



ENVIRONMENTAL SERVICES

SERVICE IMPROVEMENT PLAN

2007 – 2008

Working in partnership
for a better environment



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Introduction to the Service

Environmental Services has a very wide remit and comprises two main areas;

- Development Services, which consists of Building Standards, Development Control, Environmental Health, Planning & Development and Trading Standards
- Direct Services, which consists of Environmental Protection, Property Services, Roads Maintenance, Transportation and Consultancy

This Plan has been developed following a review and analysis of previous Service plans, the Community Plan, Corporate Development Plan and the recent Best Value Audit report.

Each priority specifies what we intend to do to address Community Planning and corporate issues at a service level, how we are going to do it and to what timescales. It also provides information on how the priority is to be resourced, how it will be measured and who has lead responsibility for the planned actions.

Areas for continuous improvement and significant operational functions within services will be recorded and monitored by Team Plans, owned by the individual services.

Bob Stewart
Director of Environmental Services

Service Achievements / Review of Previous Plan

The 2006/07 Environmental Services Improvement Plan contained 45 targets, 31 of which were due to be fully completed by the end of March 2007. The actual position of these is as follows;

18 are completed.

3 could not be completed due to external factors. These were awaiting Scottish Executive decisions for progress the Council's Waste Implementation Plan (1 action) and a high level of objections to the Local Plan delaying its completion (2 actions).

10 are partially complete with aspects being carried forward to SIP or team plans, as follows;

Included in the Service Improvement Plan 2007/08;

- Introduce Service Level agreements for Fleet services
- Undertake Gap analysis against the Codes of Practice
- Study into improvements of public transport services
- Feasibility study for Elgin Town Centre
- Feasibility study for Barmuckity Business Park

Included in Team Plans for 2007/08;

- Achieve Service Standards and targets – Building Standards Team Plan
- Improve processing times for planning applications – Development Control Team Plan
- Achieve Service Standards and targets – Development Control Team Plan
- Review staff numbers and structures – Environmental Health Team Plan
- Achieve Service Standards and targets – Environmental Health Team Plan

14 of the priorities were longer-term projects spanning several years. 3 were achieved ahead of target. However, 11 of these priorities have slipped off of initial target timescales as a result of issues outwith Environmental Services' control. These projects will continue to be progressed through this Service Improvement Plan or through Team Plans for 2007/08.

We are particularly proud of the following achievements:-

Contributing to corporate priorities and enhancing the way of life for the Moray Community, through:-

- Continued Environmental Improvement Projects – Completion of the £351k Burghead Harbour area improvement scheme was achieved. The £252k jointly-funded partnership project for Hopeman Harbour will be implemented in 2007.
- Continuing implementation of the Council's Waste Strategy including Kerbside collections across Moray, and exceeding the Scottish Executive target for recycling of 30%, a year ahead of target. It is anticipated that the 2010 recycling target of 40% will be achieved in 2007/08.
- Improved Public Transport infrastructure, including low floor buses, travel information details, cycling infrastructure and education initiatives such as

Cycling, Walking and Safer Streets, 20mph zones round schools and school travel plans.

- Implementing Flood Alleviation Schemes, in particular the Flood Prevention Orders for Forres and Rothes.
- Completion of the Moray Structure Plan.
- Remediation of contaminated land at three priority sites in Elgin using Scottish Executive funding, with the additional bonus of the creation of a flood-storage area at Woodside, which will benefit the Elgin flood alleviation scheme

Improving customer service through:-

- Customer surveys and use of focus groups
- Community Plan Citizen's Panel questionnaire "Travel and Transport" carried out in May 2006.

Dealing with new legislation and initiatives introduced in 2006/07

Sustainable Development;

- Community Plan Environmental Strategy launched in April 2007
- Training sessions for Council's Managers on Energy Efficiency and Strategic Environmental Assessments carried out
- Finalised Moray Development Plan approved
- Sustainable Development Checklist prepared by the Community Plan Partnership
- Moray Council signed the Scotland's Climate Change Declaration
- Renewable Energy Strategy approved by the Council
- Contributing to the Regional Transport Strategy submitted to the Minister for approval in March 2006.

Following consideration of the Best Value Audit 2005 recommendations, it is intended that the Departmental Service Improvement Plan for 2007/08 (and beyond) should focus on the key strategic priorities identified in the Community and Corporate Development plans.

