

Aberdeenshire Council

Planning & Environmental Services Service Plan

2008 - 2011

March 2008

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Planning & Environmental Services Service Plan 2008-2011

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Planning & Environmental Services Service Plan 2008 – 2011

1 Introduction

- 1.1 The Service Plan for Planning and Environmental Services provides the operating policy framework for the Service. It is for a three-year period and is reviewed annually. It forms part of a suite of documents which link with the Community Plan, the Council's Strategic Plan and Area Plans to ensure that the Council's aims and objectives are achieved.
- 1.2 The plan provides a mechanism whereby the corporate objectives of the Council and of the Service can be clearly identified. It recognises the resources that will be required to attain these aims. This will result in tangible targets against which the objectives of Aberdeenshire and the performance and quality of the Service can be measured. The plan is based on a business planning approach in which all the service's activities are covered instead of concentrating solely on improvements and developments.
- 1.3 During the year 2008-09, the Council is to introduce The Initiatives System to record and monitor all corporate strategic objectives. Accordingly, this will be the last Service Plan presented in this format.

2 Overview of the Service

2.1.1 Service vision

Planning and Environmental Services' service vision derives from the Council vision and states the aims of the service:

Planning and Environmental Services - supporting Aberdeenshire Council's vision to be the best area and council by providing high quality local services to residents, communities, businesses and visitors.

Planning and Environmental Services will work to enhance quality of life by:

- *Protecting the health, welfare and safety of people and the environment*
- *Managing Aberdeenshire's unique environment in the interests of current and future generations*
- *Enhancing the economic welfare of the area by supporting fair and legal trading*
- *Encouraging healthy lifestyle options*
- *Managing construction and the use of land*
- *Providing advice, information and support in all our areas of work*

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2.1.2 Core activities

Planning and Environmental Services provides a wide range of services across a number of distinct functions to internal and external customers and users. It includes the following core activities:

- (1) Providing a consumer protection service
- (2) Cleaning the council's buildings
- (3) Providing school and other catering services
- (4) School crossing patrols
- (5) Providing public toilets
- (6) Protecting the environment (Public Health).
- (7) Improving housing and water supplies
- (8) Providing a workplace health and safety inspection and enforcement service
- (9) Providing a food safety enforcement service
- (10) Providing an animal health and welfare service
- (11) Providing village orderlies
- (12) Maintaining an up to date development plan
- (13) Providing an information and research service
- (14) Helping to conserve the environment (built heritage and natural heritage)
- (15) Controlling development through the planning system
- (16) Controlling building standards
- (17) Providing a ranger service
- (18) Collecting, disposing and recycling of waste
- (19) Cleaning streets
- (20) AIM Improvement plan
- (21) Woodhill House catering improvement plan

2.1.3 Key partnerships

The Service works with other agencies and bodies within a number of partnerships to deliver services across the Council area. Examples include the North East Scotland Flood Liaison and Advice Group (NESFLAG); the Design Forum, working to improve design standards across Aberdeenshire; the North East Scotland Transport network (NESTRANS) and Aberdeen City and Shire Economic Forum (ACSEF). It is recognised that collaborative and partnership working is key to the delivery of joined-up services.

2.1.4 Strategic themes

The Service Plan is part of the Council's current strategic framework for service delivery. The overarching element of the framework is the Aberdeenshire Community Plan, which commits the Council and its public agency partners to working together for the best quality of life for everyone in Aberdeenshire. Four of the community planning themes – community well being, jobs and the economy, learning, and sustainable environment, together with developing our partnership and corporate improvement, form the basis of the Council's Strategic Plan.

The annual Service Plan details the actions and targets for services to deliver the Strategic Plan. The links between the Service Core Activities and the

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Community/Strategic Plan themes and the performance indicators are set out in Section 8.

It is planned that the Service Plan will be replaced by The Initiatives System during 2008 and this will therefore be the last Service Plan in the current format.

2.2 Development of the plan

The Service Plan actions have been developed by taking account of particular actions required in support of other broad themes such as sustainability, community safety, efficient government, health improvement agenda, equalities and risk management. The service is using the Aberdeenshire Improvement Model and has developed improvement actions following the latest self-assessment conducted in Autumn 2007. These items are shown under Core Activity 20.

The plan is developed by taking into account feedback from consultation exercises, reviews of performance, feedback from Councillors, analysis of future needs, changing legislation and central government agendas and priorities identified in the Council's vision and Strategic Plan and is linked to the budget setting process to ensure that actions are appropriately resourced. Further details on performance are provided in Section 5 of the Plan.

3 Significant achievements in the past year

Examples of significant achievements are highlighted below under each of the constituent service delivery functions of the Service.

3.1 Development Control and Building Standards

- (a) Over the past year, Development Management and Building Standards continues to show a high level of activity. Staff recruitment and retention has been a major challenge particularly in the Development Management function. Significant numbers of vacant posts have now been filled with young and inexperienced staff who will take some time to settle in into the established process and practices. The Balanced Scorecard for Building Standards is now fully developed and implemented and operates as the strategic planning and management system for this part of the service. This approach has been approved by the Scottish Building Standards Agency will be used by them to audit the Building Standards function of all Scottish councils in due course. A Building Standards online register is now in place.
- (b) The use of Kaizen as an improvement tool continues to have a high profile in the service. The Major Planning Applications process, developed through the use of Kaizen has been in place since July 2007. The Building Standards process has been reviewed using Kaizen and a standardized inspection regime designed to meet the objectives of the current and future legislation is now in place.

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- (c) Applications in terms of Planning and Building Standards have continued at high levels and it is expected that when all the new members of staff gain experience, performance in terms of quarterly and annual indicators will rise.
- (d) Improvements to internal key processes have featured highly during the past year. A much greater degree of inclusion has been achieved by implementing new communication processes for professional, technical and administrative staff. The processes have resulted in key elements of information being made immediately available to all appropriate staff.

3.2 Planning Policy and Environment

- (a) Work has commenced on the development of the new Structure Plan in partnership with Aberdeen City Council. The Development Plan Scheme, Report of Survey and Issues report have all been published, and a consultation on strategic options was underway at the time of writing this plan.
- (b) The finalised Aberdeenshire Local Plan was adopted in June 2006. Work has begun on researching ways to replace the Local Plan Monitoring Framework 2006 – 2010. Capacity studies were completed for Stonehaven and Ellon and others were underway at the time of writing for Peterhead, Kintore, Inverurie and Westhill. 17 development briefs for Local Plan allocated sites were completed including a riverside park and a mixed housing and business land brief at Uryside, Inverurie.
- (c) Two major areas of work have been the coordination of the Council consultation responses to the Cairngorms Park Plan consultation and the Aberdeen Western Peripheral Route consultation. Additionally, at the national level, committee responses have been prepared to a wide range of Scottish Executive consultations.
- (d) Increasingly positive dialogue has been achieved with house builders on housing land supply mechanisms and a variety of advisory leaflets on such topics as Access, Biodiversity and Trees have been published and made available to developers. Additionally, a range of regular monitoring reports/ audits/ reviews on topics such as housing and employment land, education (school rolls) and socio-economic characteristics have been published, often for partner organisations e.g. Aberdeen City and Shire Economic Forum.
- (e) There has additionally been a diverse range of other achievements including delivery and completion of several natural and built environment preservation and access projects, progress on climate change and sustainability projects such as Global Footprint and the Local Authority Carbon Management programme and a full range of events delivered by the Ranger Service.
- (f) The Planning, Policy and Environment section modernisation review has been completed and implemented, all staff are now working in restructured teams designed to contribute to a more joined-up style of working and to facilitate more streamlined service delivery.

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3.3 Environmental Health

- (a) The Dog Wardens claimed third place at The Kennel Club Good Citizen Dog Scheme Annual Awards 2007. The scheme promotes responsible dog ownership in its totality and acknowledges the good work of the Dog Wardens with stray dogs, dog fouling and barking dogs.
- (b) Remediation works were carried out at a former gas works site to ensure contaminated land was cleared of pollutants allowing householders to safely live there.
- (c) The Private Water Supplies (Scotland) Regulations 2006 required Risk Assessment and Sampling Programmes to be established. For the highest risk supplies good progress is being made to having them all assessed and sampled. Three additional members of staff were recruited to assist with this work.
- (d) Close liaison with Grampian Fire and Rescue Service has resulted in the identification and upgrading of several unlicensed Houses In Multiple Occupation (HMOs). This has improved the health and safety of occupants and led to an increase in licensed HMOs.
- (e) The effect of the New EC Food Hygiene Regulations and UK Food legislation were consolidated within the workload of the food enforcement staff.
- (f) Since the introduction of the no smoking legislation, a very high rate of compliance has been achieved following the proactive work of the Smoke Control Officers.
- (g) The Civic Government (Scotland) Act 1982 (Licensing of Skin Piercing and Tattooing) Order 2006 introduced a licensing scheme for operators in 2006. All operators' applications have been processed with licence conditions being applied in a consistent manner.

3.4 Consumer Protection and Support Services

- (a) 1200 agricultural businesses have been registered under the Feed (Hygiene and Enforcement) (Scotland) Regulations 2005, regulations and advice have been provided to farmers and other affected enterprises on the requirements of the regulations.
- (b) A cold calling control zone to deter rogue traders and opportunist criminals was set up in Banff in partnership with Grampian Police and the local Neighbourhood Watch.
- (c) All vending machines in Secondary schools are now under the control of the Catering Service.
- (d) All HMle inspections in schools by Nutrition Assessors during the year were satisfactory
- (e) Cook at Easterfield was awarded "Best Cook of the year" - nominated by the pupils in a national book competition.

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- (f) The Catering Services display stand at the Annual Turriff Show won "Best presented Small Trade stand"
- (g) 25 schools (out of the 120 kitchens) are now ordering their food supplies online through I-Procurement
- (h) Successful Kaizen outcomes included the introduction of a new Costa style coffee bar on the first floor at Woodhill House and the examination and improvement of the Primary school meal ticket system.
- (i) 15 public toilets were entered in the "Loo of the Year Awards 2007". 4 entries were given 4 star awards with the remainder attaining 3 star awards. This placed the Council 11th in the local authority premier league table.

