

Appendix A

Customer Contact Action Plan

Action Item	Report Item	Improvements Identified and Action Required	Resource Implications	Timescale for Completion	Responsible Officer	Outcome Required and Monitoring Arrangements	Priority H, M, L	Traffic Light (Feb 2010)	Progress Made
1	7.1	Formal Complaints – every complaint received about staff attitude be investigated by the section head and ‘signed off’ by the Head of Service	Existing resources, co-ordinated by Customer Service and Complaints Officer.	New system in place by June 2008	Customer Services Complaints Officer	Formal system in place for monitoring public complaints about staff attitude	M	G	Achieved Formal system in place for dealing with staff complaints
2		The issue of monitoring and acting upon formal complaints should also be addressed by the Service Quality Assurance Cross-cutting Group.	Dealt with as part of the Service Quality Assurance Cross-cutting Group	December 2008	Customer Services Complaints Officer	Review of complaints system completed by cross-cutting group	M	G	Achieved New complaints procedure now in place
3	7.3	Telephone calls – the length of time taken to answer some calls is unacceptable, and an accurate meaningful measure of the number of abandoned calls is required. The area of telephony should be addressed by the Quality Assurance Cross-cutting group (including homeworking, CRM etc).	Dealt with as part of the work of Service Quality Assurance cross-cutting group. Potential staffing implications.	December 2008	Chief Executive, Head of IT, Head of Destination Management & Marketing	An improvement in the quality of telephone arrangements – shorter waiting time and fewer abandoned calls.	H	G	Urgent management action taken, the telephone answering time has been very significantly reduced. Call Centre being pursued, Officer Steering Group and project implementation team already in place and developing plans
					Head of IT	An accurate, meaningful measure of the number of abandoned calls is required.	M	A	Measure of abandoned calls being developed
4		The use of 0845 numbers should be kept under view	Existing resources	Review annually	Head of IT, Head of Destination Management & Marketing	The use of 0845 numbers formally reviewed annually.	L	G	The advertising of 0845 numbers has now stopped, all advertised numbers are now 01424 45xxxx or 78xxxx
5		A telephone answering protocol should be introduced across Hastings Borough Council	Dealt with as part of the work of the Communication cross-cutting Group.	September 2008	Corporate Director Environmental Services	Telephone protocol introduced.	M	A	This is being addressed by Service Quality Assurance Group

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6		'Phone operators to be written to asking them to reinstate 0845 numbers in their inclusive call packages.	Existing resources	June 2008	Head of Destination Management & Marketing	Letter to 'phoner providers written and, ideally, acted upon by them.	H	G	No longer applicable – 0845 numbers not now used
7	7.5	Letter/Email More training should be given to allow staff writing letters to members of the public, and ensure consistency approach and a reasonable standard of presentation.	Staff Time	December 2007	Head of Personnel & Organisation Development	An improvement to the quality of letters sent by Hastings Borough Council	M	A	Customer Care training is ongoing.
8		A standard template letter, and email template should be introduced to ensure a consistency approach	Dealt with as part of the work of the Communications cross-cutting group	September 2008	Corporate Director Environmental Services	An improvement to the quality of letters and emails sent by Hastings Borough Council with emails being sent to an agreed template including a 'footer' showing contact details.	M	A	Standard template letter in use, email template still awaited
9		Consideration should be given to keeping centralised records of letters sent/received by HBC	Dealt with by the Service Quality Assurance cross-cutting group	September 2008	Chief Executive, Head of IT, Head of Destination Management & Marketing, Customer Service & Complaints Manager	Costs and benefits of keeping a centralised letter record identified	L	G	This was considered by the 'Service Quality Assurance' cross-cutting group, but rejected – the resources currently required out weighed the benefit at the present time.
10	7.6	Adequate and clear signage at the new Aquila House front office	Part of the Aquila House expansion budget/project	Upon opening of the new Aquila House front office	Head of Projects	Adequate and clear signage provided	H	G	Achieved – new signage in place when Aquila House front office opened in January 2009
11	7.6	More services to be transferred where appropriate into the HIC; none to be transferred away upon completion of Aquila House project	Additional work can be accommodated within HIC resources	As soon as practicable	Corporate Management Team	Further services successfully added to those offered by the HIC	H	G	Existing services all to be retained in HIC, including Planning; possibility of new services being added is still being considered.