Service Mission, Aims and Objectives

Mission **To help Moray achieve a healthy local economy, a high quality of life and a sustainable environment.**

Aims The aims of this department are;

- To provide our customers with cost effective and efficient services.
- To ensure we develop our staff to meet the needs of our customers.
- To work within a regulatory environment offering continuous improvement to the benefit of our customers

Objectives In order to meet Corporate and National priorities, the department has agreed the following departmental strategic priorities for the coming year;

- The provision of the Flood Alleviation proposals.
- Implementation of the approved waste strategy.
- Implementation of Asset Management
- The improvement of service performance
- Working with the community to plan for the future

These priorities are, or will be, further expanded in the following Strategy Documents;

- Moray Local Transport Strategy
- Roads Management Strategy
- Road Safety Plan
- Waste Management Strategy
- Moray Development Plan
- Moray 2020 Strategy

Issues Affecting the Services

In order to develop this plan, the management has taken account of all the factors that affect the department. As part of the Moray Council's framework, the priorities contained within this plan are linked to current or emerging National Priorities / Legislation, the Community Plan, the Corporate Development Plan (CDP) and to service-specific priorities to be included in Team Plans. Each priority will provide an indication of the resources agreed to and required for the completion of activities, along with reasonable timescales for implementation.

Over the coming year(s), it has been recognised that many additional activities can have an impact on the development of this department, many of which are corporate and will be led by other departments or external agencies. Those that are most significant will be integral to the work of the department, and will therefore cause a demand on resources as detailed below;

Legislative Considerations

- Introduction of new legislation and Government Initiatives, e.g., Planning Scotland Act 2006, Modernising Government, The Land Reform (Scotland) Act 2003, the Local Government (Scotland) Act 2003, the Transport Act 2004, and other regular changes to legislation and introduction of new initiatives by the Scottish Executive.

National / Regional Priorities

- Production of Development and Transport Strategies and assessing the potential impact on communities
- European policies and initiatives
- Regional service delivery
- Re-evaluation of the Waste Strategy for the North and North East of Scotland
- Scotland's Climate Change Declaration

Corporate Priorities

- Action Plan arising from the Best Value Audit 2005
- Job Evaluation & Single Status
- Efficient Government and Procurement (including Spend to Save)
- Equalities
- Community Planning
- Best Value processes, objectives and performance management
- Easy Access and contact centre

Equal Opportunities

The Environmental Services Department is committed to taking all steps within its power to eliminate discrimination and to promote equal opportunities and good relationships amongst all communities. Services have been, or are, involved in the following initiatives;

- The Waste Management Service ensures that wherever possible its facilities and services are accessible by all. Those physically unable to use the normal refuse collection service for example are offered a 'back door' collection.
- Parking spaces for persons with a disability are provided in public car parks and kerbside at conforming residential addresses.
- Mother and Toddler parking in the multi storey car parks when markings are refreshed.
- The Disability Discrimination Act will require all buses and coaches to be fully wheelchair accessible by 2017. In readiness for this requirement, the Council has specified wheelchair accessible vehicles for its most recent supported local bus service contract requirements. In addition, work is progressing on providing bus boarders at strategic bus stops to allow easier boarding for passengers.
- A network of rural services has been designed to ensure all rural settlements within Moray are provided with at least a minimum level of bus services. Where possible, these services are integrated with rail services. Through partnership-working with bus operators, the commercial network has been developed to increase modal integration with rail and air services.
- A rolling programme of dropped-kerb road crossings is being carried out to assist the elderly and disabled.

Monitoring Progress and Performance

The Local Government (Scotland) Act 2003 places a duty upon all Local Authorities to ensure Best Value and Community Planning are at the heart of Council practice. As part of this initiative, a Performance Management Framework has been adopted by the Moray Council that ensures that Improvement Plans are developed and monitored.

