

REPORT TO: ENVIRONMENTAL SERVICES COMMITTEE ON 20 FEBRUARY 2008

SUBJECT: PROGRESS REVIEW AGAINST PERFORMANCE INDICATORS, SERVICE IMPROVEMENT PLAN, REVENUE AND CAPITAL BUDGETS FOR PERIOD OCTOBER 2007 TO DECEMBER 2007

BY: DIRECTOR OF ENVIRONMENTAL SERVICES

1. REASON FOR REPORT

1.1 The reason for the report is to: -

- (a) Advise the Committee on the progress made against the targets laid down in the Environmental Services Service Improvement Plan;
- (b) Provide the Committee with an update of Service performance against some of the performance Indicators relating to this department;
- (c) Advise the Committee on progress against annual revenue budgets;
- (d) Advise the Committee on progress of Capital Schemes
- (e) Provide the Committee with an overview of complaints and,
- (f) Advise the Committee of any 'Good News' stories.

1.2 This report is submitted to Committee in terms of Sections E(1) - E(48) of the Council's Administrative Scheme

2. RECOMMENDATION

The Committee is requested to:

2.1 scrutinise and note the progress made against the targets laid down in the Environmental Services Service Improvement Plan and amendments to targets as a result of external influences outwith the Services' control.

2.2 scrutinise and note the update of Service Performance regarding the Performance Indicators relating to the Environmental Services Department.

2.3 scrutinise and note progress against departmental budgets.

2.4 note the effect that staff recruitment problems are having on performance and service delivery.

3. BACKGROUND

3.1 The Environmental Services Service Improvement Plan was approved in principle for adoption on 15 August 2007 (para 7 of the Minute refers). The

plan lays down the priorities for the forthcoming year and forms part of the Council's Performance Management Framework. Priorities contained within the plan are linked to corporate priorities listed in the Corporate Development Plan, where appropriate.

- 3.2 Statutory and other Performance Indicators provide further assessment of Service delivery against set targets and also form part of the Performance Management Framework. Targets were approved at this committee on 10 October 2007 (para 15 of the Minute refers). It was also agreed at this meeting that appendices to the report would be made available in the Members library (appendices para 14 (iv) of the minute refers).
- 3.3 Revenue monitoring reports are submitted in accordance with the Financial Regulations section 2.13.

4 Executive Summary of Performance

4.1 2007/8 Service Improvement Plan (see appendix 1)

	Total	Expected by end quarter 3	Actual by end quarter 3	Percentage due and completed on target
Themes	5	0	0	None due
Priorities	9	0	0	None due
Targets	40	14	5	36%

Five targets were achieved and nine were not achieved. The nine targets not achieved relate to the Elgin Flood Alleviation Scheme (1 target - see 5.1.1), the Rural Regeneration Strategy (1 target – see 5.1.3), the Developing the Local Economy / Working With Business Strategy (3 targets – see 5.1.4 to 5.1.6) and Sustainable Development (4 targets – see 5.1.7 to 5.1.10). One other target is slipping and is unlikely to be achieved in quarter 4 as planned. This is explained in 5.1.2. The remaining priorities are progressing on target at this stage.

4.2 Performance Indicators (see appendix 2)

Service	Number of PIs	Green - Performing well	Amber - Close Monitoring	Red - Action Required
Development Services				
Building Standards	5		5	5 (note 5.2.1)
Development Control	3	1	1	1 (note 5.2.2)
Environmental Health	7	5	1	1 (note 5.2.3)
Planning & Development	2	2		
Trading Standards	6	3	3	
Direct Services				
Emergency Planning	3	1	1	1 (note 5.2.19)
Property Services	4	2	2	
Consultancy	5	5		
Environmental Protection	13	13		
Roads Maintenance	17	16		1 (note 5.2.11)
Transportation	30 (including 6 nil entries)	14	3	8 (notes 5.2.13 to 5.2.18)
Total	101 (6 nil entries)	62 (65%)	16 (17%)	17 (18%)

Annual indicators reported previously, at the end of the financial year 2006/07, are not included in the totals. In Transportation there were 5 indicators where there were no occurrences of the activity so are shown as a nil entry. The indicator proposed for monitoring public utilities / construction sites through ad-hoc inspections during road works to assess reinstatement and site safety has had to be put on hold as the rules are changing with effect from 1st April 2008 so it is proposed to commence collation from that date.