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12	7.7	Improved training given to all staff who have contact with the public	Dealt with by the Service Quality Assurance cross-cutting group	December 2008	Chief Executive, Head of IT, Head of Destination Management & Marketing, Customer Service & Complaints Manager	Better customer care training given, along the lines of that provided by Ashford	H	G	A programme of Customer Care Training is in place

Appendix B

Call Handling Statistics 2008

		Calls Answered	Max Wait (mins)	Waiting Time (Minutes)					
				0-5	6-10	11-15	16-20	21-25	25+
TIC	J	214	7:39	212	2				
	F	252	9:30	248	4				
	M	258	9:05	253	5				
	A	485	6:28	475	10				
	M	282	28:36	275	4			1	2
Election registration	J	26	5:25	24	1				
	F	20	3:19	20					
	M	15	4:48	15					
	A	168	7:21	16	7				
	M	13	4:38	13					
Smokefree	J	5	0:24	5					
	F	4	0:10	4					
	M	6	2:31	6					
	A	3	0:55	3					
	M	11	3:12	11					
Environ Twin Bin	J	750	11:51	729	18	3			
Dedicated line stopped in January and merged with Environmental Waste									
Environ Waste	J	2261	21:43	2133	115	10	2	1	
	F	2421	42:12	1991	295	89	28	10	8
	M	2766	22:07	2297	376	68	21	4	
	A	2850	16:41	2583	217	45	5		
	M	2480	30:27	2094	292	51	24	8	1
Environ ASBO	J	250	3:51	250					
	F	244	6:27	243	1				
	M	236	8:51	228	8				
	A	222	23:31	219	4			1	
	M	201	15:53	196	4		1		
Local Taxation	J	2089	45:06	752	447	392	243	123	132
	F	1817	42:19	837	415	278	156	82	49
	M	2073	32:33	1407	385	167	66	28	20
	A	2459	41:06	1543	583	256	54	12	11
	M	2093	34:17	1077	632	281	75	19	9

Benefits	J	1396	48:13	539	284	245	164	80	84
	F	1202	47:33	494	235	236	137	68	32
	M	1483	32:49	879	347	140	70	28	19
	A	1636	39:57	890	433	212	74	15	12
	M	1661	35:26	1094	397	159	45	16	10
Environ Food	J	93	6:47	92	1				
	F	66	2:16	66					
	M	58	5:06	57	1				
	A	65	1:30	65					
	M	77	5:52	76	1				
Environ Licensing	J	301	4:51	301					
	F	253	3:37	253					
	M	244	5:52	243	1				
	A	252	11:26	247	4	1			
	M	254	9:12	252	2				
Environ Protection	J	495	6:53	494	1				
	F	423	3:50	423					
	M	425	10:28	419	5	1			
	A	458	5:28	455	3				
	M	545	7:49	540	5				
Environ Reception	J	74	2:09	74					
	F	58	1:37	58					
	M	72	1:43	72					
	A	84	1:46	84					
	M	79	12:52	78		1			
Parking	J	296	6:35	294	2				
	F	310	6:32	309	1				
	M	319	40:26	313	5				1
	A	384	9:47	375	9				
	M	318	9:01	314	4				
Revs landlord	J	14	7:13	12	2				
	F	20	7:53	18	2				
	M	21	11:03	19	1	1			
	A	38	5:47	37	1				
	M	43	1:34	31	7	3			
Revs PDD	J	425	13:58	402	18	5			
	F	274	10:13	261	12	1			
	M	273	11:03	19	1	1			
	A	373	18:05	336	19	15	3		
	M	511	32:07	397	57	35	14	3	5

