



REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMITTEE ON 2 JUNE 2015

SUBJECT: PERFORMANCE REPORT (DIRECT SERVICES) – HALF YEAR TO MARCH 2015

BY: ACTING CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT, PLANNING & INFRASTRUCTURE)

1. REASON FOR REPORT

- 1.1 The purpose of this report is to outline performance of the service for the period from 1 October 2014 to 31 March 2015.
- 1.2 This report is submitted to Committee in terms of Section III (F) (33) and (34) of the Council's Administrative Scheme relating to developing and monitoring the Council's Performance Management Framework for Economic, Development and Infrastructure Services and contributing to public performance reporting.

2. RECOMMENDATION

2.1 **It is recommended that Committee:-**

- (i) scrutinises performance against Economic Development, Planning and Infrastructure Performance Indicators, Service Plan and Complaints to the end of March 2015 as outlined;**
- (ii) welcomes good performance as indicated in the report;**
- (iii) notes the actions being taken to improve performance where required;**
- (iv) approves the changes to the Direct Services' performance indicators which are reported to this committee**

3. BACKGROUND

- 3.1 The Policy and Resources Committee, at its meeting on 27 April 2010, approved the development of a Performance Monitoring Statement document which provides the supporting information for the Performance Management Framework (Para 12 of the minute refers). This half yearly performance

report refers to the data held within this document.

- 3.2 In Section 5 of this report, codes for Performance Indicators and Service Plan Actions appear in brackets beside the relevant text in order to reference the items in the Performance Monitoring Statements.
- 3.3 For most of the national benchmarked indicators there is no 2014/15 data from other authorities to allow comparison. This data is due to be published in December 2015.

4. **SUMMARY OF PERFORMANCE**

Performance Indicators

- 4.1 The tables below summarise performance: –

Service	No. of Indicators	Green Performing Well	Amber Close Monitoring	Red Action Required	Annual/Data Only
Consultancy	5	2	2	0	1
Environmental Protection	14	2	1	0	11
Roads Maintenance	16	10	1	3	2
Transportation	20	13	1	2	4
Total	55	27 (49%)	5 (9%)	5 (9%)	18 (33%)
Total - reporting period	37	73%	14%	14%	

- 4.2 Performance against indicators relevant to the reporting period is presented across four service areas and involves 37 indicators. 27 indicators are regarded as performing well, five require close monitoring, and five need action if the target is to be met.

Service Plan

Number of Actions	Expected by end quarter 4	Actual by end quarter 4	Overdue at end quarter 4
44	44	28	16

- 4.3 At the end of the reporting period all of the 44 actions in the Service Plan were due for completion. 28 actions were completed and 16 actions are overdue. Overall, and including progress against actions not completed, the Service Plan was 78% complete at the end of the reporting period

Complaints

- 4.4 Forty nine complaints were received by Direct Services during the reporting period. In quarter three there were 25 complaints and in quarter four there

were 24 complaints. Over the half-year reporting period one (2%) was upheld and two (4%) were part upheld.

5. PERFORMANCE ANALYSIS

5.1 Areas of good performance

Environmental Protection

5.1.1 In quarter four 64% of children in primary school, on average, took a school meal (ENVDR071) Free school meals for primary 1-3 was introduced nationally in January 2015. 75% of Moray's p1-3 pupils took school meals in quarter four. Also in quarter four, 53% of pupils in p4-7, on average, took a school meal which is better than the previous best result for all primary pupils. Approval for a new indicator to measure p1-3 meal uptake is being requested in appendix 1 of this report.

Roads Maintenance

5.1.2 The condition of Moray's roads was again ranked in the top quartile nationally in 2014/15. Moray has been in the top quartile for each of the last nine years. For the overall condition of roads Moray was ranked 5th. The ranking of the individual classes in the roads network, in 2014/15, is shown below.