3.5 Waste Management

- (a) Continued implementation of the new service delivery pattern for waste collection and recycling uplift, driven by the need to reduce the current quantities of waste sent to landfill and maximise the quantities of materials collected for recycling, has been the principle challenge for the Waste Service in 2007/08.
- (b) A kerbside recycling service for food waste has been piloted in Banff and Macduff, evaluation of this trial has yet to be completed at time of writing.
- (c) Household Waste and Recycling Centres have installed containers to allow the collection and separation for recycling of Waste Electrical Equipment.
- (d) Educational initiatives supporting the new collection systems continued throughout the year, in partnership with the Corporate PR team, Aberdeen City and Moray Councils. A Handy Hints campaign utilised advertising space in various formats from bus shelters to newspaper advertisements. The very successful Wild Waste Show in May at Haddo House saw an increase in the numbers and variety of participants from the previous year's show, and also welcomed over 5000 people on the day. Visitors had the opportunity to take part in a variety of fun, educational activities to increase their knowledge of the need to Reduce, Reuse and Recycle. Feedback from the public and exhibitors alike was excellent with many indicating that they would return in 2008.

4 External factors impacting on the plan

4.1 Best Value Requirements

The Local Government Act 2003 and its associated guidance place a duty on local authorities to provide Best Value. In 2007 we were required to demonstrate to the Council's external auditors that we have a rigorous framework in place that ensures we meet the requirements of the legislation and we are continuously improving the service and meeting customer needs. The Audit of Best Value and Community Planning for this Authority was conducted in late 2007. Planning and Environmental Services was one of the services that was looked at in-depth by the Auditors. The Audit Report is awaited at the time of publication of this document.

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4.2 Development Control and Building Standards

- (a) The Planning etc (Scotland) Act 2006 has now become law and is in the process of implementation. A large number of consultation papers on the various elements of the Act are now in the pipeline and regular reports will be considered by the Infrastructure Services Committee in that regard. The implementation of the various elements has been slower than expected and it is planned that all the legislative requirements will be in place by the Autumn of 2009.
- (b) Legislative requirements of Building Standards continue to concentrate on energy performance and low carbon generating technologies. Changes are expected to the Building Warrant fee regime with significant reduction of fee expected where proposals exceed statutory thermal insulation requirements.
- (c) Work on the development of on-line services continues particularly in terms of planning applications. The Scottish Government is committed to a comprehensive national e-Planning programme, which is aimed at having fully interactive on-line planning services. These proposals, along with our own electronic document management system aspirations will necessitate a significant degree of option appraisal and value for money assessments.

4.3 Planning Policy and Environment

- (a) The continuing development of new approaches to plan production in accord with the new Planning etc. (Scotland) Act 2006 (in particular the long-term implications of the new style of Strategic and Local Development Plans) will pose a significant challenge in 2008. Progress on a new structure plan in partnership with Aberdeen City Council will present significant challenges for both the Council and the communities it serves.
- (b) The increasing public and political awareness of climate change, the need to reduce consumption of resources and other sustainability issues and the increasing urgency to introduce global footprint and carbon management techniques will continue as a major influencing factor in the work of the service.
- (c) The Public Inquiry into the Aberdeen Western Peripheral Route (AWPR) will be conducted and other challenging work with partnerships, including Aberdeen City Council and the Cairngorms National Park Authority, will continue to make increased demands upon the service
- (d) There will be increasing management and best practice implications flowing from:
 - the completion of the implementation of Single Status;
 - this year's budget review;
 - the implementation of section kaizens
 - the implementation of The Initiative System, a robust methodology to manage changing priorities in the Service Plan
 - the implementation of an electronic document management system.

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4.4 Environmental Health

- (a) Implementation of new legislation will be two challenges for food law enforcement: the revision to the Food Law Code of Practice (Scotland) 2008 and the Local Authority Enforcement Monitoring System, which replaces the existing OCD monitoring system from 1 April 2008. Both will require extensive amendments to food law enforcement operational activities and to the food premises database.
- (b) The introduction of a Primary Production Enforcement Regime, administered by the Food Standards Agency Scotland, will significantly increase the number of food businesses on the food premises database and to the food hygiene inspection programme.
- (c) Part 8 of the Antisocial Behaviour (Scotland) Act originally required all private housing sector landlords to be registered with the local authority by 31 March 2006. This necessitated the recruitment of additional staff, but even so, due to serious problems with the Scottish Executive database, relatively few applications had been approved at the time of writing this plan, with the result that this will continue to generate a substantial additional workload. It is anticipated that 2000 applications will be approved by 31 March 2008, with more to follow throughout the year.
- (d) When commencement orders are made for the various parts of the new Housing (Scotland) Act 2006 it will become necessary to draft strategies to deal with the Below Tolerable Standard Housing and the establishment of a scheme of assistance, in liaison with Housing and Social Work Service. These strategies will be drafted during 2008/09.
- (e) The Scottish Government funding for smoke control officers ceases from April 2008. The enforcement duties of the smoke control functions will transfer to the new Licensing Standards Officers.
- (f) The introduction of the Licensing (Scotland) Act 2005 will require the recruitment of Licensing Standards Officers (LSOs) who will provide information and guidance concerning the operation of the licensing laws to stakeholders including the holders of premises licenses. It has been agreed to recruit four full-time LSOs.
- (g) Health and Safety Commission are to introduce revised Section 18 Guidance under the Health and Safety at Work etc, Act 1974 from April 2008. This mandatory guidance will require the Local Authorities to work towards compliance with the principles and standards set out in the guidance and requires Local Authorities to make adequate arrangements for enforcement.

4.5 Consumer Protection and Support Services

- (a) Introduction of the Purchasers' Information Packs under the Housing (Scotland) Act 2006 in late 2008 will require staff training and the production of guidance material for businesses and the public.
- (b) Implementation of the Consumer Protection from Unfair Trading Regulation in early 2008 will require training for both staff and

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businesses. These regulations will make significant changes to the approach trading standards legislation has taken for the last 30 years.

- (c) The preparation of proposals for and the possible development of an integrated trading standards service for Aberdeenshire and Aberdeen City Councils will have the potential to improve provision for the service users in both authorities.
- (d) The Schools (Health Promotion & Nutrient Standards) Scotland Act introduces new Nutrient Standards from August 2008. Cashless catering will be introduced into three more Secondary schools in accordance with the Council's plan to introduce the National Entitlement Card.

4.6 Waste Management

- (a) The Landfill Allowance Trading Scheme sets challenging targets for waste to landfill - the Council will face significant penalties if it landfills biodegradable waste in excess of its statutory allowance, so efforts constantly have to be made to ensure that the Council does not exceed its allowance. This challenge underlies all the work of the Waste Service
- (b) With our continued efforts to educate on reduce, reuse and recycle, demand for recycling facilities across Aberdeenshire constantly increases, and therefore a review is planned on the expansion/replacement of some existing Household Waste and Recycling Centres and Recycling facilities, to ensure that rural residents have easy opportunities to recycle
- (c) The announcement on waste policy by the new Scottish Government has given a new guidance for the long term waste strategy to be developed. Work will begin to develop new initiatives to allow the long term targets to be met and to increase the range of materials recovered for recycling

4.7 Single Status Implementation

The Single Status Agreement forms the new national terms and conditions for staff. The harmonisation of working hours and the assimilation of all staff onto a single pay spine following job evaluation continues, and will have a significant impact on all areas of the service.

4.8 Modernisation reviews

The Council has embarked on a programme of modernisation reviews that will look at the structures and the types of posts required to deliver services to the public efficiently and effectively. The reviews will ensure that the Council is prepared to meet the many initiatives generated by the Scottish Executive aimed at improving service quality and customer focus by making full use of and developing employees' skills and abilities. At the time of publication, the PPE review is complete and implemented and several others are commenced or programmed through the year.

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5 Performance management

5.1 Service plan monitoring

The Infrastructure Services Committee reviews progress against objectives at the October meeting each year. A further, year-end update is provided in the March report, along with a full review of the new service plan.

The service monitors financial performance through the Service Management Team structure and Policy & Resources Committee. We operate 3 trading accounts which are required to demonstrate an agreed rate of return. Details of financial resources are in section 7.

5.2 Performance indicators

The need for improvement in performance management within the Council has been underlined by the guidance on Best Value. The Service has therefore been reviewing the measures used. These are linked to the core activities as shown in the Action Plan part of this Service Plan. Regular reporting to committees on performance is already in place in accordance with the Council's performance management framework.

5.3 Self assessments

The Aberdeenshire Improvement Model (AIM) is used to help us assess our performance and identify priority areas for improvement. Having utilised the Pathway software to undertake the exercise in 2005 and 2006, the more rigorous evidence based proforma method was utilised for the first time in 2007, which resulted in the improvement actions outlined at Core Activity 20. This year, we intend to utilise the proforma method again.

5.4 Kaizen

The Service has to date conducted nine Kaizen improvement projects and participated in a number of cross-service Kaizens. Our full-time Kaizen Facilitator was taken on in recognition of the potential value of this improvement tool, and has significantly increased our ability to maximise upon the benefits available from Kaizen and other improvement techniques. We also seek to involve staff and encourage feedback through a number of mechanisms including back to the floor events undertaken by managers, staff forums held annually by the Director, regular team briefings (a two way process), bi-monthly staff newsletters and quarterly staff consultative group meetings with the unions and feedback from SMT. In 2008-09 we have plans to pilot new improvement techniques within the waste section and the support service section.

5.5 Employee Development & Review Scheme (EDRS)

The EDRS is a well-established part of the Council's performance management framework, with a system of regular reviews for all staff embedded in service management processes. All former administrative, professional, technical and clerical staff are reviewed on an annual basis and all former manual staff are

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reviewed on a 3- year cycle. In support of this, a comprehensive training plan for the service is currently under development. The training plan ensures that all staff are regularly reviewed as necessary and that opportunities for improvement in performance or development of skills identified in reviews are captured and can be fully utilised by the service.