Appendix C

Phone Answering Statistics

		Data										
Queue Name	Month	Sum of Calls	Max of Max Wait	Sum of 00-05	Sum of 06-10	Sum of 11-15	Sum of 16-20	Sum of 21-25	Sum of >25	Sum of <6	Sum of 6 to 10	Sum of >11
Benefits	Feb-08	1202	0:47:33	494	235	236	137	68	32	494	235	473
	Mar-08	1483	0:32:49	879	347	140	70	28	19	879	347	257
	Apr-08	1636	0:39:57	890	433	212	74	15	12	890	433	313
	May-08	1661	0:35:26	1094	337	159	45	16	10	1094	337	230
	Jun-08	1830	0:39:56	1173	449	153	41	8	6	1173	449	208
	Jul-08	1740	0:28:54	1181	357	159	31	10	2	1181	357	202
	Aug-08	1517	0:49:24	970	341	145	37	16	8	970	341	206
	Sep-08	1669	0:48:45	678	480	295	120	59	37	678	480	511
	Oct-08	1856	0:32:14	1199	362	158	94	26	17	1199	362	295
	Nov-08	1695	0:25:28	1321	219	101	38	14	2	1321	219	155
	Dec-08	1414	0:21:36	993	282	108	26	5		993	282	139
	Jan-09	1890	0:33:10	1172	460	177	63	12	6	1172	460	258
Benefits Total		19593	0:49:24	12044	4302	2043	776	277	151	12044	4302	3247
ElectoralReg	Feb-08	20	0:03:19	20						20	0	0
	Mar-08	15	0:04:48	15						15	0	0
	Apr-08	168	0:07:21	161	7					161	7	0
	May-08	13	0:04:38	13						13	0	0
	Jun-08	22	0:02:22	22						22	0	0
	Jul-08	24	0:05:01	23	1					23	1	0
	Aug-08	15	0:01:46	15						15	0	0
	Sep-08	96	0:04:58	96						96	0	0
	Oct-08	61	0:03:24	61						61	0	0
	Nov-08	43	0:03:31	43						43	0	0
	Dec-08	15	0:01:01	15						15	0	0
	Jan-09	26	0:14:35	24	1	1				24	1	1
ElectoralReg Total		518	0:14:35	508	9	1				508	9	1
EnvASBO	Feb-08	244	0:06:27	243	1					243	1	0
	Mar-08	236	0:08:51	228	8					228	8	0
	Apr-08	222	0:23:31	217	4			1		217	4	1
	May-08	201	0:15:55	196	4		1			196	4	1
	Jun-08	185	0:09:59	180	5					180	5	0

	Jul-08	211	0:15:26	207	2	1	1		207	2	2	
	Aug-08	183	0:50:51	179	2		1	1	179	2	2	
	Sep-08	137	0:04:21	137					137	0	0	
	Oct-08	214	0:05:18	213	1				213	1	0	
	Nov-08	125	0:06:07	123	2				123	2	0	
	Dec-08	97	0:08:03	95	2				95	2	0	
	Jan-09	102	0:03:53	102					102	0	0	
EnvASBO Total		2157	0:50:51	2120	31	1	3	1	1	2120	31	6
EnvComFood	Feb-08	66	0:02:16	66					66	0	0	
	Mar-08	58	0:05:06	57	1				57	1	0	
	Apr-08	65	0:01:30	65					65	0	0	
	May-08	77	0:05:52	76	1				76	1	0	
	Jun-08	100	0:04:37	100					100	0	0	
	Jul-08	92	0:04:21	92					92	0	0	
	Aug-08	63	0:03:18	63					63	0	0	
	Sep-08	81	0:04:44	81					81	0	0	
	Oct-08	89	0:03:44	89					89	0	0	
	Nov-08	64	0:02:29	64					64	0	0	
	Dec-08	38	0:06:40	37	1				37	1	0	
	Jan-09	55	0:01:40	55					55	0	0	
EnvComFood Total		848	0:06:40	845	3				845	3	0	
EnvLic	Feb-08	253	0:03:37	253					253	0	0	
	Mar-08	244	0:05:52	243	1				243	1	0	
	Apr-08	252	0:11:26	247	4	1			247	4	1	
	May-08	254	0:09:12	252	2				252	2	0	
	Jun-08	219	0:08:22	215	4				215	4	0	
	Jul-08	224	0:06:45	223	1				223	1	0	
	Aug-08	210	0:04:41	210					210	0	0	
	Sep-08	242	0:06:10	240	2				240	2	0	
	Oct-08	320	0:06:57	318	2				318	2	0	
	Nov-08	237	0:03:56	237					237	0	0	
	Dec-08	152	0:06:05	151	1				151	1	0	
	Jan-09	218	0:09:21	216	2				216	2	0	
EnvLic Total		2825	0:11:26	2805	19	1			2805	19	1	
EnvProtection	Feb-08	423	0:03:50	423					423	0	0	
	Mar-08	425	0:10:28	419	5	1			419	5	1	
	Apr-08	458	0:05:28	455	3				455	3	0	
	May-08	545	0:07:49	540	5				540	5	0	
	Jun-08	562	0:13:32	554	6	2			554	6	2	