This plan will be monitored as follows:-

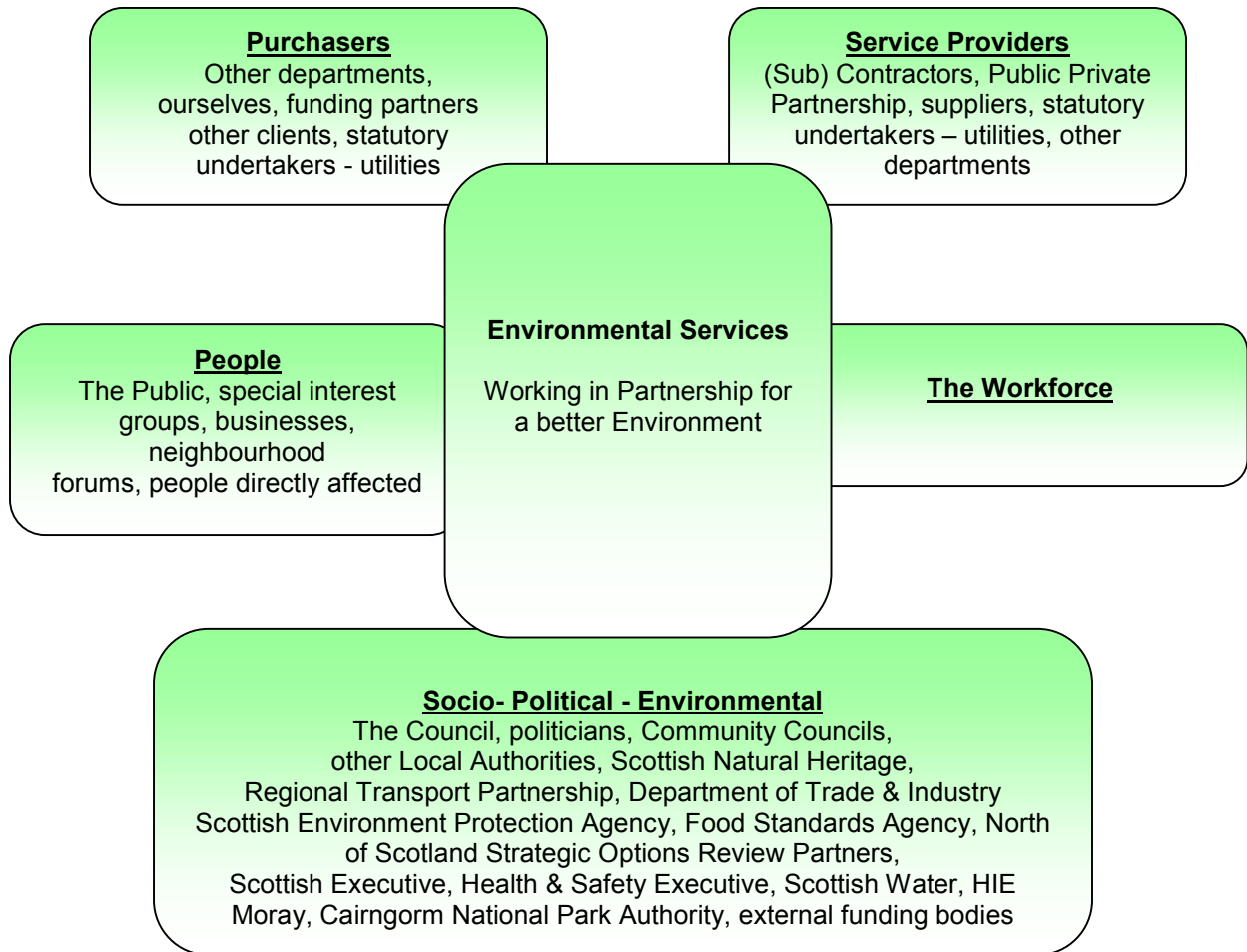
By whom	Frequency
Managers	Monthly (minimum requirement)
Heads of Service	6 weekly update
Service/Departmental Management Team	Quarterly Progress Report
Corporate Management Team (CMT)	Quarterly Variance Report
Environmental Services Committee	Quarterly Progress Report

Monitoring of specific items will also be carried out by Project Management Teams, with departmental, corporate or partnership responsibilities.

The actions contained within the Service Improvement Plan will be monitored through the use of Covalent Performance Management Software.

Stakeholders

We have divided our stakeholders / customers into five groups, in order to clarify who the service is working for and with, in order to meet the objectives laid out in this Plan.