6 Risk management

The register for the service has been completed in the corporate format and is regularly monitored by the Service Management Team. Major risks with the potential to impact on the successful delivery of the service core activities have been identified and prioritised and action plans to address each risk have been formulated. Actions include provision of additional training, Kaizen exercises to review processes and formal changes to processes to ensure active ongoing reviews of areas such as recruitment.

7 Resources required to fulfil the Plan

7.1 Staff

Planning and Environmental Services integrates Planning Policy and Environment and Planning and Building Control, Consumer Protection and Support Services (which includes the former client and contractor functions of School and Other Catering and Building Cleaning), Trading Standards, Waste Management (which includes the former client and contractor functions of Refuse Collection and Street Cleansing) and the full range of Environmental Health Services including Animal Health. To perform these tasks, the Service has 2,629 posts, filled by 2,124 individuals.

7.2 Property and assets

The Service manages a range of physical assets including licensed waste management facilities and public conveniences. All of the Service assets were assessed in terms of fitness for purpose in 2006/07. These assessments helped to identify priorities for improvement which were incorporated into the Service Asset Management Strategy, part of the overall Council Asset Management Strategy.

7.3 Budgets

It is recognised that quantifying the resources required to fulfil the Service Plan objectives is important within the context of our annual budget and core activities. The Revenue Budget for the core activities is set out in the following paragraph for presentational purposes. The capital expenditure is also set out to complete the picture. It should be noted that the Core Activities 2, 3 and 4 have “nil” values as the cost of the service is recharged in its entirety and assumes the premise that there will not be a surplus or deficit in this activity. These Core Activities are managed through separate Trading Accounts. Core Activity 16 has a negative value due to the income associated with Building Control. The Action Plan section of this Service Plan sets out the key objectives in relation to each Core Activity, its lead officer, the resources required, the performance measure and the targets for each of the three years within the planning period. Resources are quantified in

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monetary or staff resource terms. However, due to the multi-disciplinary nature of large numbers of staff in P&ES, this is not always possible. Where this is the case the staff teams or groups of officers are identified within the resource column. This will help Councillors identify the “owners” of individual objectives.

Revenue Budget for 2008/2011	2008/09	2009/10	2010/11
Core Activities	£'000	£'000	£'000
1. Consumer Protection Service.	1039	1063	1088
2. Building Cleaning*.	-140	-139	-137
3. School and Other Catering*.	-120	-161	-202
4. School Crossing Patrollers*.	-17	-18	-20
5. Providing Public Toilets.	901	928	957
6. Protection of the Environment. (Public Health)	722	743	764
7. Housing and Water Supplies.	498	511	523
8. Workplace Health and Safety.	359	369	380
9. Food Safety Enforcement.	562	578	595
10. Animal Health and Welfare.	354	359	364
11. Village Orderly service.	122	125	128
12. Development Planning.	872	894	916
13. Information and Research.	260	267	274
14. Environment (Heritage).	1435	1444	1476
15. Development Management	522	589	659
16. Building Standards.	-908	-868	-826
17. Ranger Service.	410	424	438
18. Waste/Recycling.	17663	21927	23123
19. Cleaning Streets.	2047	2099	2155
20. AIM Improvement plan	**	**	
21. WHH Catering Improvement Plan	**	**	
Core Activity Total	26581	31134	32655
Public Analyst Costs	334	342	351
Total	26915	31476	33006
Capital Budget for 2008/2011	2008/09	2009/10	2010/11
(yet to be confirmed)			

* Denotes Core Activities, which are managed through separate Trading Accounts.

** Denotes that these Core Activities have no requirement for financial resources at this stage in the Service planning process. However, any proposals arising as a result of the implementation of the improvements may have financial implications, which will be reported to the appropriate Committees in due course.

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8 Community Plan/Strategic Plan/Performance matrix

This matrix demonstrates the links between the core activities, community/strategic plan themes and performance measures for the service. Full details of the performance measures are shown under each of the core activities in the Action Plan attached (marked with *). Further information, relating core activities to Council strategic objectives (currently under development and to be utilised in the Initiative System) is also presented in the Action Plan, in the column headed 'Resources/Link's.

Core activity	Plan theme (see key below)	Performance measure
1. Consumer Protection Service.	CWB	1.1a – 1.1b
2. Building Cleaning.	CI	2.1a – 2.2d
3. School and Other Catering.	CI	3.1a – 3.7
4. School Crossing Patrollers.	CWB	
5. Providing Public Toilets.	CI, DP	
6. Protection of the Environment.	CWB, SE	6.1a – 6.2c
7. Housing and Water Supplies.	CWB, SE	7.1 – 7.3
8. Workplace Health and Safety.	CWB	8.1a – 8.2
9. Food Safety Enforcement.	CWB	9.1a – 9.1k
10. Animal health and Welfare.	CWB	10.1 – 10.2b
11. Village Orderly service.	CI	11.1
12. Development Planning.	CWB, SE, JE	12.1 – 12.3
13. Information and Research.	JE,SE	13.1
14. Environment (Heritage).	CWB, SE, LL, DP	14.1 – 14.2
15. Development Control	CWB,SE, JE	15.1 – 15.3
16. Building Standards.	CWB, SE, JE	16.1 – 16.2
17. Ranger Service.	SE, LL	17.1 – 17.2
18. Waste/Recycling.	CWB, SE, JE	18.1
19. Cleaning Streets.	CWB, QS	19.1
20. AIM Improvements	CI	*
21. WHH Catering	CI	*

Key: CI – Corporate Improvement
 JE- Jobs and the Economy
 CWB – Community Wellbeing

SE – Sustainable Environment
 DP – Developing our partnerships
 LL – Lifelong Learning

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9. CORE ACTIVITIES AND PERFORMANCE INDICATORS.

Note: - Where measures are reported as a %, a base-line figure explaining the context will also be given in each case. Indicators marked * will be reported on an Area basis.

Core activity 1 – Providing a consumer protection service

Key Result – Trading standards are enforced. Registration and licensing systems for petrol, poisons, explosives and feeding stuffs mixing are administered. A consumer advice service is provided.

Performance Indicators:

- *1.1 a) % of high-risk premises visited within the time-scale standard – Target 80%
- *1.1 b) % of consumer complaints dealt with within 14 days of receipt – Target 70%

Core activity 2 – Cleaning the council's buildings

Key Result – All schools, offices and social work premises are cleaned in accordance with service standards and contractual arrangements and within budget. Customers are satisfied with the service.

Performance Indicators:

- 2.1 Cost square metre cleaned
- 2.2 Square metres cleaned per hour

Core activity 3 – Providing school and other catering services

Key Result – Wholesome and nutritious meals to primary and secondary school pupils are provided in accordance with national nutritional standards, the “hungry for success” programme within budget and users of the service are satisfied with the service.

Performance Indicators:

- 3.1 % of paying pupils taking a meal compared to school roll.
- 3.2 % of pupils eligible for free school meals who take them up
- 3.3 Food only cost per meal for all Primary and Special schools
- 3.4 % of the cost of food compared to total expenditure (secondary schools only)
- 3.5 Subsidy per meal (all meals)
- 3.6 % change in the number of primary/special school meals served/day compared to the same period last year

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3.7 % change in the cash income received in secondary schools per day compared to the same period last year

Core activity 4 – School Crossing Patrols

Key Result – Safe school crossing facilities are provided in accordance with national standards.

There are no Performance Indicators for this core activity in this planning period as agreed by Infrastructure Services Committee in August 2006. . This activity is to transfer to Education and Recreation Service during the planning year.

Core activity 5 – Providing public toilets

Key Result – Public toilets are cleaned in accordance with agreed standards. Users of public toilets are satisfied with the standards.

There are no Performance Indicators for this core activity in this planning period, as agreed by Infrastructure Services Committee in August 2006.

Core activity 6 – Protecting the environment (Public Health).

Key Result – The public are protected from exposure to excessive noise, dust and odour. Complaints are investigated, and where appropriate, complaints are resolved in accordance with agreed time-scales.

Performance Indicators:

- *6.1 Number of complaints in terms of the Environmental Protection Act (EPA) received other than noise
- *6.2 Number of complaints from 6.1 above requiring further investigation
- *6.3 Number of complaints from 6.2 above that were completed within 14 days of receipt
- *6.4 The number of complaints of domestic noise settled without the need for attendance on site.
- *6.5 The number of complaints from 6.4 above requiring attendance on site.
- *6.6 For those in 6.5 above the average time (hours) between the time of the complaint and attendance on site.
- *6.7 The number of complaints of non-domestic noise settled without the need for formal action.
- *6.8 The number of complaints of non-domestic noise requiring formal action.
- *6.9 For those in 6.8 above, the average time (calendar days) to institute formal action.

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Core activity 7 – Improving housing and water supplies

Key Result – Houses are suitable for habitation. Water supplies are fit for drinking purposes.

Performance Indicators:

*7.1 % of programmed water samples taken from Type A supplies.

*7.2 % of programmed risk assessments carried out on Type A supplies.

Core activity 8 – Providing a workplace health and safety Inspection and enforcement service

Key Result – Workplaces are safe and free from accidents. Businesses are given the correct advice on health and safety matters.

Performance Indicators:

*8.1 % of premises inspected for workplace health and safety in accordance with risk-rated standards – Category H

*8.2 % of premises inspected for workplace health and safety in accordance with risk-rated standards – Category M

*8.3 % of premises inspected for workplace health and safety in accordance with risk-rated standards – Category M2

*8.4 % of accidents investigated in accordance with accident reporting requirements.

Core activity 9 – Providing a food safety enforcement service

Key Result – There are high standards of food safety in commercial food premises

Performance Indicators:

*9.1 % of approved establishments requiring inspection in the month achieved within time.

9.2 % Category A premises requiring inspection in the month achieved within time.

9.3 % Category B premises requiring inspection in the month achieved within time.

Core activity 10 – Providing an animal health and welfare service

Key Result – The health and welfare of animals is maintained during transportation and in livestock markets. Animals in licensed establishments are accommodated in suitable conditions. Stray dogs are uplifted.