	Jul-08	577	0:15:18	568	7	1	1			568	7	2
	Aug-08	517	0:09:34	513	4					513	4	0
	Sep-08	496	0:22:14	488	5		2	1		488	5	3
	Oct-08	426	0:09:17	422	4					422	4	0
	Nov-08	348	0:05:50	347	1					347	1	0
	Dec-08	286	0:08:52	281	5					281	5	0
	Jan-09	344	0:28:21	342	1				1	342	1	1
EnvProtection Total		5407	0:28:21	5352	46	4	3	1	1	5352	46	9
EnvReception	Feb-08	58	0:01:37	58						58	0	0
	Mar-08	72	0:01:43	72						72	0	0
	Apr-08	84	0:01:46	84						84	0	0
	May-08	79	0:12:52	78		1				78	0	1
	Jun-08	52	0:01:55	52						52	0	0
	Jul-08	78	0:08:56	76	2					76	2	0
	Aug-08	68	0:10:42	67		1				67	0	1
	Sep-08	57	0:04:40	57						57	0	0
	Oct-08	58	0:02:43	58						58	0	0
	Nov-08	54	0:04:59	54						54	0	0
	Dec-08	41	0:12:05	40		1				40	0	1
	Jan-09	38	0:03:57	38						38	0	0
EnvReception Total		739	0:12:52	734	2	3				734	2	3
EnvTwinBin	Feb-08									0	0	0
	Mar-08									0	0	0
	Apr-08									0	0	0
	May-08									0	0	0
	Jun-08									0	0	0
	Jul-08									0	0	0
	Aug-08									0	0	0
	Sep-08									0	0	0
	Oct-08									0	0	0
	Nov-08									0	0	0
	Dec-08									0	0	0
	Jan-09									0	0	0
EnvTwinBin Total										0	0	0
EnvWaste	Feb-08	2421	0:42:12	1991	295	89	28	10	8	1991	295	135
	Mar-08	2766	0:22:07	2297	376	68	21	4		2297	376	93
	Apr-08	2850	0:16:41	2583	217	45	5			2583	217	50
	May-08	2480	0:30:27	2094	292	61	24	8	1	2094	292	94

	Jun-08	2495	0:19:45	2205	248	33	9			2205	248	42
	Jul-08	2634	0:17:18	2354	229	45	6			2354	229	51
	Aug-08	1922	0:11:40	1855	63	4				1855	63	4
	Sep-08	1821	0:32:49	1768	38	10	1	2	2	1768	38	15
	Oct-08	1571	0:16:25	1512	50	8	1			1512	50	9
	Nov-08	1595	0:20:25	1539	44	11		1		1539	44	12
	Dec-08	1242	0:12:43	1201	33	8				1201	33	8
	Jan-09	1576	0:13:33	1543	27	6				1543	27	6
EnvWaste Total		25373	0:42:12	22942	1912	388	95	25	11	22942	1912	519
LocalTax	Feb-08	1817	0:42:19	837	415	278	156	82	49	837	415	565
	Mar-08	2073	0:32:22	1407	385	167	66	28	20	1407	385	281
	Apr-08	2459	0:41:06	1543	583	256	54	12	11	1543	583	333
	May-08	2093	0:34:17	1077	632	281	75	19	9	1077	632	384
	Jun-08	1935	0:37:54	974	545	281	91	31	13	974	545	416
	Jul-08	2127	0:36:05	1133	581	265	89	37	22	1133	581	413
	Aug-08	2272	0:28:02	1817	348	74	24	5	4	1817	348	107
	Sep-08	2271	0:56:24	1545	484	172	59	6	5	1545	484	242
	Oct-08	2387	0:24:43	1762	473	121	26	5		1762	473	152
	Nov-08	1746	0:26:18	1341	276	91	27	8	3	1341	276	129
	Dec-08	1504	0:23:59	1035	327	105	31	6		1035	327	142
	Jan-09	2521	0:26:55	1619	620	198	62	17	5	1619	620	282
LocalTax Total		25205	0:56:24	16090	5669	2289	760	256	141	16090	5669	3446
ParkServPayment	Feb-08	310	0:06:32	309	1					309	1	0
	Mar-08	319	0:40:26	313	5				1	313	5	1
	Apr-08	384	0:09:47	375	9					375	9	0
	May-08	318	0:09:01	314	4					314	4	0
	Jun-08	334	0:09:32	330	4					330	4	0
	Jul-08	333	0:32:34	329	3				1	329	3	1
	Aug-08	314	0:08:38	310	4					310	4	0
	Sep-08	371	0:18:10	363	7		1			363	7	1
	Oct-08	321	0:11:27	313	6	2				313	6	2
	Nov-08	309	0:28:04	303	3	2			1	303	3	3
	Dec-08	257	0:08:28	254	3					254	3	0
	Jan-09	274	0:32:42	270	3				1	270	3	1
ParkServPayment Total		3844	0:40:26	3783	52	4	1		4	3783	52	9
RevsLandLord	Feb-08	20	0:07:53	18	2					18	2	0
	Mar-08	21	0:11:03	19	1	1				19	1	1
	Apr-08	38	0:05:47	37	1					37	1	0
	May-08	43	1:34:38	31	7	3			2	31	7	5