4.3 Revenue Budgets (see appendix 3)

Service	Annual Budget £000s	Budget YTD £000s	Actual & Comm £000s	Variance £000s	Variance %
Development Services	4,012	2,492	2,234	258	6%
Direct Services	20,507	13,119	11,172	1,947	9%
Total	24,519	15,611	13,406	2,205	9%

The totals can be further analysed as shown below.

Service	Budget areas	Number within 5% of expected	Number within 10% of expected	Number greater than 10% of expected	Number projected to deliver within year-end budget
Development Services	10	5	0	5 (see 5.2.1, 5.2.2 & 5.2.4)	10
Direct Services	19	3	3	13 (see 5.2.5 to 5.2.18)	19

Overall the service is 9% under budget as of quarter 3 end.

4.4 Capital Scheme Progress

	Vehicle Plant and Equipment	Land and Buildings	Infrastructure	Total
Total No of Projects	8	7	40	55
Complete – within budget	1		1	2 (4%)
On target – time and budget	5	3	21	29 (53%)
Slipped - will be completed this financial year		1	1	2 (4%)
Slipped – will not complete this financial year	1	2	10	13 (23%)
Postponed	1		4	5 (9%)
Not yet scheduled to start		1	3	4 (7%)

Two projects have slipped but are anticipated to be completed in this financial year. There are 13 projects that have slipped and are not expected to be completed this financial year. Details of these projects are included in Appendix 4.

4.5 Complaints

Number of complaints received	Development Services		Direct Services		Total	
	Quarter	Total	Quarter	Total	Quarter	Total
General Stage 1	9	32	6	25	15	57
General Stage 2	2	4	1	3	3	7
MSP	13	24	8	25	21	49
Councillor Stage 1				1		1
Councillor Stage 2		1				1
Ombudsman	1	4	1	1	2	5
Total	25	65	16	55	41	120

Progress against targets	Development Services		Direct Services		Total	
	Quarter	Total	Quarter	Total	Quarter	Total
Percentage of complaints acknowledged within 3 days (Target = 100%) ¹	84% (21 of 25)	85%	94% (15 of 16)	93%	88%	88%
Percentage of complaints responded to within 20 days (Target = 85%) ²	94% (17 of 18, 7 pending)	90%	93% (13 of 14, 2 pending)	85%	94%	87%
Percentage of complaints part upheld or fully upheld	8% (1 of 12, 13 pending)	4%	7% (1 of 14, 2 pending)	9%	8%	7%

¹ – Corporate targets were revised to 100% acknowledged within 3 days at Policy Committee 19 December 2007.

² - Corporate targets were revised to 85% responded to within 20 days at Policy Committee 19 December 2007.

Acknowledgement times for quarter 3 are below target for both Development and Direct Services. This relates to 5 complaints out of 41 which were acknowledged after the 3 day deadline. All 5 of these complaints were received and acknowledged by the Chief Executive's Office. Both Services are exceeding targets for response times.

4.6 Good News

- 4.6.1 Environmental Health - a new strategy was introduced during the quarter to engage with the lowest risk (category E) food businesses. This alternative strategy consists of a food safety questionnaire, which requires completion by the operator. A total of 246 premises are involved. The questionnaire will be assessed and will be followed up by an inspection where necessary, and is intended to allow the Service to check low risk premises while focussing resources on the inspection of high-risk premises.
- 4.6.2 Environmental Health - all submitted licence applications for skin piercing and tattooing activities were issued during the quarter. The public should be confident that operators of such businesses are now complying with strict hygiene procedures and practitioners must display their licence and photographs of suitably trained staff.
- 4.6.3 Planning and Development – The Local Plan Inquiry was completed ahead of schedule in December.
- 4.6.4 Planning and Development – The service has been promoting local tourism and business by helping to stage the recent two-day Moray Winter Festival in November.
- 4.6.5 Planning and Development – The Environmental Forum arranged a showing of the film "An Inconvenient Truth" before Christmas for all staff and Members in order to help raise awareness of climate change issues.
- 4.6.6 Trading Standards – The Service has completed an initiative against the sale of cigarettes and 18-rated videos to underage buyers, with the result that five reports on alleged illegal sales have been submitted to the Procurator Fiscal. A further report has been made alleging offences of trading in second-hand cars without the required licence and breaching of the Fair Trading Act. All the reports are pending.
- 4.6.7 Trading Standards – The Service received 63 complaints from the public about being misled over doorstep collections of clothing for charity. Close working with the Police and media has resulted in effective public warnings on how to ensure donations are directed to genuine charities.
- 4.6.8 The price of crude oil and reducing availability of bitumen is pushing up the cost of road surfacing materials resulting in above average construction inflation. As a result of efficient working practices Roads Maintenance DLO are so far managing to absorb these pressures without detriment to planned resurfacing and other programmes in 2007/08.
- 4.6.9 Moray Council is on the shortlist for the Local Authority Partnership Award following the work undertaken by the Waste Management section. This award is from the Community Recycling Network for Scotland (CRNS) and the results will be known on 11 March 2008.