Priority Areas for this Plan

Priority 1 - Delivering effective Flood Alleviation

- Flood Alleviation Schemes

Priority 2 – Minimising Waste and Encourage Recycling

- Utilisation of Landfill Gas
- Diverting Waste from Landfill

Priority 3 – Developing Transportation

- Local Transport Strategy
- Elgin Traffic Management
- Core Path Plan

Priority 4 – Developing the Local Economy and Working With Business

- The Development Plan
- Developing the Local Economy

Priority 5 – Sustainable Development

- Implement Policies and Guidance
- Develop Asset Management Strategy for Major Assets

PRIORITY 1.1

Direct Services - Consultancy Services

Delivering Effective Flood Alleviation - Flood Alleviation Schemes

What will we do to address this priority

- The CDP states that the Council will prepare appropriate Flood Alleviation Schemes (FASs) for communities affected by flooding or damages from watercourses or the sea. The Lhanbryde Scheme is complete and we are developing major FASs for Forres, Rothes and Elgin and plan further smaller schemes in the future.
- Where necessary there will be remediation of Contaminated Land, near or within the Flood Scheme footprints, to help implement elements of the schemes.

Links to other Plans

Corporate Development
Plan
Community Planning theme
“Protecting and Enhancing
the Environment”

Expected Outcomes / Success Criteria

Timescale

Forres (Burn of Mosset) Flood Alleviation Scheme

- Commence Construction
- Completed

January 2008
July 2009

Rothes Flood Alleviation Scheme

- Commence construction
- Complete construction

May 2008
November 2011

Forres (Pilmuir and Findhorn) Flood Alleviation Scheme

- Flood Prevention Order submitted
- Planning Application
- Commence construction

January 2008
March 2008
February 2009

Elgin Flood Alleviation Scheme

- Planning Application
- Commence construction
- Complete construction of Elgin Scheme

September 2007
August 2008
June 2012

The dates specified may be subject to change due to the various external factors, for example, the need for a Public Inquiry. The Flood Alleviation Sub-Committee will scrutinise progress on a regular basis, and will recommend approval of changes to timescales to Full Council as appropriate.

The Controlled Activities Regulations 2005 are a new statutory process schemes have to negotiate. The Regulator is SEPA and the process is new and uncertain. The dates above are the most recently approved at the SIP publication date, and represent the earliest possible, rather than expected, outcomes. The key success criteria are gaining full approval and grant funding for each scheme and delivering the schemes on budget.

There are factors that are outwith the Council's control and these often represent risks that can only be accepted or mitigated (as opposed to transferred or avoided). Risk and Value Management is used, and risks are subject to regular review. The Flood Alleviation Sub-Committee scrutinises progress updates every two months and reports to Council.

Resources

All of these schemes attract 80% eligible costs grant assistance if they meet the criteria (i.e., sound business case and required consents and approvals). Grant assistance is only available once the statutory processes are complete. Until that point the Council bears the significant cost of developing the schemes, and the risk that grants will not be recovered should the schemes not proceed. The remainder is funded by the Capital Plan, for which allowance has been made (within the life of the current plan). There are long-term contracts with Royal Haskoning and Morrison Construction Limited. Staff from the Consultancy Service manage the project, with support from the rest of the Department and other parts of the Council.

Staff Implications

Major projects require a considerable staff resource across the Council. The impact is most acute for the Consultancy Service (project management), Legal and Estates Services, Environmental Health (Contaminated Land) and Development Management. There is significant call on the resources of Finance and ICT Services, Planning and Development and Transportation, while all other areas of the Council are affected to varying degrees from time to time.

Lead Officer

Director of Environmental Services

PRIORITY 2.1

Direct Services - Environmental Protection

Minimising Waste and Encourage Recycling - Utilisation of Landfill Gas

What will we do to address this priority

Links to other Plans

- Progress investigation into the appropriate utilisation of gas produced in Dallachy landfill with a view to a sustainable outcome that complies with the site's Pollution, Prevention and Control Permit as regulated by SEPA

Community Planning Theme
"Protecting and Enhancing
Your Environment"
Corporate Development
Plan Waste Strategy and
Waste Implementation Plan

Expected Outcomes / Success Criteria

Timescale

- Legal issues resolved
- Installation of appropriate equipment
- Extraction of gas

August 2007
October 2007
February 2008

Resources

Consultancy costs are to be met from the Capital Landfill Site lining programme.

Staff Implications

There are no staffing implications associated with the Landfill Gas Utilisation project.

Lead Officer

Environmental Protection Manager

PRIORITY 2.2

Direct Services - Environmental Protection

Minimise Waste and Encourage Recycling – Diverting Waste from Landfill

What will we do to address this priority

Links to other Plans

- Progress the implementation of the Moray Council's Waste Strategy.