	Jun-08	60	0:23:29	56	1	1	1	1	56	1	3	
	Jul-08	57	0:10:02	48	8	1			48	8	1	
	Aug-08	46	0:13:05	40	4	2			40	4	2	
	Sep-08	57	0:13:16	48	8	1			48	8	1	
	Oct-08	54	0:13:44	48	4	2			48	4	2	
	Nov-08	49	0:06:08	47	2				47	2	0	
	Dec-08	39	0:05:51	38	1				38	1	0	
	Jan-09	51	0:05:34	50	1				50	1	0	
RevsLandLord Total		535	1:34:38	480	40	11	1	1	2	480	40	15
RevsPDD	Feb-08	274	0:10:13	261	12	1				261	12	1
	Mar-08	273	0:11:03	264	7	2				264	7	2
	Apr-08	373	0:18:05	336	19	15	3			336	19	18
	May-08	511	0:32:07	397	57	35	14	3	5	397	57	57
	Jun-08	452	0:22:53	397	43	10	1	1		397	43	12
	Jul-08	453	0:29:59	385	44	14	4	5	1	385	44	24
	Aug-08	481	0:22:34	427	35	12	6	1		427	35	19
	Sep-08	545	0:24:35	445	67	20	12	1		445	67	33
	Oct-08	579	0:26:27	502	53	20	3		1	502	53	24
	Nov-08	283	0:14:53	262	19	2				262	19	2
	Dec-08	287	0:21:09	274	11	1		1		274	11	2
	Jan-09	457	0:19:16	423	27	5	2			423	27	7
RevsPDD Total		4968	0:32:07	4373	394	137	45	12	7	4373	394	201
Smokefree	Feb-08	4	0:00:10	4						4	0	0
	Mar-08	6	0:02:31	6						6	0	0
	Apr-08	3	0:00:55	3						3	0	0
	May-08	11	0:03:12	11						11	0	0
	Jun-08	7	0:06:46	6	1					6	1	0
	Jul-08	8	0:03:33	8						8	0	0
	Aug-08	3	0:00:12	3						3	0	0
	Sep-08	6	0:06:14	5	1					5	1	0
	Oct-08	6	0:01:28	6						6	0	0
	Nov-08	4	0:00:12	4						4	0	0
	Dec-08	2	0:03:56	2						2	0	0
	Jan-09	2	0:00:22	2						2	0	0
Smokefree Total		62	0:06:46	60	2					60	2	0
TIC	Feb-08	252	0:09:30	248	4					248	4	0
	Mar-08	258	0:09:05	253	5					253	5	0
	Apr-08	485	0:06:28	475	10					475	10	0
	May-08	282	0:28:36	275	4			1	2	275	4	3

	Jun-08	308	0:12:08	302	5	1				302	5	1
	Jul-08	404	0:16:44	397	6		1			397	6	1
	Aug-08	298	0:07:10	292	6					292	6	0
	Sep-08	304	0:42:23	299	3				2	299	3	2
	Oct-08	175	0:39:04	173	1				1	173	1	1
	Nov-08	177	0:06:19	175	2					175	2	0
	Dec-08	120	0:03:35	120						120	0	0
	Jan-09	224	0:06:02	223	1					223	1	0
TIC Total		3287	0:42:23	3232	47	1	1	1	5	3232	47	8
Grand Total		95361	1:34:38	75368	12528	4883	1685	574	323	75368	12528	7465