4.6.10 New Masterbill Elite Billing software for use in Property Services has been purchased from the corporate ICT budget and staff training is to be held March 2008. Masterbill are market leaders for specialist Quantity Surveying software and the Elite package will be more efficient for production of tender documents and will facilitate easier electronic tendering in line with Efficient Government targets.

5. Comments on Exceptions

5.1 Service Improvement Plan (SIP)

5.1.1 SIP reference 1.4 – Delivering Effective Flood Alleviation, Elgin Flood Alleviation Scheme.

The planning application for the Elgin Scheme was registered on 21st January 2008.

5.1.2 SIP reference 3.1.1 – Local Transport Strategy, Prepare the second Moray Local Transport Strategy.

Various options for strategy direction have now been received from the consultants are subject of a separate report to this committee. Once the preferred direction for the strategy is determined then an amended timescale for production of the Transport Strategy will be identified.

5.1.3 SIP reference 4.1.2 – Developing the Local Economy and Working With Business, Rural Regeneration.

A business plan is to be submitted in May 2008. The target for this action requires to be amended to be completed in May 2008.

5.1.4 SIP reference 4.2.2 - Developing the Local Economy and Working With Business, Understanding of business community needs to help direct and improve regulatory services, including more co-ordinated approach to dealing with major development proposals.

Initial 'protocol' discussions were tabled for Development Plan / Development Management co-ordination of major proposals and applications during December 2007 and January 2008. However, this action is ongoing and the target requires to be amended to be completed in March 2008. A meeting with local business leaders is to take place on 11 February.

5.1.5 SIP reference 4.2.3 - Developing the Local Economy, Feasibility Study for Elgin Town Centre as the Primary Arts / Culture / Civic Centre between Inverness and Aberdeen.

Discussions between Highlands and Islands Enterprise (HIE), Moray College, the National Health Service (NHS) and The Moray Council (TMC) were held during November 2007. A scoping exercise for more detailed studies is to be undertaken and this is likely to extend to a wider area than the town centre to include college expansion, student accommodation, NHS services and co-location of HIE / TMC services for Business Gateway and one-door approach to economic development. The target for this action requires to be amended to be completed in March 2008.

5.1.6 SIP reference 4.2.4 – Developing the Local Economy, Feasibility study for the Barmuckity Business Park.

The remit for Consultancy appointment was instructed by the partners in November 2007. SEPA withdrew their objection to the business park designation in the Local Plan in November 2007. The Local Plan Inquiry considered an alternative site promoted to the south of Elgin during December 2007. The target for this action requires to be amended so that an initial scoping brief for further studies is carried out to be completed in March 2008, but further work will be dependent on the outcome of the Reporter's findings on the Public Inquiry, which will not be available until around June.

5.1.7 SIP reference 5.1.1 – Implement policies and guidance, Scotland's Climate Change Declaration Action Plan approved.

Work has commenced. It was intended to provide an update on progress to the Policy Committee on 24th October. However, other workload priorities have delayed this. It is the intention to report back to the Policy Committee on 5th March. The subject has been discussed at the Community Planning Environmental Forum, and assistance from partners will help develop the Action Plan. The target for this action requires to be amended to be completed in March 2008.

5.1.8 SIP reference 5.2.3 – Progressing Asset Management, Prepare schedule of Depot facility requirements.

Progress is being made. The review group met and now managers are collecting data on asset uses and performance and will consider the impact on services of different potential options by reviewing requirements for asset facilities in terms of their condition, suitability, function and strategic location. Proposals from the review will be reported to the Asset Management Working Group. The target for completion requires to be extended and will be influenced and determined by the requirements of the corporate shared services review.