- A class roads - 6th
- B class roads - 1st
- C class roads - 4th
- Unclassified - 8th

Transportation

5.1.3 There was an increase in the annual net income, after maintenance expenses, reported from car parks (Envdr233) for 2014/15. The income generated was £611k against a target of £570k. This is mainly attributed to the amount of maintenance carried out cost £42k less than was projected at the beginning of the year. The reduced maintenance figure was due to difficulty in sourcing the appropriate lights for Batchen Street and Leys Road. These projects have been carried forward to the 2015/16 financial year. Hence, when the future costs of these projects are included, the net income for 2014/15 from car parks remained at approximately the same level as in 2013/14.

Service Plan

5.1.4 The inspection company SGS looked at Direct Services' processes over 17 to 19 November 2014 and found no non-compliances with procedures. Also the internal quality audits were carried out between August and November 2014. Hence the action to ensure that processes are controlled and managed effectively (Direct14-D1) was successfully completed.

5.1.5 Consultancy have completed arrangements to support staff under training (Direct14.C4i). Quarterly meetings are now operational.

- 5.1.6 Free school meals have been introduced for children in the first three years of primary school (Direct14.EP2c) from January 2015. A great deal of work has been done to manage this introduction seamlessly, including recruiting additional staff. As mentioned above in 5.1.1 the first results are good for the uptake of meals.
- 5.1.7 Good progress has been made to promote active travel in Moray's towns (Direct14.T1a)
- An award of £83,328 has been made through the Smarter Choices Smarter Places programme, which will be match funded to give a total value of £166,656 for behaviour change measures that result in more Active Travel journeys throughout Moray.
 - Funding through the Bus Improvement Fund will deliver a new Bus & Bike service starting on April 20th. It will run for 2 years and will introduce new services between:
 - a) Elgin to Forres and Findhorn (including the new health centre at Forres), and
 - b) Elgin to Hopeman and Burghead (which includes a new Sunday service).
 - The Give Me Cycle Space Campaign will run at Forres Academy and five of its primary schools this summer.
 - Bids have been made to Sustrans¹ for the 2015/16 Community Links funds.

5.2 Areas of performance identified for improvement

Environmental Protection

- 5.2.1 Because of problems with data retrieval from databases the following performance indicators, from the Waste Management section, could not be populated for the reporting period. The ICT section is presently working on the problem.
- Envdr222 - % of Biodegradable Municipal Waste that is recycled.
 - ENVDR068a The Cleanliness Index score achieved following inspection.
 - ENVDR069 Percentage of total waste arising that is recycled.

Roads Maintenance

- 5.2.2 The savings from Pool Cars (Envdr224) have reduced significantly in 2014/15 from previous years. Savings are calculated at half yearly intervals (H1 and H2). In 2014/15 H1 showed a saving of £125k while H2 showed a loss of £46k. The difference between H1 and H2 is due to the fact that depreciation costs were applied in the second half of the year. Over the whole year the savings were £79k which is a 63% reduction from the previous year 2013/14. There are 2 main reasons for the reduction. Staff travelled 168,000 less miles (12% less) in 2014/15 in pool cars leading to higher costs per mile, and, as the cars are older they are incurring increased maintenance and repair costs. A drop in savings was expected at this point in the vehicles lives but the average of the 3 years recorded still exceeds, by 50%, the original business

¹ Sustrans is an organisation which promotes sustainable transport

case savings target of £1,000 per car per annum. A review of whole life calculations and the reasons for the downturn in staff usage will be conducted.

- 5.2.3 The cost of winter maintenance per kilometre of roads (Envdr227) in 2014/15 increased by £284k (32%) from the previous year. About half of the increase (£148k) is attributable to increased snow blowing of carriage ways (up £56k) and increased snow ploughing of footways (up £66k). Flooding in July, the widespread surface water flooding on the 11th August 2014 and to a lesser extent, tidal and surface water flooding experienced in October resulted in unexpected costs of £60k against the winter maintenance budget. There was a further £22k for dealing with wind damage and oil spills. Dry salt from the new salt barn allows treatments of about a third less weight of salt to cover the same area as covered previously for similar conditions. However because there was more snow in 2014/15, than 2013/14, there were more occasions when higher weight of salt per square metre treatments were ordered as reported to this committee on 7 April 2015 (agenda item 10 refers).
- 5.2.4 The indicator (Envdr231) ‘% of the public satisfied with the Roads Service’ was 53% against a target of 60% in 2014/15. For the third year in a row a Citizens Panel Environmental Services Survey² showed that less than the target of 60% of public are satisfied with the roads service.