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Performance Indicators:

*10.1 % of stray dogs uplifted on same day of notification.

Core activity 11 - Providing village orderlies.

Key Result –Village orderlies are provided in 36 locations for a 10 week summer period to all of the identified communities in Aberdeenshire.

Performance Indicators:

*11.1 Number of operator days that village orderlies were deployed over 9 week period

Core activity 12 – Maintaining an up to date development plan

Key Result – An up-to-date development plan finalised within the last 5 years is in place and a local plan timetable leading to adoption is adhered to.

Performance Indicators

*12.1 Number of departures from the approved development plan related to housing and employment policies

*12.2 Number of departures from the approved development plan which affect designated safeguarded environmental areas

12.3 % of development briefs/master plans required by the Local Plan undertaken in accordance with the agreed timetable

Core activity 13 – Providing an information and research service

Key Result – All information/analysis relevant to Aberdeenshire, is available to elected members, officials and stakeholders.

Performance Indicators

13.1 % deadlines met for the production of information/analysis (this is an annual indicator).

Core activity 14 – Helping to conserve the Environment (Built Heritage & Natural Heritage)

Key Result – Natural and built heritage are protected and, where possible, enhanced within the limits of legislation.

Performance Indicators:

*14.1 % of responses to consultations with all relevant information on natural heritage, listed building, conservation area and archaeological matters within 21 days or other mutually agreed date

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- *14.2 % of reported incidents which led to a reduction in the quality of the natural or cultural environment assessed within 3 working days and appropriate follow-up action taken within 10 working days

Core activity 15 - Controlling development through the planning system

Performance Indicators:

- *15.1 % of householder applications determined within 2 months - target 84%.
- *15.2 % of non-householder applications determined within 2 months – target 64%
- *15.3 % of appeals dismissed

Core activity 16 – Controlling building standards

Key Result – Building warrants are processed within agreed timescales. Dangerous buildings are made safe.

Performance Indicators:

- *16.1 % of building warrant applications determined in 20 days. – target 80%
- *16.2 % of attendances on site to potentially dangerous buildings made within 4 hours – target 100%

Core activity 17 – Providing a ranger service

Key Result – Responsible behaviour and understanding of the countryside is promoted and the council's environmental policies taken forward through events, information, interpretation and related activities.

Performance Indicators:

- *17.1 Numbers of school age pupils attending environmental programmes during the year
- *17.2 Numbers of people attending environmental initiatives and guided walks during the year

Core activity 18 – Collecting, disposing and recycling of waste

Key Result – Residual waste from each household is collected on a fortnightly basis on the scheduled day. Dry recyclables are collected from “urban” households served by the kerbside recycling scheme (black box and white bag) on a fortnightly basis on the scheduled day. Paper materials are collected from “rural” households (in blue lidded bins) on a monthly basis on the scheduled day. All trade refuse from businesses is collected in accordance with the negotiated contracts. Materials are collected for recycling. Customers are satisfied with the service.

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Performance Indicators:

18.1 % of waste collected for recycling alongside total tonnage of waste collected within the financial quarter

Core activity 19 – Cleaning streets

Key Result – All streets are cleaned to agreed standards within the budget. Users of the streets are satisfied with the cleanliness.

Performance Indicators:

19.1 % of streets inspected and assessed against the Local Environmental Assessment and Management System (LEAMS)

Core activity 20 – Implementing AIM/Employees survey improvements

As in 2007, there are no Performance Indicators for this core activity in this planning period, however there are objectives built into the action plan.

Core activity 21 – Woodhill House catering improvement plan

As in 2007, there are no Performance Indicators for this core activity in this planning period, however there are objectives built into the action plan.

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Planning and Environmental Services – Service Plan 2008-11

Notes:

- Links to Councils strategic priorities are detailed in ‘Resources/Links’ column.

Core Activity 1 – Providing a Consumer Protection Service

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>1.1 Carry out test purchasing of fireworks using persons aged 16 or 17 to determine incidence of underage sales.</p> <p><i>P. Bygrave</i></p>	<p>Consumer Protection Team.</p> <p>JE2</p>	<p>Number of premises visited where purchases attempted.</p>	<p>Survey minimum of 30 retailers by November 2008.</p>	<p>Survey minimum of 30 retailers by November 2009.</p>	<p>Survey minimum of 30 retailers by November 2010</p>
<p>1.2 Monitor and review adherence of the consumer advice service to the Quality Mark Standard (QMS).</p> <p><i>P. Bygrave</i></p>	<p>Consumer Protection Team.</p> <p>JE2</p>	<p>Adherence to QMS.</p>	<p>Review completed by 30 November 2008.</p>	<p>Review completed by 30 November 2009.</p>	<p>Review completed by 30 November 2010</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>1.3 Increase and maintain at a high level the proportion of high-risk premises visited for comprehensive inspection.</p> <p><i>P. Bygrave</i></p>	<p>Consumer Protection Team.</p> <p>JE2</p>	<p>Proportion of high risk visits completed.</p>	<p>Visit 90% of high-risk premises.</p>	<p>Visit 95% of high-risk premises</p>	<p>Visit 95% of high risk premises.</p>
<p>1.4 Implement a weighing machine test programme to ascertain the compliance of equipment used in Health Centres and Doctors' Surgeries with legislation.</p> <p><i>P. Bygrave</i></p>	<p>Consumer Protection Team.</p> <p>JE2</p>	<p>Proportion of premises on which equipment subject to regulation has been visited.</p>	<p>20% of premises visited by March 2009.</p>	<p>20% of premises visited by March 2010.</p>	<p>No target required</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>1.5 During inspection visits to packers assess and evaluate compliance with the Packaging (Essential Requirements) Regulations 2003.</p> <p><i>P. Bygrave</i></p>	<p>Consumer Protection Team.</p> <p>JE2</p>	<p>Number of packers where an assessment and evaluation is carried out.</p>	<p>Assessment and evaluation carried out on 10 packers.</p>	<p>Assessment and evaluation carried out on 10 packers.</p>	<p>Assessment and evaluation carried out on 10 packers.</p>
<p>1.6 Carry out a survey of regular local sellers on internet auction websites to ascertain compliance with Counterfeiting and fair trading legislation.</p> <p><i>P. Bygrave</i></p>	<p>Consumer Protection Team.</p> <p>JE2</p>	<p>Number of sellers surveyed.</p>	<p>30 sellers are surveyed.</p>	<p>30 sellers are surveyed.</p>	<p>30 sellers are surveyed.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>1.7 Carry out a survey of retailers to establish compliance with the new ban on novelty cigarette lighters and cigarette lighters which are not child resistant.</p> <p><i>P. Bygrave</i></p>	<p>Consumer Protection Team (Enhancing Community Safety)</p> <p>JE2</p>	<p>Number of premises checked.</p>	<p>(Target: check at least 40 retailers)</p>	<p>No target required</p>	<p>No target required</p>
<p>1.8 Carry out a survey of computer servicing businesses to determine their compliance with fair trading laws.</p> <p><i>Gary Glasgow</i></p>	<p>Consumer Protection Team (Jobs and the Economy)</p> <p>JE2</p>	<p>Number of businesses checked.</p>	<p>(Target: Survey 6 businesses)</p>	<p>No target required</p>	<p>No target required</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>1.9 In partnership with Grampian Police and subject to a satisfactory evaluation of the pilot project in Banff, establish further Cold Calling Control Zones.</p> <p><i>David Tough</i></p>	<p>Consumer Protection Team and Grampian Police.</p> <p>JE2</p>	<p>Number of cold calling control zones set up.</p>	<p>(Target: Set up at least 2 new Cold Calling Control Zones)</p>	<p>(Target: Set up at least 2 new Cold Calling Control Zones)</p>	<p>(Target: Set up at least 2 new Cold Calling Control Zones)</p>
<p>1.10 Carry out a programme of test purchasing to detect sales of tobacco products to persons under the age of 18 years.</p> <p><i>Elaine Thomson</i></p>	<p>Consumer Protection Team (Community Wellbeing)</p> <p>JE2</p>	<p>Number of premises surveyed.</p>	<p>(Target: Survey a minimum of 100 premises)</p>	<p>(Target: Survey a minimum of 100 premises)</p>	<p>(Target: Survey a minimum of 100 premises)</p>
<p>1.11 Carry out survey of sales & promotions to determine the level of compliance with the Code of Practice on Price Indications</p> <p><i>Kevin Fleurs</i></p>	<p>Consumer Protection Team (Community Wellbeing)</p> <p>JE2</p>	<p>Number of sales and promotions surveyed.</p>	<p>(Target: survey a minimum of 15 sales or promotions).</p>	<p>No target required</p>	<p>No target required</p>

Item: 3

Core Activity 2– Cleaning the Council’s Buildings

Task and Lead Officer	Resources /Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>2.1 Develop service agreements with client services.</p> <p><i>A. McDougall</i></p>	<p>Building Cleaning Team.</p> <p>CI 1, 5, 6</p>	<p>Agreement in place.</p>	<p>Annual review of agreements by 31 March 2009.</p>	<p>Annual review of agreements by 31 March 2010.</p>	<p>Annual review agreements by 31 March 2011</p>
<p>2.2 Review arrangements for charging permanent variation orders to Education and Recreation (E&R).</p> <p><i>A. McDougall</i></p>	<p>Building Cleaning Team.</p> <p>CI 1, 5, 6</p>	<p>Charges agreed with E,L&L.</p>	<p>Known charges for 2009/10 to be agreed by 30 October 2008.</p>	<p>Known charges for 2009/10 to be agreed by 30 October 2009.</p>	<p>Known charges for 2010/11 to be agreed by 30 October 2010.</p>
<p>2.3 Staff training to British Institute of Cleaning Science (BICS) standard.</p> <p><i>A. McDougall</i></p>	<p>Building Cleaning Team Training course fees under £1000.</p> <p>CI 1, 5, 6</p>	<p>All site supervisors and key holder cleaners to be trained by March 2008.</p>	<p>No target required</p>	<p>Site supervisors and key holder cleaners who have joined service since 01.04.08 will be trained by 31 December 2009.</p>	<p>Nil</p>

