drive	
illow Grove	20	Old Earswick		Reverse	
aurel Close	6	Old Earswick		Reverse	
roome Close	86	Huntington		Drive	
in Way	4	Huntington		Reverse	
eaullieu Close	7	Huntington		Reverse	
ang Road	7	Huntington		Drive	
rent avenue	33	Huntington		Drive	
litham Avenue	20	Huntington		Reverse	
von Drive	46	Huntington		Drive	
rinian Court	18	Huntington		Reverse	
Total	492				

nd Area

Street Name	No of Properties	Area	Properties Participating	Drive / Reverse Down Street	Special Collection House No
re Village	90	Haxby		Drive	90

allard Way	19	Haxby		Drive	
'oodcock Close	3	Haxby		Drive	
'indmill Way	61	Haxby		Drive	1d,45
alcon Close	18	Haxby		Reverse	
criven Grove	24	Haxby		Reverse	
armires Avenue	24	Haxby		Drive	
sher Lane	23	Haxby		Drive	
rooklands Lane	8	Haxby		Reverse	
oland Cottages	8	Haxby		Drive	
'hiteland Cottages	16	Haxby		Drive	
sher Park Road	44	Haxby		Drive	
ewdale	8	Haxby		Reverse	
eldale	10	Haxby		Reverse	
orthcroft	5	Haxby		Drive	
ansdown Way	15	Haxby		Drive	
warthdale	65	Haxby		Drive	
andholme	11	Haxby		Reverse	5
ushwood Close	6	Haxby		Reverse	
Total	458				

total for the day = 950

RECYCLING FRIDAY WEEK 1 ROUND A

Street Name	No of Properties	Area	Properties Participating	Drive / Reverse Down Street	Special Collection House No
ancaster Way	19	Rawcliffe		Drive	
alifax Court	19	Rawcliffe		Drive	
astings Close	25	Rawcliffe		Drive	
arrow Glade	30	Rawcliffe		Drive	
amworth Road	76	Rawcliffe		Drive	
inchin Close	23	Rawcliffe		Drive	
latchford Court	28	Rawcliffe		Drive	
latchford Mews	8	Rawcliffe		Drive	
rlington Road	15	Rawcliffe		Drive	
eadley Close	16	Rawcliffe		Drive	
jndy Close	15	Rawcliffe		Drive	
'impole Close	10	Rawcliffe		Drive	
erdwick Close	12	Rawcliffe		Drive	
entire Close	10	Rawcliffe		Drive	
atton Close	20	Rawcliffe		Drive	
'oodland Chase	30	Rawcliffe		Drive	
azel nut Grove	20	Rawcliffe		Drive	
romtree Grove	16	Rawcliffe		Drive	
ornbeam Close	14	Rawcliffe		Drive	
awcliffe Drive	54	Rawcliffe		Drive	
aville Grove	30	Rawcliffe		Reverse	14,20
ne Garlands	51	Rawcliffe		Drive	45

reen Close	10	Rawcliffe		Reverse	
riel Grove	14	Rawcliffe		Drive	
nden Grove	10	Rawcliffe		Reverse	
gs Way	11	Rawcliffe		Reverse	
airway	42	Rawcliffe		Drive	
/ater Lane	100	Rawcliffe		Drive	59,133
acobi Close	18	Rawcliffe		Drive	
lsti Close	21	Rawcliffe		Drive	
elcombe Way	4	Rawcliffe		Drive	
reeman Court	8	Rawcliffe		Drive	
infol Court	15	Rawcliffe		Drive	
awcliffe Lane	58	Rawcliffe		Drive	55,81
awcliffe Avenue	37	Rawcliffe		Reverse	
Total	889				