Appendix D

		Data										
Queue Name	Month	Sum of Calls	Max of Max Wait	Sum of 00-05	Sum of 06-10	Sum of 11-15	Sum of 16-20	Sum of 21-25	Sum of >25	Sum of <6	Sum of 6 to 10	Sum of >11
Benefits	Feb-09	1932	0:26:14	1533	307	60	28	2	2	1533	307	92
	Mar-09	2869	0:30:49	2333	435	85	11	4	1	2333	435	101
	Apr-09	2181	0:17:16	1936	202	39	4			1936	202	43
	May-09	1763	0:26:13	1503	218	30	8	3	1	1503	218	42
	Jun-09	1810	0:54:06	1340	355	87	20	5	3	1340	355	115
	Jul-09	2103	0:26:14	1585	423	66	21	6	2	1585	423	95
	Aug-09	1939	0:23:56	1464	399	63	10	3		1464	399	76
	Sep-09	2261	0:19:18	1691	456	98	16			1691	456	114
	Oct-09	2551	1:55:01	2255	249	39	5		3	2255	249	47
	Nov-09	2487	0:24:59	1977	385	99	24	2		1977	385	125
	Dec-09	1747	0:31:44	1025	463	180	45	17	17	1025	463	259
	Jan-10	2154	0:39:21	999	611	347	134	45	18	999	611	544
Benefits Total		25797	1:55:01	19641	4503	1193	326	87	47	19641	4503	1653
ElectoralReg	Feb-09	20	0:03:30	20						20	0	0
	Mar-09	15	0:05:07	14	1					14	1	0
	Apr-09	48	0:04:21	48						48	0	0
	May-09	175	0:06:36	172	3					172	3	0
	Jun-09	47	0:06:59	46	1					46	1	0
	Jul-09	14	0:03:00	14						14	0	0
	Aug-09	22	0:02:43	22						22	0	0
	Sep-09	41	0:19:17	39	1		1			39	1	1
	Oct-09	37	0:03:33	37						37	0	0
	Nov-09	39	0:05:07	38	1					38	1	0
	Dec-09	14	0:05:20	13	1					13	1	0
	Jan-10	41	0:04:17	41						41	0	0
ElectoralReg Total		513	0:19:17	504	8		1			504	8	1
EnvASBO	Feb-09	90	0:03:26	90						90	0	0
	Mar-09	150	0:03:55	150						150	0	0
	Apr-09	161	0:09:12	156	5					156	5	0
	May-09	124	0:07:42	122	2					122	2	0
	Jun-09	157	0:05:30	156	1					156	1	0
	Jul-09	211	0:08:10	210	1					210	1	0
	Aug-09	184	0:10:23	181	2	1				181	2	1
	Sep-09	162	0:09:11	161	1					161	1	0

	Oct-09	153	0:08:01	151	2				151	2	0
	Nov-09	127	0:22:11	120	5	1		1	120	5	2
	Dec-09	91	0:17:16	87	2		2		87	2	2
	Jan-10	106	0:08:22	103	3				103	3	0
EnvASBO Total		1716	0:22:11	1687	24	2	2	1	1687	24	5
EnvComFood	Feb-09	72	0:07:25	71	1				71	1	0
	Mar-09	117	0:04:37	117					117	0	0
	Apr-09	85	0:06:53	82	3				82	3	0
	May-09	76	0:05:56	75	1				75	1	0
	Jun-09	110	0:06:08	109	1				109	1	0
	Jul-09	197	0:04:53	197					197	0	0
	Aug-09	127	0:06:43	123	4				123	4	0
	Sep-09	246	0:12:18	242	3	1			242	3	1
	Oct-09	200	0:11:15	197	2	1			197	2	1
	Nov-09	179	0:11:26	177	1	1			177	1	1
	Dec-09	103	0:11:52	101	1	1			101	1	1
	Jan-10	122	0:12:21	119	1	2			119	1	2
EnvComFood Total		1634	0:12:21	1610	18	6			1610	18	6
EnvLic	Feb-09	178	0:07:01	176	2				176	2	0
	Mar-09	249	0:08:58	243	6				243	6	0
	Apr-09	233	0:10:03	232		1			232	0	1
	May-09	219	0:06:18	217	2				217	2	0
	Jun-09	288	0:04:18	288					288	0	0
	Jul-09	262	0:06:42	260	2				260	2	0
	Aug-09	211	0:08:15	204	7				204	7	0
	Sep-09	268	0:06:04	266	2				266	2	0
	Oct-09	256	0:04:14	256					256	0	0
	Nov-09	254	0:24:23	247	3	2		2	247	3	4
	Dec-09	189	0:11:15	183	4	2			183	4	2
	Jan-10	224	0:08:47	223	1				223	1	0
EnvLic Total		2831	0:24:23	2795	29	5		2	2795	29	7
EnvProtection	Feb-09	334	0:13:50	327	6	1			327	6	1
	Mar-09	425	0:14:16	421	3	1			421	3	1
	Apr-09	495	0:13:24	486	7	2			486	7	2
	May-09	479	0:07:12	475	4				475	4	0
	Jun-09	614	0:06:55	611	3				611	3	0
	Jul-09	798	0:14:21	788	9	1			788	9	1
	Aug-09	718	0:13:41	690	26	2			690	26	2
	Sep-09	637	0:12:14	631	4	2			631	4	2