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Core Activity 3 – Providing School and Other Catering Services

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>3.1 Introduce Hungry for Success Nutrient Standards to Schools.</p> <p><i>M. Hearnden</i></p>	<p>HFS Working Groups & Catering Management Team.</p> <p>CW4 LL1</p>	<p>All schools achieving standards acceptable to HMle inspections.</p>	<p>100%</p>	<p>100%</p>	<p>(Maintain 100%)</p>
<p>3.2 Introduce new Healthy Tuck shops in Schools.</p> <p><i>M. Hearnden</i></p>	<p>Catering Management Team and schools.</p> <p>CW4 LL1</p>	<p>All schools who operate a Tuck Shop meet HFS guidelines.</p>	<p>Maintain 100%.</p>	<p>Maintain 100%.</p>	<p>(Maintain 100%)</p>
<p>3.4 Introduce “Incentive Schemes” Primary Schools to increase uptake.</p> <p><i>M. Hearnden</i></p>	<p>Hungry for Success funds initially – thereafter Pupil Income via price increases.</p> <p>CW4, LL1</p>	<p>Schools show active participation in promoting their school meals sales.</p>	<p>No targets required</p>	<p>No targets required</p>	<p>No targets required</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>3.5 Introduce “Incentive Schemes”</p> <p>Swapit Scheme Secondary Schools.</p> <p><i>M. Hearnden</i></p>	<p>Hungry for Success funds initially – thereafter school funds. HFS Group.</p> <p>CW4 LL1</p>	<p>More than 50% of pupils are signed up for scheme.</p>	<p>No targets required</p>	<p>No targets required</p>	<p>No targets required</p>
<p>3.6 Introduce with partner groups Breakfast Clubs into Primary & Secondary Schools.</p> <p><i>M. Hearnden</i></p>	<p>Hungry for Success or Health Authority funding. Catering Management Team & HFS Group.</p> <p>CW4, LL1</p>	<p>Breakfast clubs operate in schools.</p>	<p>24 schools – 15%</p>	<p>27 schools – 17%</p>	<p>31 schools – 20%</p>
<p>3.7 Convert vending machines in schools to conform to Hungry for Success standards.</p> <p><i>M. Hearnden</i></p>	<p>HFS funding. Catering Management Team and Project Officer</p> <p>CW4, LL1</p>	<p>Vending machines meet HFS standards</p>	<p>No target required.</p>	<p>No target required</p>	<p>No target required</p>

Item: 3

Core Activity 4 - School Crossing Patrols

Currently there are no target related projects under this Core Activity

Item: 3

Core Activity 5 - Providing Public Toilets

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>5.1 Develop a works programme and strategy to minimise the effects of graffiti and vandalism.</p> <p><i>A. McDougall</i></p>	<p>Building Cleaning Team.</p> <p>C16 CW1</p>	<p>Strategy developed. Works programme in place.</p>	<p>No new target anticipated at this planning stage.</p>	<p>No new target required.</p>	<p>Nil</p>
<p>5.2 Evaluate the operation of community managed public conveniences.</p> <p><i>A. McDougall</i></p>	<p>Building Cleaning Team.</p> <p>C16 CW1</p>	<p>Inspection of facilities. Review completion.</p>	<p>Inspect 75% of facilities within year.</p>	<p>Inspect 75% of facilities within year.</p>	<p>Inspect 75% of facilities within year.</p>
<p>5.3 Develop 'Comfort Partnership' arrangements with local business.</p> <p><i>R. Birnie</i></p>	<p>Building Cleaning Team.</p> <p>C16 CW1</p>	<p>Number of agreements in place.</p>	<p>Six</p>	<p>Six</p>	<p>Six</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
5.4 Develop strategy for use/disposal of closed public toilets. <i>R. Birnie</i>	Building Cleaning Team CI6 CW1	Strategy complete	All currently closed facilities.	Nil	Nil

Item: 3

Core Activity 6 - Protecting the Environment

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>6.1 Develop procedural documentation for use by EH Service to enhance consistency of approach in implementing legislative requirements and responding to internal consultations.</p> <p><i>D. Cooper</i></p>	<p>Specialist Officers.</p> <p>CW1</p>	<p>Documentation in place by 30/06/05.</p>	<p>Documentation to be in place by 31st December 2008.</p>	<p>No further targets</p>	<p>Procedures to be updated where necessary.</p>

Item: 3

Core Activity 7 – Improving Housing and Water Supplies

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>7.1 Develop an inspection programme for licensed Houses in Multiple Occupation.</p> <p><i>D. Cooper</i></p>	<p>EH Specialist Officer (Housing & Pollution), EH staff.</p> <p>CW4</p>	<p>Programme in place.</p>	<p>Inspection programme to be in place.</p>	<p>No new target anticipated at this planning stage.</p>	<p>No new target anticipated at this planning stage.</p>

Item: 3

Core Activity 8 – Providing a workplace Health and Safety Inspection and Enforcement Service

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>8.1 Participate in health and safety partnership initiatives with the Health and Safety Executive in the FIT3 projects in conjunction with the national delivery plan.</p> <p><i>G. Robertson</i></p>	<p>Health & Safety Specialist Officer and Environmental Health Team</p> <p>CW4</p>	<p>Complete the proactive visits and participate in initiatives as per the 07/08 agreed national delivery programme.</p>	<p>Initiatives and projects have yet to be agreed for national delivery programme.</p> <p>Agreed delivery programme will be detailed in the health and safety Service plan.</p>	<p>Initiatives and projects have yet to be agreed for national delivery programme.</p>	<p>Initiatives and projects have yet to be agreed for national delivery programme.</p>
<p>8.2 Recruitment of Licensing Standards Officers to assist with the monitoring and enforcement regime of the new alcohol licensing system established by the Licensing (Scotland) Act 2005.</p>	<p>Health and Safety Specialist Officer and the team of 4 Licensing Standards Officers.</p> <p>CW4</p>		<p>Respond to license applications including operating plans from the Licensed Establishments.</p>		

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Core Activity 9 – Providing a Food Safety Enforcement Service

Currently there are no target related projects under this Core Activity

Item: 3

Core Activity 10 – Providing an Animal Health and Welfare Service

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>10.1 Develop and implement an inspection programme for record checks on livestock premises.</p> <p><i>D. Robertson</i></p>	<p>Animal Health and Welfare Team.</p> <p>JE2</p>	<p>Programme of visits completed.</p>	<p>10% of farm records checked in relation to cattle, sheep and pigs.</p>	<p>10% of farm records checked in relation to cattle, sheep, pigs and poultry.</p>	<p>There will be no new target for 2010/2011 as the work for 2009/2010 will by then be part of the teams' normal workload.</p>

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Core Activity 11 – Providing Village Orderlies

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>11.1 Implement the Village Orderly scheme in identified locations over the summer period.</p> <p><i>A. Black</i></p>	<p>£110k Revenue budget.</p> <p>CI6</p>	<p>Scheme implemented from 1st July to 8th September annually.</p>	<p>36 Village Orderlies recruited and deployed.</p>	<p>36 Village Orderlies recruited and deployed.</p>	<p>36 Village Orderlies recruited and deployed.</p>

Item: 3

Core Activity 12 –Maintaining an up to date Development Plan

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>12.1 Progress the new Aberdeenshire Local Plan (ALP). <i>P. McRae</i></p>	<p>Local Plan Team + extra staff for neighbour notification. JE2, SE2, 3, 4</p>	Adoption of plan.	Prepare and consult on main issues report for the new Local Development Plan by March 09	Publish new proposed Local Development Plan and examination in public by March 2010.	Submission of proposed LDP for public enquiry.
<p>12.2 Develop new monitoring framework to support Local Planning. <i>P. McRae</i></p>	<p>Local Plan Team plus Information and Research Team. JE2, SE2, 3, 4</p>	Outputs from framework	Report outcomes on annual calendar basis MOWG (Policy Monitoring and Settlement Monitoring)	Report outcomes on annual calendar basis to MOWG	Report outcomes on annual calendar basis to MOWG.

Item: 3

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>12.3 Aberdeen/ Aberdeenshire Structure Plan – complete initial suite of monitoring reports.</p> <p><i>R. Gray</i></p>	<p>Structure Plan Team in association with City Planning.</p> <p>JE2, SE2, 3, 4</p>	<p>Monitoring reports produced on time</p>	<p>Start first suite of monitoring reports for new Structure Plan by March 2009</p>	<p>Complete 1st suite of monitoring reports for new Structure Plan and review process by Mar 2010</p>	<p>Structure Plan to be replaced by Strategic Development Plan.</p>
<p>12.4 Aberdeen/ Aberdeenshire Structure Plan – review of plan.</p> <p><i>R. Gray</i></p>	<p>Structure Plan Team in association with City Planning.</p> <p>JE2 SE2, 3, 4</p>	<p>Review completed as required.</p>	<p>Gain approval of Structure Plan (inc examination in public) by March 2009 (subject to contribution from City Planning and confirmation of regulations of new Act).</p>	<p>Develop and implement first Action Plan by March 2010 (subject to contribution from City Planning and confirmation of regulations of new Act).</p>	<p>Structure Plan to be replaced by Strategic Development Plan.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>12.5 Development of supplementary planning guidance and other forms of policy statement in support of the development plan.</p> <p><i>P. McRae</i></p>	<p>Structure and Local Plan Teams.</p> <p>JE2 SE2, 3, 4</p>	<p>Production of supplementary planning guidance where this is necessary, outwith the LDP framework.</p>	<p>Production of guidance, as necessary.</p>	<p>Production of guidance, as necessary.</p>	<p>Production of guidance, as necessary.</p>