Community Planning Theme
"Protecting and Enhancing
Your Environment
Waste Strategy and Waste
Implementation Plan

Expected Outcomes / Success Criteria

Timescale

- Meet the Scottish Executive's annual target for tonnage of Biodegradable Municipal Solid Waste (BMW) to be diverted from landfill

March 2008

Resources

Part of £14m allocation awarded from the Scottish Executive's Strategic Waste Fund to implement the Council's Waste Strategy until 2020.

Staff Implications

There are currently no staffing implications

Lead Officer

Environmental Protection Manager

PRIORITY 3.1

Direct Services – Transportation

Developing Transportation – Local Transport Strategy

What will we do to address this priority

- Work with statutory bodies and local and regional stakeholders to develop transportation strategies to improve and extend the transport infrastructure within and serving Moray

Links to other Plans

Community Plan
Corporate Development
Plan
Moray Development Plan
Moray 2020 Strategy

Expected Outcomes / Success Criteria

- Prepare the second Moray Local Transport Strategy (MLTS2). Once completed the LTS will provide a list of actions, some of which will be included in subsequent Service Improvement Plans
- Produce an Elgin Traffic Management Plan. This will look at the impact that committed, planned and future development proposals will have on traffic congestion, parking and mobility within Elgin
- Completion of the Moray Transport Initiative Study. This will look into improvements of the public transport services within Moray, through engagement with public, private, voluntary sector partners and HITRANS, to promote better accessibility to services, work and leisure activities, recommending appropriate affordable solutions where possible.

Timescale

Feb 2008

March 2008

March 2008

Resources

Capital funds are in place to develop the traffic model and strategies. Quality of Life funds have been agreed to develop the public transport service enhancements.

Staff Implications

Strategies will be progressed using existing staff resources and external consultants. Public transport enhancement studies will be managed by members of the Community Planning Improving Travel Facilities, Choices and Safety Theme Group.

Lead Officer

Transportation Manager

PRIORITY 3.2

Direct Services – Environmental Protection

Developing Transportation – Core Path Plan

What will we do to address this priority

- Consultation and production of the Council’s Core Path Plan, which is a statutory requirement under the Land Reform (Scotland) Act 2003

Links to other Plans

Community Plan Theme
“Improving Travel Facilities,
Choices and Safety”
Local Transport Strategy
Moray LA21 Strategy
Moray Local Outdoor
Access Strategy

Expected Outcomes / Success Criteria

- Draft Core Path Plan
- Formal Plan Consultation
- Public Local Inquiry
- Formal Adopted Core Path Plan

Timescale

February 2008
December 2008
February 2009
February 2009

Resources

With no specific funding allocated, the Core Path Plan will have to be produced within the limited current staff and budget resources.

Staff Implications

Full time Access Manager in post to co-ordinate the Core Path Plan production. Input will be required from Planning, Legal, Roads and Community Planning. External assistance may be required to develop GIS, public consultation and in undertaking a Strategic Environmental Assessment.

Lead Officer

Environmental Protection Manager

PRIORITY 4.1

Development Services - Planning & Development

Developing the Local Economy and Working With Business – The Development Plan and Rural Regeneration

What will we do to address this priority

- Progress towards adoption of the Local Plan by providing a finalised plan and holding an inquiry
- Develop a Rural Regeneration Strategy to help deal with issues across the rural areas of Moray, or specific rural or local issues. The strategy will link with other plans and help guide and coordinate projects and actions, such as LEADER +, or other external funding opportunities, and partnership initiatives

Links to other Plans

Community Plan theme
 “Protecting and
 Enhancing the
 Environment”.
 Moray 2020 Strategy
 Flood Alleviation
 Schemes
 Elgin Traffic Study
 Schools Estate Plan
 Renewables Strategy
 Community Plan theme
 “Protecting and
 Enhancing the
 Environment”.
 Moray 2020 Strategy

Expected Outcomes / Success Criteria

- Structure Plan approved
- Commencement of inquiry for Local Plan
- Statutory Local Plan adopted
- Rural Development Scotland Plan submission
- Rural Regeneration Strategy and Action Plan

Timescale

April 2007
November 2007
July 2008
October 2007
January 2008

Resources

Development Plan

This priority will be undertaken within the current staffing establishment. However, there is a requirement for budget to cover the Local Plan inquiry costs, for which a report will be put to the Environmental Services Committee in October 2007. The Inquiry commences on 13th November 2007.