5.1.9 SIP reference 5.2.4 - Progressing Asset Management, Purchase or Lease an asset management ICT system for Roads

The process has taken longer than anticipated due to the high volume of interest in the tender. A pre-qualification questionnaire has been issued to 20 interested parties and it is anticipated that this element of the process will be completed by March 2008 or early in the new financial year.

5.1.10 SIP reference 5.2.5 - Progressing Asset Management, Develop and start to implement a plan to migrate to full use of the asset management ICT system.

Work on this element will commence following award of the contract referred to in 5.1.9 above. The implementation plan will be produced in partnership with the successful supplier to a realistic timetable. As a result of the delays in the initial phase, the target for this project requires to be amended to June 2008.

5.2 Revenue Budget and Performance Indicators

5.2.1 Development Services – Building Standards. Performance for processing new applications has decreased for all five indicators as a result of the Service working to clear a sizeable backlog of applications accumulated during quarters 1 and 2.

One officer has been on sick leave since mid-October and a second officer left the Authority during December. The workloads of these officers have been re-assigned as necessary to ensure that the standard of service provided to the public is maintained as far as this is possible. This action has however increased the burden on all staff and has contributed to the present level of performance.

As a result of prioritising the backlog of applications over 100 delayed applications have been cleared from the system, although it was realised that this would impact on performance figures for the quarter. However, since the majority of the backlog cases have now been completed, it is considered that, barring any further issues, steady progress will be made during quarter 4 to improving response times for new applications.

Although the post that became vacant in December has been advertised, no qualified Building Standards Officers were attracted to the vacancy. However, the post will now be filled on 1st May. The new officer will require training before undertaking the full range of Building Standards duties.

A seminar was held on 28th January with local agents to discuss and raise awareness of the current situation and planned solutions. Agents will be contacted to raise issues about submissions of applications and amended plans, and the Department will investigate opportunities for reducing time spent on repeat submission of plans.

The Service is £133k under budget. £28k of this is a saving from the vacant Building Standards Officer post. £108k is from additional Building Control fee income. A £3k overspend on travel costs has been incurred due to the high volume of applications received.

5.2.2 Development Services – Development Control. Planning application decision times are below target for the “non-householder within two months” category. The Service is subject to numerous external factors which are generally outwith the control of the case officers but which can impact significantly on processing times. These include the response times from statutory consultees, from applicants and agents and the increasing number of issues to address in each application. A programme has been put in place to analyse and address these issues, and to try to exert more control over this key element of the process.

Staff vacancies caused by sick leave and general staff turnover have impacted upon performance. There is still a vacant post but recruitment has failed to attract suitably qualified and experienced applicants. This has led to posts either remaining unfilled or else being filled with applicants who are required to undergo lengthy training periods. Three new members of staff were recruited and trained during 2006/07 and 2007/08 but all three have since left the Service for reasons outwith the Service's control. Performance has shown a slight improvement over 2007/08 (quarter 1 = 44%, quarter 2 = 47%, quarter 3 = 49%).

The service is £95k under budget due to savings on staff costs against budget and income from the high number of planning applications.

5.2.3 Development Services – Environmental Health. Performance is below target for food safety inspections in the “all other premises” category. As noted in section 4.6.1 above, category E premises which also fall within the description of “all other premises” will be assessed by questionnaire and follow-up inspection where necessary. This will allow priority to be given to higher risk premises. Staff resources to assist Food Safety inspections will be addressed as part of the Council's budget for 2008-11.

5.2.4 Development Services – Planning and Development. The service is showing a £67k overspend on Development Plan printing and Hopeman Harbour Pontoons. Permission to overspend was granted by The Moray Council on 4 July 2007 (Para 18 of the Minute refers).

The service is showing a £41k variation for Moray Training Administration. £10k income is due from the European Union Skillsup project (this project covers SVQ Care training). However, a reduction in income is anticipated due to changes to the New Deal and Training for Work contracts but Moray Training is seeking alternative contracts and methods of income.

The Business Support / External Funding budget is fully committed but, as payments are yet to be made, the section is showing an apparent underspend of £124k.