Item: 3

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>12.6 New Scottish House project to establish a rigorous method of assessing housing design.</p> <p><i>A. Carruthers</i></p>	<p>Local Plan Team.</p> <p>JE2 SE2, 3, 4</p>	<p>Completion of project and integration of the findings into Council policy statements.</p>	<p>Integration of findings into supplementary planning guidance and into proposals and alternatives mains issues report for the first Local Development Plan by March 2008. Policy development to await new LDP, on which government regulations are now expected in Autumn 2008.</p>	<p>Development of new “Index21: Location” for input to main issues report for the first Local Development Plan by March 2009.</p>	<p>Integration of Index21: Location with Index21: Layouts and Index21: House Design.</p>
<p>12.7 Continuing exploration of development potential in support of the development plan.</p> <p><i>P. McRae</i></p>	<p>Local Plan Team.</p> <p>JE2 SE2, 3, 4</p>	<p>Production of studies</p>	<p>Exploration of other future opportunities for development as necessary – completion of current phase of capacity studies.</p>	<p>Exploration of other future opportunities for development as necessary within context of Main Issues report of proposed LPD.</p>	<p>Negotiations with developers as necessary to deliver development potential.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>12.8 Continue review and background work of liaison, advice, response on plans and strategies of others, response on planning applications etc.</p> <p><i>P. Blaxter</i></p>	<p>Structure and Local Plan Teams (currently 40% officer time).</p> <p>JE2 SE2, 3, 4</p>	<p>All planning application responses returned within 14 days. Other responses within timescales as agreed</p>	<p>Responses received timeously.</p>	<p>Responses received timeously.</p>	<p>Responses received timeously.</p>

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Core Activity 13 – Providing an Information and Research Service

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>13.1 Produce increasing number of monitoring/socio-economic data sheets and bulletins, Profiles etc. on agreed timetable.</p> <p><i>E. Dickson/C. Menlove</i></p>	<p>I & R Team (2-3 people throughout the year).</p> <p>JE2 SE2 CI4 CW5</p>	<p>Annual report on Performance Management (Sept).</p>	<p>Annual cycle of data publications:biennial review of aims/need for/content of all statistical output.</p>	<p>As 2008/09 delivery cycle.</p>	<p>As 2008/2009 i.e. biennial review.</p>
<p>13.2 Produce suite of Land Development Schedules and Audits (Housing and Industry).</p> <p><i>M. Greig/E. Dickson/ S. Shaw</i></p>	<p>I & R Team (2-3 people) (with Aberdeen City I & R Team and Aberdeenshire Policy Team).</p> <p>JE2 SE2 CI4 CW5</p>	<p>Production of schedules and audits.</p>	<p>Produce schedules on time. Fully implement tie-up between maps and schedules.</p>	<p>As 2008/09.</p>	<p>As 2008/2009</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>13.3 Provide School Roll Forecasts (for Education Service). <i>R. Belding</i></p>	<p>I & R Team (circa 3 – 4 person months per annum). LL1 CI4</p>	<p>Completed (annual) School Roll Forecasts and occasional work throughout the year.</p>	<p>Output to Education by January 2009.</p>	<p>As 2008/09 i.e. output by January 2010.</p>	<p>As 2009/2010 i.e. output by January 2011.</p>
<p>13.4 Work for partner organisations, especially Aberdeen City & Shire Economic Forum (ACSEF). <i>E. Dickson/C. Menlove</i></p>	<p>I & R Team (2-3 people). JE2 DP3 SE2</p>	<p>Deliver annual economic review and keep ACSEF website pages current.</p>	<p>Continually to seek to streamline preparation, where possible. Review structure/content of economic review.</p>	<p>As 2008/09.</p>	<p>As 2008/2009</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>13.5 Produce a 2006-based set of population and housing forecasts.</p> <p><i>R. Belding</i></p>	<p>I & R Team (2 – 3 people with City I & R Team and Development Plan Policy Team).</p> <p>JE2 SE2</p>	<p>Forecasts produced to meet Development Plan timetable and geography.</p>	<p>Monitor change.</p> <p>Produce reports to ACSSPC as necessary.</p>	<p>Review earlier forecasts as required: report to ACSSPC as necessary.</p>	<p>As 2008/2009.</p>
<p>13.6 Handling of whole range of information requests from external individuals, agencies.</p> <p><i>C. Menlove and I&R Team</i></p>	<p>I & R Team (approx 30% of officer time over the year).</p> <p>JE2 SE2 DP3 CI4</p>	<p>Responses made to timetable agreed with enquirer.</p>	<p>Responses made timeously.</p>	<p>Responses made timeously.</p>	<p>Responses made timeously.</p>

Item: 3

Core Activity 14 – Helping to conserve the Environment (Built Heritage & Natural Heritage)

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.1 Review/ re-designate existing Conservation Areas and designate new Conservation Areas.</p> <p><i>B. H. Watt (South)</i></p> <p><i>Debbie Burroughs (North)</i></p>	<p>Environment Teams (North) AND (South) 4 Environment Planners and 2 Team Leaders</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Through an Area Committee approved prioritised programme, implement 6 new Conservation Areas or reviews per year across Aberdeenshire, all incorporating public consultation.</p>	<p>Implement first 6 prioritised conservation area action packages across the shire by March 2009.</p>	<p>Implement next 6 prioritised conservation area action packages across the shire by March 2010.</p>	<p>Implement next 6 prioritised Conservation Area action packages across the Shire by March 2011.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.2 Reviewing the archaeological sites and monuments record for Aberdeenshire and through a service agreement, to Angus and Moray Councils.</p> <p><i>I. Shepherd</i></p>	<p>Archaeological Section.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Responding to queries and upgrading the sites and monuments record as required.</p>	<p>80% of queries dealt with within 14 days.</p>	<p>85% of queries dealt with within 14 days.</p>	<p>Add 1000 new sites Deal with 1250 consultations.</p>
<p>14.2 (a) Planning Applications.</p> <p><i>I. Shepherd</i></p>	<p>Archaeology Section.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Responding to applications within time scale.</p>	<p>80% dealt with within 14 working days.</p>	<p>85% dealt with within 14 working days.</p>	<p>85% dealt with within 14 working days.</p>
<p>14.2 (b) Forestry Applications, Utility Services and Agrienviroment Schemes.</p> <p><i>M. Greig</i></p>	<p>Archaeology Section.</p> <p>SE1, 3, 4 LL5, CW8, DP2</p>	<p>Responding to applications within time scale.</p>	<p>80% dealt with within 14 working days.</p>	<p>85% dealt with within 14 working days.</p>	<p>85% dealt with within 14 working days.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.2 (c) Programme of aerial photography. <i>M. Greig</i></p>	<p>Archaeology Section. SE1, 3, 4 LL5 CW8 DP2</p>	<p>Using information to update SMR and for outreach programme.</p>	<p>6-8 flights.</p>	<p>8-10 flights.</p>	<p>8-10 flights.</p>
<p>14.2(d) Upgrading of Sites & Monuments Record through OASIS and Pastmap Project. <i>B. Mann</i></p>	<p>Archaeology Section. SE1, 3, 4 LL5 CW8 DP2</p>	<p>Speed up access to databases.</p>	<p>Increase by 65% on 2006/07.</p>	<p>Increase by 70%.</p>	<p>Increase by 75%</p>
<p>14.2 (e) War Memorials Project in Aberdeenshire, Moray & Angus. <i>M. Greig</i></p>	<p>Archaeology Service, plus 2 members of public assisting. SE1, 3, 4 LL5 CW8 DP2</p>	<p>Aberdeenshire finished.</p>	<p>Moray 70% Angus 55%</p>	<p>Moray 85% Angus 70%</p>	<p>Aim to complete Moray and Angus.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.3 Delivery of an agreed annual programme of projects and work through the Aberdeenshire Towns Partnership (ATAP) or Community Planning Partnership, Interreg SusSET or Revithar programmes.</p> <p><i>B. H. Watt (South)</i> <i>D Burroughs (North)</i></p>	<p>Environment Teams (North) and (South) 3 Environment Planners</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Delivery of ATAP projects assigned to Environment staff within budget and agreed timescales.</p>	<p>Deliver each agreed project.</p>	<p>Deliver each agreed project.</p>	<p>Deliver each agreed project.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.4 Deliver an agreed rolling programme of works under the Kirkyards Project.</p> <p><i>R. Leith</i></p>	<p>B & C Heritage Team: 3 Planners (B&CH) & Principal Archaeologist.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Kirkyards Project Phases 1 – 3 awarded National Gold in Green Apple Heritage Awards 2007.</p>	<p>Continue agreed programme of work.</p> <p>Funding for phase 4 approved by Aberdeenshire, November 2006. Detailed scheme prepared and agreed with Historic Scotland. Grant application to the Heritage Lottery Fund to be lodged by mid January 2008.</p> <p>Historic Scotland Grant application March 2008.</p> <p>Phase 4 to be undertaken 2008/09- 2009/10</p>	<p>Completion of Phase 4.</p>	<p>Prepare programme of works for Phase 5 and secure funding assistance.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.5 Deliver an agreed programme of works under the Banff Renaissance Project.</p> <p><i>Banff Renaissance Project Manager Christine Pert</i></p>	<p>Environment Team North Project Manager Support from Admin staff in Banff Town House.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Prepare in consultation with partners an agreed programme of works and grant scheme and deliver and publicise the scheme within the budget and timescales agreed.</p>	<p>1. Delivery of agreed year two Banff Renaissance Projects (including monitoring reports). 2. Draw down all potential year two funding. By March 2009.</p>	<p>1. Delivery of agreed year three Banff Renaissance Projects (including monitoring reports). 2. Draw down all potential year three funding. By March 2010.</p>	<p>1. SGS final applications to be submitted by January 2011. 2. Draw down all potential year four funding by March 2011.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.6 Organisation of bi-annual Design Awards Scheme.</p> <p><i>S. Norman</i></p>	<p>B & C Heritage Team: 2 Environment Planners (B&CH), Principal Archaeologist and graphic technician.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Delivery of bi-annual design awards scheme within budget while ensuring increased participation.</p>	<ol style="list-style-type: none"> 1. Organise judging and ceremony. 2. Publicise 2008 Scheme winners. 3. Ensure monitoring scheme in place. By March 2009. 	<ol style="list-style-type: none"> 1. Review operation of scheme and ceremony in light of monitoring. 2. Plan for 2010 event and issue entry forms October 2009. 3. Publicise 2010 scheme. Secure funding package. By March 2010. 	<p>Prepare and organise the 2010 Design Award Scheme.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.7 Monitor and review Tree Preservation Orders (TPO). <i>D. Burroughs and I. Birnie</i></p>	<p>Three Environment Planners. SE1, 3, 4 LL5 CW8 DP2</p>	<p>Number of TPO's monitored and reviewed.</p>	<p>100% response to tree works in all areas within 6 weeks. Continuation of TPO review in accordance with agreed programme.</p>	<p>100% response to tree works in all areas within 6 weeks. Continuation of TPO review in accordance with agreed programme.</p>	<p>100% response to tree works in all areas within 6 weeks. Continuation of TPO review in accordance with agreed programme.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.8 Support implementation of Nature Conservation (Scotland) Act and Scottish Biodiversity Strategy through implementation of Local BAPs in conjunction with North East Local Biodiversity Action Plan (NELBAP) and Cairngorms LBAP.</p> <p><i>E. Williams/J. Cox</i></p>	<p>Cross service issue led by Environment Planner (Ecology).</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Number of Local Biodiversity Action Plans (LBAP) produced and keys areas of work on implantation of Plans supported by the Council.</p>	<p>Continue to implement approved Habitat and Species Action Plans. Finalise following Habitat Action Plans</p> <ul style="list-style-type: none"> • Marine • Lochs and Ponds • Wetland 	<p>Continue to implement LBAPs.</p>	<p>Continue to implement LBAPs.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.8 (a) Undertake a review of Local Nature conservation sites (SINS/SESAs and others) and to support this, in partnership with North East Scotland Biological Records Centre (NESBReC), seek funding to continue Integrated Habitat Survey (IHS) of Aberdeenshire.</p> <p><i>E. Williams/J. Cox</i></p>	<p>1 x Surveyor post with NESBReC and panel of external experts supported by 1 x Environment Planner.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Total habitat areas surveyed (sq. km.) of Aberdeenshire.</p>	<p>Continue review of Nature Conservation Sites and continue IHS coverage, depending on funding.</p>	<p>Continue review of Nature Conservation Sites and complete IHS coverage, depending on funding availability.</p>	<p>Continue review of Nature Conservation Sites and complete IHS coverage, depending on funding availability.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.8 (b) Set up monitoring framework for Aberdeen and Aberdeenshire Forestry Strategy and focus action on Woodlands in and around towns (WIAT) initiatives.</p> <p><i>E. Williams/J.Cox</i></p>	<p>1 x Environment Planner post, Aberdeenshire and Aberdeen City WIAT Officer.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>No of WIAT schemes implemented.</p> <p>Monitoring programme is still to be agreed.</p>	<p>Establish Monitoring Programme.</p> <p>Submit WIAT application for Council owned woodlands in Huntly.</p>	Commence monitoring.	Continue monitoring.
<p>14.9 Progress 5 actions contained in Sustainability Charter. Report to P&R annually.</p> <p><i>A. Laird</i></p>	<p>Cross Service issue with lead Sustainability Co-ordinator.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	Outline of New Charter and Actions discussed by Sustainability Sub Group and Area Committees	Progress new Actions (likely to also encompass commitments of Local authority Climate Change Declaration) + annual report to P&R.	Progress new actions + annual report to P&R.	Progress new actions + annual report to P&R.