	Oct-09	535	0:13:08	529	5	1				529	5	1
	Nov-09	512	0:37:33	492	9	6	2	2	1	492	9	11
	Dec-09	295	0:28:28	285	9				1	285	9	1
	Jan-10	390	0:14:29	380	6	4				380	6	4
EnvProtection Total		6232	0:37:33	6115	91	20	2	2	2	6115	91	26
EnvReception	Feb-09	49	0:04:05	49						49	0	0
	Mar-09	54	0:03:20	54						54	0	0
	Apr-09									0	0	0
	May-09									0	0	0
	Jun-09									0	0	0
	Jul-09									0	0	0
	Aug-09									0	0	0
	Sep-09									0	0	0
	Oct-09									0	0	0
	Nov-09									0	0	0
	Dec-09									0	0	0
	Jan-10									0	0	0
EnvReception Total		103	0:04:05	103						103	0	0
EnvTwinBin	Feb-09									0	0	0
	Mar-09									0	0	0
	Apr-09									0	0	0
	May-09									0	0	0
	Jun-09									0	0	0
	Jul-09									0	0	0
	Aug-09									0	0	0
	Sep-09									0	0	0
	Oct-09									0	0	0
	Nov-09									0	0	0
	Dec-09									0	0	0
	Jan-10									0	0	0
EnvTwinBin Total										0	0	0
EnvWaste	Feb-09	2440	0:13:51	2275	153	12				2275	153	12
	Mar-09	2426	0:16:20	2307	106	12	1			2307	106	13
	Apr-09	2231	0:17:31	2151	68	10	2			2151	68	12
	May-09	2128	0:19:41	2003	114	9	2			2003	114	11
	Jun-09	2470	0:12:37	2348	116	6				2348	116	6
	Jul-09	2357	0:22:08	2130	187	34	5	1		2130	187	40
	Aug-09	1898	0:24:39	1547	248	82	15	6		1547	248	103

	Sep-09	2112	0:21:57	1651	312	117	27	5		1651	312	149
	Oct-09	1723	0:20:03	1544	143	32	3	1		1544	143	36
	Nov-09	1328	0:18:47	1263	54	8	3			1263	54	11
	Dec-09	1271	0:15:54	1090	150	26	5			1090	150	31
	Jan-10	2514	0:24:09	2347	143	17	2	5		2347	143	24
EnvWaste Total		24898	0:24:39	22656	1794	365	65	18		22656	1794	448
LocalTax	Feb-09	2036	0:24:40	1717	253	41	21	4		1717	253	66
	Mar-09	2962	0:43:40	2488	354	87	22	6	5	2488	354	120
	Apr-09	2621	0:17:44	2458	137	25	1			2458	137	26
	May-09	2229	0:25:20	2081	126	19	1	1	1	2081	126	22
	Jun-09	2679	0:53:58	2460	199	18	1		1	2460	199	20
	Jul-09	2508	0:22:33	2043	378	75	10	2		2043	378	87
	Aug-09	2086	0:20:18	1696	327	52	10	1		1696	327	63
	Sep-09	2757	0:23:47	2056	603	83	12	3		2056	603	98
	Oct-09	2852	0:25:37	2342	384	106	17	2	1	2342	384	126
	Nov-09	2467	0:20:02	2230	177	45	14	1		2230	177	60
	Dec-09	1764	0:20:41	1231	345	153	34	1		1231	345	188
	Jan-10	2263	0:00:46	1318	577	258	76	17	17	1318	577	368
LocalTax Total		29224	0:53:58	24120	3860	962	219	38	25	24120	3860	1244
ParkServPayment	Feb-09	235	0:04:34	235						235	0	0
	Mar-09	379	0:12:34	373	5	1				373	5	1
	Apr-09	273	0:09:18	265	8					265	8	0
	May-09	417	0:07:11	406	11					406	11	0
	Jun-09	440	0:16:18	422	17		1			422	17	1
	Jul-09	434	0:32:43	412	15	3	3		1	412	15	7
	Aug-09	376	0:11:14	364	11	1				364	11	1
	Sep-09	407	0:16:30	395	8	3	1			395	8	4
	Oct-09	445	0:09:49	439	6					439	6	0
	Nov-09	432	0:09:20	422	10					422	10	0
	Dec-09	324	0:06:24	322	2					322	2	0
	Jan-10	350	0:18:28	331	13	3	3			331	13	6
ParkServPayment Total		4512	0:32:43	4386	106	11	8		1	4386	106	20
RevsLandLord	Feb-09	51	0:06:52	49	2					49	2	0
	Mar-09	35	0:10:04	33	1	1				33	1	1
	Apr-09	17	0:08:49	16	1					16	1	0
	May-09	18	0:03:34	18						18	0	0
	Jun-09	21	0:32:40	18	2				1	18	2	1
	Jul-09	52	0:07:11	46	6					46	6	0
	Aug-09	47	0:06:19	46	1					46	1	0