	2012/13	2013/14	2014/15
Satisfaction rating	58.5%	51%	53%

Even though Moray’s roads compare very well nationally (see 5.1.2 above) the public perception of the roads service continues to be mixed. In the survey the major causes for dissatisfaction were the speed and quality of pothole repair and problems with drainage.

Transportation

- 5.2.5 The average occupancy of all paid car parks in Elgin (Envdr232) was slightly reduced in quarter four at 48% against a target of 55%. A monitoring survey collected the quarter four data over 13 days starting 23 February 2015. Since this quarterly measurement began two years ago the average occupancy rate has been 52% and the average for the two quarters in the reporting period was also 52%. In order to increase the occupancy rate a new initiative has been introduced at Batchen Lane and St Giles car parks when there will be free parking after 15:00 for a six months trial period. (item 20 of the agenda of this Committee dated 7 April 2015 refers). While the initiative may increase usage it is likely to have an impact on income. The annual net income in 2014/15 from car parks was approximately the same as the previous year (when costs carried over to this financial year are included - see 5.1.3 above).
- 5.2.6 As reported previously (para 13 of the minute of this Committee dated 25 November 2014 refers) the cost per passenger per trip of school transport (Envdr240) is higher in 2014/15 and remains higher than previously reported.

² <http://www.yourmoray.org.uk/EngagementGroup/CitizensPanel.htm>

The cost in the reporting period was 28% higher than the same period last year. The previous methodology used estimated rather than actual data. The Public Transport Unit Manager believes that the methodology used now provides a robust and accurate view of the unit cost per passenger. A change of target for this indicator is being requested in appendix 1.

Service Plan

Direct Services Administration

- 5.2.7 The bulk of the work against the 'Review and rationalization of the depot portfolio' (Direct14.D2) has been done (80%). However it has taken a little longer than expected to progress this. A report is now going to this meeting of this committee to seek approval for depot review.

Consultancy

- 5.2.8 Seven actions in the service plan were not completed because planning permission was refused for the Elgin Western Link Road.
- Direct14.C1ai 'Achieve planning consent' 10%
Planning permission for Edgar Road Section was achieved
 - Direct14.C1aiii 'Obtain consents and approvals' 10%
Consents and approvals were achieved for Edgar Road Section
 - Direct14.C1aiv 'Finalise design with contractor input' 10%
The design was finalised for Edgar Road section.
 - Direct14.C1av 'Undertake value engineering and risk management processes' 40%
A value engineering workshop held in June 2014 and a further workshops was held for Edgar Road. Further progress is not possible without completing the planning process.
 - Direct14.C1avi 'Develop a target cost for acceptance by the Council' 10%
Target costs have been developed for Edgar Road Section.
 - Direct14.C1avii 'Award contract and commence construction' 5%
The Edgar Road Section is at an advanced stage.
 - Direct14.C3ii 'Engage customers, with public events planned for Elgin Western Link Road (post statutory process conclusion), major Flood Schemes and Newmill (2) flood scheme' 75%
There was engagement with customers on all projects except for planned events which depended on the completion of the statutory process for the Western Link Road.
- 5.2.9 The action to acquire the necessary land for the Elgin Western Link Road (Direct14.C1aii) was 80% complete at the end of the reporting period. There is one compulsory purchase order statutory objector left.
- 5.2.10 Outstanding issues with the major flood schemes in Elgin, Forres, and Rothes (Direct14.C2bi) are all but resolved at 97% complete.
At the end of the reporting period all were fully operational with only Elgin being slightly behind.