Rural Strategy

Budget resources will be considered as part of the 2008/2011 budget process

Staff Implications

Limited staff resources influence the time taken to deal with ever-increasing consultation and scrutiny requirements for the Development Plan. Staff resources for Rural Regeneration will be considered as part of the Strategy and Action Plan.

Lead Officer

Development Plan

Planning & Development Manager

Rural Regeneration

Planning & Development Manager and Chief Executive's Department

PRIORITY 4.2

Development Services - Planning & Development

Developing the Local Economy and Working With Business - Developing the Local Economy

What will we do to address this priority

- We will provide input to the implementation of the 2020 strategy (this is a LEF Economic Strategy)
- Assist with the promotion and coordination of major development projects and review the efficiency of related regulatory processes.
- Establish a Forum for discussion and partnership between the Regulatory Services and business community.

Links to other Plans

Community Plan Theme
 “Protecting and Enhancing
 the Environment”
 Economic Strategy
 Corporate Development
 Plan

The Main actions in the 2020 Plan which will be led by The Moray Council in Partnership with Highlands & Islands Enterprise Moray (HIEM);

Expected Outcomes / Success Criteria

- Programme of major developments for action by the Community Plan Partnership.
- Understanding of business community needs to help direct and improve regulatory services, including more coordinated approach to dealing with major development proposals.
- Feasibility study for Elgin Town Centre as the primary Arts / Culture / Civic Centre between Inverness and Aberdeen. To include potential expansion of UHI / Moray College.
- Feasibility study for the Barmuckity Business Park.
- Development Services managers to meet the Local Economic Forum and, or, other business representative bodies up to twice per year to discuss best practice to assist with the support for the local economy.

Timescale

October 2007

November 2007

December 2007

**December 2007
 January 2008**

Resources

This priority will be undertaken within the current staffing establishment, and no additional budget has been allocated for 2007/08. Work has commenced in partnership with HIE-Moray and Moray College to set the terms for consultancies for both studies. It has been agreed with HIE-Moray that Council contributions will be incurred in years beyond 2007/08.

Staff Implications

No impact

Lead Officer

Planning & Development Manager

PRIORITY 5.1

Development Services

Sustainable Development – Implement policies and guidance

What will we do to address this priority

- Achieve the targets related to recycling / composting waste, energy efficiency, sustainable transport and the implementation of sustainability policies, strategies and plans. Increase the awareness of sustainability policies and practices in the Council and its staff. Apply a sustainability checklist to Council activities, processes and decisions, and carry out Strategic Environmental Assessments (SEA) where appropriate.

Links to other Plans

Community Planning Themes “Protecting and Enhancing the Environment” and “Improving Travel Facilities, Choices and Safety”
 Moray Development Plan
 Moray 2020 Strategy
 Local Transport Strategy
 Moray LA21 Strategy
 Moray Local Outdoor Access Strategy
 Core Path Plan

Expected Outcomes / Success Criteria

Timescale

- | | |
|---|--|
| <ul style="list-style-type: none"> • Scotland’s Climate Change Declaration Action Plan approved • “Guidance for Developers on Renewable Energy” approved • Supplementary Planning Guidance on “Sustainable Construction Techniques” approved | <p>December 2007</p> <p>April 2008</p> <p>July 2008</p> |
|---|--|

Resources

For energy, waste and transport see the relevant priorities. To achieve increased awareness of the Climate Change Declaration, Sustainable Development and implementation of SEA, resources and skills will require to be reviewed, and the Council advised of the adequacy of resources.

Staff implications

The staff resources for energy efficiency, waste and transport are reported in other priorities. At present there is limited staff resource for pursuing other aspects of strategic Sustainable Development, Climate Change Declaration or SEA.

Lead Officer

Development Services Manager

PRIORITY 5.2

Direct Services – Roads Maintenance

Sustainable Development - Progressing Asset Management

What will we do to address this priority

Links to other Plans

- Progress, through the development of asset management plans for those assets that are held under the Direct Services portfolio, the Council’s Objectives;
 - (i) to ensure that our assets are fit for purpose in terms of condition, sufficiency, suitability and accessibility.
 - (ii) to ensure that our asset use demonstrates best value in terms of running costs and environmental impact.
 - (iii) to ensure that our asset management processes reflect good practice.