5.2.5 Direct Services – Moray Training Squads

This service is underspent by £15k to date due to savings on transport and training costs.

5.2.6 Direct Services – Building Cleaning and Catering.

The main element of under spend is £78k on the kitchen/dining area upgrading works which are currently ongoing with a completion date of the end of the financial year. The balance of the variance results from a number of compensating operational matters such as a reduction in sickness/ additional hour payments and additional income for Building Cleaning against ever increasing food costs in Catering. All products are going up e.g. fresh meat by 10%. The uptake in school meals is above target as expected during the winter months. The cumulative position is slightly under target and this is reflected in the income from the Catering Service being under projected budget.

5.2.7 Direct Services – Property Services

Property Services received more of the interim fees than originally anticipated by the end of December and that along with staff vacancies has resulted in a large variance. Whilst performance is currently on target continuing issues with staff vacancies and cover for staff illness may impact on service performance over the next quarter, although every effort is being made to recruit staff or use consultants.

5.2.8 Direct Services – Waste Management

The apparent under spend is in the main due to a mismatch of budgeted and actual staff costs. This is being reviewed with accountancy and will be rectified in due course. In addition, a grant claim of £124k to the Strategic Waste fund is outstanding. The service is maintaining good levels of cleanliness and recycling rates remain above target at a cumulative rate for the year of 45.8%.

5.2.9 Direct Services – Lands and Parks/Countryside Amenities/Access

The variance is due to awaiting Grant income for the Moray Quality of Life Paths Project, the Speyside Way and Ranger Services.

5.2.10 Direct Services - Roads Admin and Management. Expenditure was £46k over budget to date however this is mainly due to insurance excess payments of £17k for which there was no budget and which the service has no control over. In addition there was a refund of rental to Haskoning of £17k, which had been charged in error.

- 5.2.11 Direct Services - Fleet Management. Income is higher than budgeted as income is being generated from vehicles previously “owned” by other services and classed as “non hire”, which are now classed as “hire” vehicles. Budgets have been adjusted and Fleet services now bears the respective budget for depreciation costs with the previous “owning” services having an adjustment for increased hire charges. The costs of depreciation will not be charged until the year end so in effect the expenditure is understated by £282k to the end of December. Overall the service is performing well and meeting targets although there was a slight anomaly in Light Goods Vehicles performance due to the small number of vehicles put for MOT in the quarter. The indicator is on target over the year to date and staff are working to maintain this performance.
- 5.2.12 Direct Services – Winter Maintenance and Emergency Works. The need to treat roads has been fairly constant since before Christmas however the actual to date is less than budgeted to date at the end of quarter 3 because not all expenditure is through the ledger yet. At this time it is difficult to predict the year end position.
- 5.2.13 Direct Services - Public Transport Unit.
Performance has been well below target due to vehicles being off the road awaiting parts for repairs. New buses supplied to the Council are more complex than previous vehicles, and the supply of some spare parts has proved difficult to source. This is the first quarter the data has been collated and processed for the indicator and it is felt that further development work is required to make the intention of the indicator clearer and more robust.
- 5.2.14 Direct Services - Roads Transportation. The service is showing an underspend variance of £275k. Internal recharges for staff time that have not been processed to date amount to £140k. There was an issue when the Council’s bank terminated the contract with a local company for collection and counting arrangements. This resulted in a significant period of three months where the function had to be carried out by admin staff, which increased the internal staff recharge. Staff vacancies have resulted in a £160k variance to date and this lack of staff resources has affected performance; in particular, the target for returning planning applications to the planning department within 14 days has not been achieved as the section continues to have one vacancy from a team of two officers. The vacancy was advertised however there was a very poor response. The section manager is therefore considering options on how to resource the critical staffing problem in this area. As part of this process Consultant Engineers have been appointed to deal with part of the backlog and with this assistance, figures should begin to show some improvement in performance during Q4. The cost of appointing the consultants is not through the ledger and will be offset against the budget for the vacant posts.

Response time to Traffic Enquiries has fallen behind the target of 14 days. 27 enquiries have been made this quarter, 6 are still open, and a number have involved arranging meetings with the parties involved and have therefore not been completed within 14 days. However, the average length of time for the initial investigation of all the enquiries is 14 days. This section has 3 vacant posts and in the circumstances this performance is better than expected. Re-advertisement of vacancies to be carried out in February.