- 5.2.11 The process of obtaining consents for the second phase of the Newmill Flood Scheme (Direct14.C2bii) is almost complete. The process was delayed a little because of hydraulic modelling uncertainties. The Flood Protection order was considered by this Committee on 7 April 2015 (item 17 of the agenda refers) and was subsequently approved at The Moray Council on 29 April 2015 (item 12 of the agenda refers). There is a statutory 28 days for objections but it is hoped that the matter will come back to the June meeting of the full council when final consent can be achieved and work can start on site in late summer.
- 5.2.12 Producing a business case for the second phase of the Arradoul flood scheme (Direct14.C2biii) has been delayed. Following the flood on 11/08/14 competing priorities were reported to the 25 November meeting of the ED&I committee (para. 6 of the minute refers). A report on Small Flood Schemes went to the 17 March 2015 meeting of the Policy and Resources committee (para. 7 of the minute refers). What is being done at the request of ED&I and P&R, using £150k from reserves, is that JBA Consultants are conducting studies into four areas (Hopeman, Dallas, Portessie, and Arradoul). A report about this will be coming back in autumn 2015.
- 5.2.13 The development of WDM system linked to Government's Digital River Network so that is operational and partially populated (Direct14.C2ci) (25% progress) is awaiting Ordnance Survey/Scottish Government Geographical Information Systems "Water Layer". The "Water Layer" provides details about rivers, watercourses, their width and direction of flow.
- 5.2.14 Resources in Consultancy were affected by a long term staff illness during the reporting period which has delayed progress on the action to manage the planned decline in bridge condition (Direct14.C2civ) – progress 50%. At the end of the reporting period the section was behind programme on bridge inspections.

Roads

- 5.2.15 Work has been postponed on the business case for a salt barn in Dufftown (Direct14.RM2f) due to a staff vacancy.

Transportation

6. The bulk of the work (88%) to procure a study of the A95 route to attract funding from Transport Scotland for road improvements (Direct14.T1e) has been done. The first draft of the study is complete and comments have been returned to Jacobs Engineering, the consultants, for final completion. Discussions are ongoing with HITRANS on a publicity campaign and a submission to Transport Scotland.
7. **Proposed changes to the performance indicators reported to this committee.**

A list of the proposed changes is given in **APPENDIX 1**.

8. **SUMMARY OF IMPLICATIONS**

a) **Moray 2023: A Plan for the Future/Service Plan**

Performance measurement is used to ensure the efficient and sustainable delivery of services to meet the Council's priorities in the Moray 2023: A Plan for the Future.

b) **Policy and Legal**

The Council has a statutory requirement to publish a range of information that will demonstrate that it is securing best value and assist in comparing performance both over time and between authorities where appropriate.

c) **Financial implications**

None.

d) **Risk Implications**

None.

e) **Staffing Implications**

None.

f) **Property**

None.

g) **Equalities**

An Equality Impact Assessment is not needed because the report is to inform the Committee on performance.

h) **Consultations**

The Head of Direct Services was consulted regarding the content of this report and is in agreement with the content.

9. **CONCLUSION**

- 9.1 **73% of Direct Services' performance indicators, at the end of 2014/15, showed good performance. The service plan overall for 2014/15 was 78% complete.**

Author of Report: Bob Ramsay

Background Papers: Held by Bob Ramsay, Research & Information Officer

Ref:

APPENDIX 1

Proposed changes to the performance indicator suite reported to this Committee

PI Code	Short Name	Target	Proposed Change for 2015/16
Envdr209	% of projects costing less than £100k that were within target budget	90%	Remove as will be summarised by the proposed replacement below
Envdr210	% of projects costing more than £100k that were within target budget	90%	
New PI	% of projects that were within target budget	90%	New PI to replace Envdr209 and Envdr210 above
Envdr211	Food cost per school meal (Primary School)	£0.80	Target added to this data only PI
Envdr212	Customer Satisfaction rating of Building Cleaning & Catering services	72%	Target added to this data only PI
ENVDR071	% Primary School Pupils taking School Meals - Uptake in Primary School Meals	60%	Raise target to 60% from 46%
New PI	% Primary School Pupils taking School Meals - Uptake in Primary School Meals for Primary 1,2 &3	75%	New PI to measure the success of the introduction of free school meals for p1-3
Envdr214	Cost of parks and open spaces per 1,000 population	£15,000	Reduce the cost target to £15k from £20k (Scottish Average £30,700 in 2013/14)
Envdr215	Percentage of adults satisfied with parks and open spaces	75%	Target to change to 75% the value in line with trend from the Citizens Panel Survey (from 80%)
Envdr220	Percentage of adults satisfied with refuse collection	93%	Target raised from 90% in line with trend from the Citizens Panel Survey
Envdr221	Percentage of adults satisfied with street cleaning	58%	Target added to this data only indicator (the target is in line with the Citizens Panel Survey 2015)
Envdr222	% of Biodegradable Municipal Waste that is recycled	60%	Remove as the PI below (Envdr069) gives detail about recycling and it is proposed to increase the frequency of recording
ENVDR069	Percentage of total waste arising that is recycled	60%	Add quarterly collection
New PI	% of Waste diverted from landfill	58%	New PI (58% is the target for 2017 given in the 2023 Plan)
Envdr223	Unit cost per vehicle and plant maintenance (weighted)	£205	Target added to this data only indicator
ENVDR130g	% of pool cars achieving target mileage (quarterly average 3,000 per deployed vehicle)	N/A	New quarterly PI to give committee more information on Pool Cars
Envdr226	Cost of reactive maintenance per kilometre of roads	£180	Remove target and make data only because there is only a limited amount money that can be spent
Envdr227	Cost of winter maintenance per kilometre of roads	£900	
Envdr228	Cost of planned and routine maintenance per kilometre of roads	£825	
Envdr229	Cost of maintenance per kilometre of roads	£1,000	

PI Code	Short Name	Target	Proposed Change for 2015/16
Envdr230	Road Assets -% depreciation of asset value as a percentage of the previous year (allowing for inflation using the Construction Industry inflation figure)	98%	Remove and replace with new PI immediately below.
New PI	Road Assets -% Ratio of Depreciated Replacement Cost to Gross Replacement Costs of assets (degree to which assets have not been used up)	98%	New PI to replace Envdr230 above. Created in attempt to make it clearer what the effect depreciation has on the value of assets.
SRL1a	Percentage of A class roads that should be considered for maintenance treatment	29%	Change the target to the latest published Scottish Average 29% 2013/14
SRL1b	Percentage of B class roads that should be considered for maintenance treatment	35%	Change the target to the latest published Scottish Average 35% 2013/14
SRL1c	Percentage of C class roads that should be considered for maintenance treatment	36%	Change the target to the latest published Scottish Average 36% 2013/14
SRL1d	Percentage of unclassified roads that should be considered for maintenance treatment	39%	Change the target to the latest published Scottish Average 39% 2013/14
SRL1e	Overall percentage of road network that should be considered for maintenance treatment	37%	Change the target to the latest published Scottish Average 37% 2013/14
Envdr240	Gross unit cost per passenger per trip of school transport	£3.60	Cost target raised from £2.70 (in line with data for 2014/15. New calculation was changed to reflect actual costs rather than estimates)
Envdr241	Net unit cost per passenger per trip of the Dial-A-Bus Service	£5.00	Target added to this data only PI in line with 2014/15 data
ENVDR074a	% of Category A (Householder and minor developments) planning applications returned to planning department within target time of 10 working days or receiving all relevant information	88%	Remove as detail is summarised by the proposed replacement below
ENVDR074b	% of pre-application cases (major) responded to planning department within target time of 15 working days of scheduled meeting with developer	100%	
ENVDR074biii	% of category B (major developments) planning applications returned to planning department within target time of 20 working days of receiving all relevant information	100%	
New PI	% of planning applications returned to the planning department within target time	100%	New PI to summarise the three PIs above for which the proposal is to remove
ENVDR074dv	% of Local Review Board (LRB) notifications returned within 10 working days in the period	100%	Remove as is invariably 100%.
New PI	Number of cycle journeys made on shared use/national cycle network within Moray.	97,000	New PI. In line with the 2023 plan to promote active travel.
New PI	Number of primary schools participating in Bikeability Level 2	No target	New PI. In line with the 2023 plan to promote active travel.
New PI	Number of schools participating in Hands-Up Survey	No target	New PI. In line with the 2023 plan to promote active travel.