	Sep-09	35	0:08:21	32	3			32	3	0	
	Oct-09	37	0:16:02	34	1	1	1	34	1	2	
	Nov-09	33	0:06:52	30	3			30	3	0	
	Dec-09	16	0:07:46	14	2			14	2	0	
	Jan-10	16	0:07:50	13	3			13	3	0	
RevsLandLord Total		378	0:32:40	349	25	2	1	1	349	25	4
RevsPDD	Feb-09	302	0:10:50	291	10	1			291	10	1
	Mar-09	297	0:09:14	285	12				285	12	0
	Apr-09	413	0:11:22	394	17	2			394	17	2
	May-09	475	0:09:52	462	13				462	13	0
	Jun-09	428	0:09:28	413	15				413	15	0
	Jul-09	470	0:16:21	443	16	9	2		443	16	11
	Aug-09	373	0:14:00	357	14	2			357	14	2
	Sep-09	502	0:18:23	461	31	9	1		461	31	10
	Oct-09	495	0:14:26	463	27	5			463	27	5
	Nov-09	365	0:12:20	343	16	6			343	16	6
	Dec-09	333	0:18:29	316	13	3	1		316	13	4
	Jan-10	405	0:14:47	379	21	5			379	21	5
RevsPDD Total		4858	0:18:29	4607	205	42	4		4607	205	46
Smokefree	Feb-09	4	0:01:00	4					4	0	0
	Mar-09	5	0:01:00	5					5	0	0
	Apr-09	7	0:00:58	7					7	0	0
	May-09	4	0:04:24	4					4	0	0
	Jun-09	14	0:04:20	14					14	0	0
	Jul-09	7	0:03:27	7					7	0	0
	Aug-09	8	0:03:56	8					8	0	0
	Sep-09	6	0:09:50	5	1				5	1	0
	Oct-09	2	0:00:07	2					2	0	0
	Nov-09	7	0:00:54	7					7	0	0
	Dec-09	2	0:01:00	2					2	0	0
	Jan-10	3	0:00:35	3					3	0	0
Smokefree Total		69	0:09:50	68	1				68	1	0
TIC	Feb-09	253	0:14:22	252		1			252	0	1
	Mar-09	252	0:03:47	252					252	0	0
	Apr-09	195	0:41:59	192	1	1		1	192	1	2
	May-09	196	0:04:35	196					196	0	0
	Jun-09	273	0:09:33	271	2				271	2	0
	Jul-09	332	0:07:51	327	5				327	5	0
	Aug-09	204	0:19:57	200	3		1		200	3	1

	Sep-09	170	0:04:14	170						170	0	0
	Oct-09	257	0:07:30	255	2					255	2	0
	Nov-09	237	0:08:29	234	3					234	3	0
	Dec-09	220	0:13:26	212	6	2				212	6	2
	Jan-10	263	0:09:03	260	3					260	3	0
TIC Total		2852	0:41:59	2821	25	4	1		1	2821	25	6
Grand Total		105617	1:55:01	91462	10689	2612	629	148	77	91462	10689	3466