5.2.15 Direct Services – Car Parks. Income is down £55k against budget as the income for December is not reflected in the figures. This is why the percentage variance against budget is higher than target at 18%. If the income had been banked the percentage variance would be 3%.

5.2.16 Direct Services – Harbours. The underspend of £42k to date is largely due to repairs and maintenance being less than the phased budget by £31k although the budget is fully committed. Staff recharges are £12k over to date along with an increase of £4k on staffing for sickness cover. The rates figure is under budget by £16k. It is anticipated that the service will come in on budget.

5.2.17 Direct Services - Dredger. The Dredger has a variance of £7k on budget which is largely due to a reduction in transport costs due to it being in dock for three months at the start of the year, and £15k additional income which will offset the additional staff recharges and costs for sickness cover. Despite having a full programme of works to undertake there were 31.5 days lost in the third quarter (including 2 days due to poor weather and 3 for emergency repairs to the hull). The remaining days were lost due to other repairs including a repair to both the dredge suction engine and the crane. This meant that the targets for % fee earning days against available days and Number of days working for external Port Authorities were not achieved. Internal work (i.e. in Moray Council harbours) has been delayed to allow external works delayed in third quarter to be carried out. The dredger still has a full programme of works until the end of year and it is anticipated that the budget levels will be achieved.

5.2.18 Direct Services - Engineering Consultancy Services. The total variance of £350k is largely due to staff costs, which have been incurred but not yet recharged. The revenue programme of Flood Prevention and coastal works is projecting an overspend of £23k at year-end. This is the subject of a separate report to this committee.

5.2.19 Emergency Planning – Progress on completion of Business Continuity plans has not progressed significantly because the Business Continuity Post was frozen pending a review of Emergency Planning and Business Continuity arrangements across ex Grampian Region Councils. The justification for the post has been submitted to Corporate Management Team and Service Development Group and this will be considered further during February 2008. There is some work in progress being departmentally led.

5.2.20 Direct Services - Quality of Life. Currently showing an underspend, but works are progressing on design and costings and it is anticipated that funds will be fully utilised by year-end.

5.2.21 Direct Services - Significant Trading Operations. This is the subject of a separate report to this committee.

5.2.22 All other programmes of work submitted to Environmental Services in are progressing as anticipated. Where there appears to be significant variances across the other budget headings, these arise due to mismatches of actual / spend / income against the phasing of the budget. This matter is being reviewed, and addressed, in consultation with Accountancy.

5.2.23 All other performance indicators are within acceptable target thresholds as agreed at this committee on 10 October 2007.

5.2.24 Following the informal meeting of Audit and Performance review committee on 5 October 2007, the Chief Executive has provided guidance on the setting of targets and thresholds. Managers are undertaking a further review of their indicators taking into account the guidance provided and a report will be submitted to this committee with any amendments that are required as a consequence.

6 SUMMARY OF IMPLICATIONS

(a) Corporate Development Plan / Community Plan / Service Improvement Plan

The Service Improvement Plan is linked to many areas of the current Corporate Development Plan, with the appropriate links indicated on the attached.

The review of performance by the Department and Members is linked to the Corporate Development Plan, Working Principles 3 – Sound Governance at a Strategic, Financial and Operational Level.

(b) Policy and Legal

This review of performance is in accordance with the Financial Regulations section 2.14.

(c) Resources (Financial, Risks, Staffing and Property)

All referred to in the body of the text.

(d) Consultations

The Principal Accountant has been consulted in the preparation of this report.

7 CONCLUSION

- 7.1 The Committee is requested to scrutinise and note the progress made against the targets laid down in the Environmental Services Service Improvement Plan and amendments to targets as a result of external influences outwith the Services' control.**
- 7.2 The Committee is requested to scrutinise and note the update of Service Performance regarding the Performance Indicators relating to the Environmental Services Department.**
- 7.3 The Committee is requested to scrutinise and note progress against departmental budgets.**
- 7.4 The Committee is requested to note the effect that staff recruitment problems are having on performance and service delivery. In particular this relates to performance in Building Standards, Development Control, Traffic and Statutory and General Transportation. Vacant positions have been advertised during the quarter but have so far failed to attract sufficient numbers of suitably qualified candidates. It is intended to re-advertise all vacant posts during the next quarter.**

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