- This will include assessing the separate Codes of Practice for Highway Maintenance Management, Highway Structures and Street Lighting published during 2005, that give a much greater prominence to asset management and risk management.

Community Planning Theme
 “Protecting and Enhancing
 the Environment”
 Corporate Asset
 Management Plan (Aims &
 Objectives)

Expected Outcomes / Success Criteria

Timescale

- Contribute to work being undertaken through SCOTS (Society of Chief Officers of Transportation in Scotland) to promote development of a common Asset Management Framework for Roads
- Whole life costing principles used to inform the capital bidding process for vehicles and plant for 2008/09
- Prepare schedule of Depot facility requirements based on operational needs, condition surveys and financial considerations
- Purchase or lease an asset management ICT system for Roads (subject to funding)
- Develop and start to implement a plan to migrate to full use of the asset management ICT system (see above)
- Undertake a gap analysis and report to Committee on a programme (scheduled tasks, resource requirements, etc) for the development of a Roads Asset Management Plan

Ongoing

August 2007

September 2007

December 2007

December 2007

March 2008

- Service level agreements agreed with major users of Fleet

March 2008

Resources

Following an unsuccessful Stage 2 bid to the Efficient Government Fund, all Scottish Local Authorities have agreed to progress, through SCOTS, a lesser objective – that of development of a common roads asset management framework – by employing a jointly funded consultancy to develop the framework and to support Councils thereafter in developing their individual Roads Asset Management Plans (RAMPs). To make good progress in Moray will depend not only on existing resources being freed up to pursue this objective through changes in working practice, but it will also require the allocation of specific resources (staff and ICT systems), the funding for which has yet to be identified.

All other projects will be funded from existing staffing and service budgets.

Staff Implications

To be undertaken using existing staff resources but see Resources above.

Lead Officer

Head of Direct Services

Continuous Improvement

1. EFQM

As part of the environment of continuous improvement, self-assessment through the European Foundation for Quality Management model (EFQM) is conducted regularly throughout the Department. Outcomes of these reviews lead to improvement priorities in future plans, or into Best Value Reviews. It is intended that an EFQM exercise will be carried out on a three year rolling programme across all activity analysis service areas.

2. BEST VALUE REVIEWS

Over the past year the following progress has been made in Best Value Reviews (BVR);

Building Cleaning

The Building Cleaning review was completed and scrutinised by the Efficient Government Working Group in 2006. A full Option Appraisal was presented to the Service Development Group on 4th December 2006, where an Improvement Plan for future service delivery, projecting an annual saving of £100,000, was approved.

The Improvement Plan was subsequently approved by the Policy and Resources Committee on 17th January 2007, and the projected savings agreed under the Financial Plan 2007 to 2010, at Full Council on 8th February 2007.

The Improvement Plan will be implemented in 2007/2008 following full consultation with the Trade Unions.

Catering Services

The first phase of the Catering review was presented to the Efficient Government Working Group on 25th January 2007, who agreed that the service should proceed to the Option Appraisal stage.

The Options for future service delivery have been identified and are being scrutinised by the Efficient Government Working Group prior to detailed costings being calculated.

Staff resource issues and awaiting the outcome of the Meals on Wheels BVR have delayed progress with the review. A new Schools (Health Promotion and Nutrition)(Scotland) Bill is pending, and this may cause further delays to completing the review in relation to the school meals service. The target date for completion of this review is now October 2007.

Harbours

During 2006, the Harbours Best Value Review was considered by Corporate Management Team, the Efficient Government Working Group, the Service Development Group and the Policy & Resources Committee. The decision was taken to advertise for expressions of interest by third parties in joint working with the Council, and this process is currently underway. During 2007/08 the process will be concluded and reported to the Service Committee. This will further inform the Service Improvement Plan prepared as a result of the review. Target date for full implementation is March 2008.

Fleet Services

Fleet Services BVR was presented to A&PR Committee on 14 June 2006 (item 3 of Minute). The Action Plan was approved and is now being implemented following the appointment of a new member of staff to a long-term vacancy.

3. Efficiency Reviews

Car Parks

An Efficient Government Review is scheduled, in accordance with the Corporate Best Value Programme, for completion during 2007/08, and appropriate resources have been allocated to ensure that this target is achieved.

Timetable for 2007/08

Service Area	Target for Completion
Car Parks – Phase 1 review	Initial report - June 2007 Final report - October 2007
Car Parks – Phase 2 review	March 2008