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.9 (a) Progress the outcomes of the NE Global Footprint Reduction Report.</p> <p><i>Fiona Graham</i></p>	<p>Cross Service issue with lead Sustainability Co-ordinator.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Decrease in footprint of Aberdeenshire.</p>	<p>Significant policies identified and modified as a result of scenario modelling.</p>	<p>Recalculate Aberdeenshire's footprint to determine decrease or otherwise.</p>	<p>Significant policies identified and modified as a result of scenario modelling.</p>
<p>14.9 (b) Co-ordinate the delivery of the Local Authority Carbon Management Programme across the Council.</p> <p><i>Fiona Graham</i></p>	<p>Cross Service issue with lead Sustainability Co-ordinator.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Reduction of carbon emissions by the Council.</p>	<p>As identified in SIP.</p>	<p>As identified in SIP.</p>	<p>As identified in SIP.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.9 (c) Develop an action programme for the Community Plan Sustainable Environment Theme Forum.</p> <p><i>A. Laird</i></p>	<p>Sustainability Co-ordinator.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>To be determined by Theme Forum</p>	<p>Organise meetings of Theme Forum and progress actions according to funding availability.</p>	<p>Two meetings of Theme Forum and progress action according to funding availability.</p>	<p>Two meetings of Themes Forum and progress action according to funding availability.</p>
<p>14.10 Support the Aberdeenshire Local Access Forum (LAC).</p> <p><i>L. Mathieson</i></p>	<p>Team of three (2 Access Officers and 1 Environment Planner) working in conjunction with Ranger Team.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Establish and support a Local Outdoor Access Forum (LAF) by February 2005.</p>	<p>Hold minimum of six meetings per year.</p>	<p>Hold minimum of six meetings per year.</p>	<p>Hold minimum of six meetings per year.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.10a Complete the Core Path Plan (CPP) by Autumn 2008.</p> <p><i>L. Mathieson</i></p>	<p>Team of Access Officers and Environment Planners working in conjunction with Ranger Team.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Complete draft Core Path Plan (CPP) for Aberdeenshire by 2008.</p>	<p>Complete CPP and submit to Scottish Government. Public Enquiry may follow, if required.</p>	<p>Monitor and action CPP depending on funding available.</p>	<p>Monitor and action CPP depending on funding available.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.10b Ensure annual Pathway Maintenance Scheme is in place and is effective.</p> <p><i>L. Mathieson</i></p>	<p>Team of Access Officers and Environment Planners working in conjunction with Ranger Team. Maintenance plan in consultation with T & I (structures) and Landscape Services.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Progress/establish annual pathway maintenance scheme.</p>	<p>Implement Scheme and carry out monitoring inspection on 25% of paths each year.</p>	<p>Implement Scheme and carry out monitoring inspection on 25% of paths each year.</p>	<p>Implement Scheme and carry out monitoring inspection on 25% of paths each year.</p>
<p>14.10 (c) Review and agree a new Aberdeenshire Countryside Access Strategy.</p> <p><i>L. Mathieson</i></p>	<p>Access staff of Environment Teams North and South.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Update 1998 Aberdeenshire Outdoor Access Strategy in light of new Access duties resulting from (Land Reform (Scotland) Act 2003)</p>	<p>Monitor and action Strategy depending on available funding.</p>	<p>Monitor and action Strategy depending on available funding.</p>	<p>Monitor and action Strategy depending on available funding.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.10 (d) Implement and monitor a standard access procedure across Aberdeenshire for the receipt and action on Upholding Access Rights cases.</p> <p><i>D. Burroughs/ Brian Watt</i></p>	<p>Access staff of Environment Teams North and South.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Upholding Access Rights cases managed in accordance with new procedure.</p>	<p>Implement procedure.</p>	<p>Implement procedure.</p>	<p>Implement procedure.</p>
<p>14.10 (e) Work towards completion of Formartine and Buchan Way by establishing the missing line at Brucklay.</p> <p><i>L. Mathieson</i></p>	<p>Access Officer and Environment Planner</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Completion of Formartine and Buchan Way.</p>	<p>Complete by April 2009.</p>	<p>N/A</p>	<p>N/A</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.11 Participate in and monitoring coastal forums.</p> <p><i>G. Mackie</i></p>	<p>Environment Manager in partnership with T & I Coastal Protection.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Establish East Grampian Coastal Partnership. Support Moray Firth Partnership Heritage Project.</p>	<p>Continue to participate in coastal partnership activities</p>	<p>Continue to participate in coastal partnership activities</p>	<p>Continue to participate in coastal partnership activities</p>
<p>14.12 Development of Rivers Policy and strategies in line with the Water Framework Directive (WFD) and deliver through the River Dee Catchment Management Plan (RDCMP)</p> <p><i>L. Mathieson</i></p>	<p>Environment Planner in partnership with other Services and outside agencies.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Next phase is the Implementation of the RDCMP through delivery of Priority Actions in partnership with other relevant agencies.</p>	<p>Support the RDCMP Steering Group in sourcing funds to assist in the implementation of the actions associated with the 28 action cards.</p>	<p>Continue the implementation of the RDCMP action card delivery.</p>	<p>Continue the implementation of the RDCMP action card delivery.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.13 Restructuring of NESPT and agreement of External Service Agreement (ESA). <i>B. H. Watt</i></p>	<p>Environment Teams: (north) + (South) Environment Planners + Team Leaders + Principal Archaeologist. SE1, 3, 4 LL5 CW8 DP2</p>	<p>Delivery of measures contained within NESPT Draft Business Plan and External Service</p>	<p>Finalisation of NESPT Business Plan. Delivery of items agreed for year 1 of ESA.</p>	<p>Transfer of NESPT Project Officer to Trust. Delivery of items agreed for year 2 of ESA</p>	<p>Revise terms of ESA with NESPT.</p>
<p>14.14 Peterhead CARS Implement major Council led initiatives using £650k of Historic Scotland funding to arrest decline in Peterhead Central Conservation Area through critical building projects, a small project grant scheme & a public realm project. <i>H. Robertson</i></p>	<p>B & C Heritage Team: Environment Planner (Projects), Team Leader Technical Support, Environment Planner (B&CH). SE1, 3, 4 LL5 CW8 DP2</p>	<p>Draw down of funding in accordance with agreed Historic Scotland Contract. Project launched 27th November 2007.</p>	<p>Delivery of agreed 2 year works within Historic Scotland contract.</p>	<p>Delivery of agreed year 3 works within Historic Scotland contract.</p>	<p>Project Delivery and Target Spend achieved as planned by March 2011.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.15 Delivery of Deeside Way multi-user, long distance path from Aberdeen to Ballater.</p> <p>Complete the long distance path between Aberdeen and Ballater & provide associated signage, interpretation and promotion. To promote health and wellbeing and a tourist opportunity to enjoy Deeside.</p> <p><i>C.Stewart</i></p>	<p>Environment Planner (Projects).</p> <p>Transportation & Infrastructure external funding from, Scottish Natural Heritage, Scottish Enterprise Grampian, Community Environmental Renewable Scheme, Cairngorms National Park Authority, Aberdeen City, Nestrans, Sustrans.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Dinnet to Ballater upgrade completed September 2007.</p> <p>Work to be completed between Aboyne Gliding Strip and Dinnet March 2008.</p>	<p>Phased development between Banchory and Aboyne – subject to external funding and landowner approval.</p> <p>Phase I implementation of signage, interpretation and marketing strategy.</p>	<p>Phased development between Banchory and Aboyne – subject to external funding and landowner approval.</p> <p>Phase II implementation of signage, interpretation and marketing strategy.</p>	<p>Completion of development between Banchory and Aboyne – subject to external funding and landowner approval.</p> <p>Completion of signage interpretation and marketing strategy.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.16 Implementation of Public Arts Strategy.</p> <p><i>S. Gray</i></p>	<p>B&CH Team: 3 Environment Planners (Projects) + Team Leaders.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Delivery of Action Plan as agreed by ISC Committee.</p>	<p>Delivery of agreed year 2 actions from Action Plan.</p>	<p>Delivery of agreed year 3 actions from Action Plan.</p>	<ol style="list-style-type: none"> 1. Deliver new public art projects across Aberdeenshire. 2. Steering Group to review action plan and per cent for art leaflet and design guidance. 3. Apply for UK RTPi Awards.

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.17 Further development of Recycled Traditional Materials Store, relocation to, and development of, Partnership working with Fyvie Traditional Skills Centre.</p> <p><i>B. H. Watt</i></p>	<p>Environment Teams (North) + (South) Environment Planners + Team Leaders.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Progress delayed – awaiting agreement of lease with Fyvie Traditional Skills Centre.</p>	<p>Preparation of sustainable Business Plan for Materials Store and relocation of Store to Fyvie Traditional Skills Centre.</p>	<p>Agreed Business Plan for Materials Store. Relocate Store to Fyvie Traditional Skills Centre. NESPT managing and developing Store, in partnership with Council and Fyvie Traditional Skills Centre.</p>	<p>Further development of Materials Store (dependent on finance and operational performance of store in previous year).</p>
<p>14.18 Development and population of B&CH area of Aberdeenshire Website and Arcadia.</p> <p><i>C. Tierney</i></p>	<p>B&CH Team: Environment Planners (B&CH) x 3, (Projects) x 3 + Team Leader.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>Population of B&CH and Project areas of Aberdeenshire Council Website. Monitor number of hits site receives from public.</p>	<p>Deliver agreed Phase 1 of action plan. Monitor usage.</p>	<p>Deliver agreed Phase 2 of action plan. Amend in light of previous monitoring. Monitor usage.</p>	

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>14.19 Monitor and report on progress of the Kaizen on development control consultation with the Environment Team following implementation of revised procedure in four remaining areas.</p> <p><i>D. Burroughs</i></p>	<p>Environment Kaizen Team.</p> <p>SE1, 3, 4 LL5 CW8 DP2</p>	<p>PI – number of consultations responded to within 21 days.</p> <p>Consultation criteria under review to reduce numbers to reflect other work commitments by the section.</p>	<p>70% target on PI.</p>	<p>75% target on PI.</p>	<p>80% target on PI.</p>

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Core Activity 15– Controlling Development through the Planning System

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>15.1 Determine Planning Applications.</p> <p><i>R. Reid</i></p>	<p>Development Management Team.</p> <p>SE2</p>	<p>Determine planning applications within the period of 2 months from receipt of a valid planning application.</p>	<p>Statutory PI targets remain meantime due to delays in the implementation of the outcomes associated with the new Planning Act.</p>	<p>Statutory PI targets remain meantime due to delays in the implementation of the outcomes associated with the new Planning Act.</p>	<p>Statutory PI targets remain meantime due to delays in the implementation of the outcomes associated with the new Planning Act.</p>
<p>15.2 Develop and progress the outcome of the Design Forum on Housing Design.</p> <p><i>S. Carrie</i></p>	<p>Development Management Team and external partners.</p> <p>SE2</p>	<p>The performance measure in will be a formalised remit for the future activities of the Forum.</p>	<p>Agree remit for the Forum. No further target meantime.</p>	<p>No target set meantime until the remit for the Forum is agreed.</p>	<p>No target set meantime until the remit for the Forum is agreed.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>15.3 To further develop e-Government and web-based initiatives in Development Management.</p> <p><i>M. Corley</i></p>	<p>EGF E Planning Project.</p> <p>EGF E Planning Project.</p> <p>Non identified at this stage.</p> <p>SE3</p>	<p>Implementation of intelligent online Planning Application forms</p> <p>Implementation of online planning Expert System</p> <p>Review options for providing online planning application information system (ldox)</p>	<p>September 2008</p> <p>No new target set at this stage.</p> <p>December 2008.</p>	<p>No new target at this stage</p>	<p>No new target set at this stage.</p>
<p>15.4 Implementation of Action Plan in relation to Scrutiny & Audit Committee recommendations on the Processing of Planning Applications.</p> <p><i>R. Reid</i></p>	<p>Development Management Team.</p> <p>SE2</p>	<p>Implementation of Action Plan agreed by P&R Committee on 10 Nov 2005.</p>	<p>Update report to be considered by the Scrutiny and Audit Committee in November 2008.</p>	<p>No target meantime.</p>	<p>No target meantime.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>15.5 Implementation of new Property Enquiry Procedures arising from Kaizen 3.</p> <p><i>B. Stewart</i> <i>F. Brain</i> <i>G. Cook</i></p>	<p>Development Management Team.</p> <p>SE2</p>	<p>Implementation of Action Plan developed by Kaizen Team.</p> <p>Implementation delayed until the Kaizen outcomes are reviewed taking account of all customer requirements.</p>	<p>No target set meantime.</p>	<p>No target set meantime.</p>	<p>No target set meantime.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>15.6 Implementation of new process relating to the processing and determination of major planning applications (Kaizen 4).</p> <p><i>S. Carrie</i> <i>D. Ross</i> <i>W. Forbes</i></p>	<p>Development Management Team.</p> <p>SE2</p>	<p>Implementation of Action Plan arising from Kaizen exercise programmed for Feb/March 2006.</p>	<p>Carry out 12 month review in July 2008 and an 18 month review in February 2009.</p>	<p>No new target proposed in advance of the 2008/2009 reviews.</p>	<p>No new target meantime.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>15.7 Report on the staged implementation of the new Planning Act as commencement orders, guidance and Codes of Practice are produced.</p> <p><i>R. Reid</i></p>	<p>Development Management Teams.</p> <p>SE2</p>	<p>Reports to ISC on each stage of implementation along with the implications for the Service and the actions proposed to fulfil the requirements of the Act.</p>	<p>No target set at this stage although consultation paper outcomes are expected during the year.</p>	<p>No target set at this stage.</p>	<p>No target set at this stage.</p>
<p>15.8 Contribute to the Scottish Executive process for the development of quality indicators for Development Management under the new Planning Act.</p> <p><i>R. Reid</i></p>	<p>Development Management Teams.</p> <p>SE2</p>	<p>Draft suite of quality indicators agreed.</p> <p>No progress made here due to delays in the flow of information and consultation papers from the Scottish Executive.</p>	<p>No target set at this stage.</p>	<p>No target set at this stage.</p>	<p>No new target</p>

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Core Activity 16 – Controlling Building Standards

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>16.1 To implement e-Government initiatives within Building Standards in relation to the Building Scotland Act.</p> <p><i>J. McIntosh</i></p>	<p>Building Standards Team.</p> <p>JE2 SE2</p>	<p>Display Building Standards Register electronically.</p>	<p>Further develop BSR in line with future legislative requirements.</p>	<p>Further develop BSR in line with future legislative requirements.</p>	<p>Further develop BSR in line with future legislative requirements.</p>
<p>16.2 Deliver at least 8 awareness seminars with Builders and Agents in order to provide guidance on new Building Standards Legislation.</p> <p><i>J. McIntosh</i></p>	<p>Building Standards Team.</p> <p>JE2 SE2</p>	<p>Seminars with Builders and Agents delivered.</p>	<p>Provide customers with update seminars on changes to Building Standards Legislation and Regulations as details become available.</p>	<p>Provide customers with update seminars on changes to Building Standards Legislation and Regulations as details become available.</p>	<p>Provide customers with update seminars on changes to Building Standards Legislation and Regulations as details become available.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>16.3 To produce at least one advisory leaflet and enhance website information on new Building Act.</p> <p><i>J. McIntosh</i></p>	<p>Building Standards Team.</p> <p>JE2 SE2</p>	<p>Publish explanatory leaflet and enhance Building Standards Information on website.</p>	<p>Continue to develop explanatory leaflets and enhance Building Standards on-line Services.</p>	<p>Continue to develop explanatory leaflets and enhance Building Standards on-line Services.</p>	<p>Continue to develop explanatory leaflets and enhance Building Standards on-line Services.</p>
<p>16.4 Implementation of Action Plan arising from Kaizen (2) exercise on the standardisation of site inspection process.</p> <p><i>J. McIntosh</i></p>	<p>Building Standards Team.</p> <p>CI2 JE2 SE2</p>	<p>Improvement in response times to issuing of Completion Certificates. Improvements made in 'Pilot Area'.</p>	<p>Potential Kaizen on the Building Warrant Application appraisal process.</p>	<p>No new target.</p>	<p>Decision taken to defer any new Kaizen at this stage.</p>
<p>16.5 Building Standards Balanced Scorecard.</p> <p><i>J. McIntosh</i></p>	<p>Building Standards Team</p> <p>JE2 CI2 SE2</p>	<p>Show continuous improvements through Balanced Scorecard objectives.</p>	<p>Meet annual improvement objectives as defined in the annual Balanced Scorecard.</p>	<p>Meet annual improvement objectives as defined in the annual Balanced Scorecard.</p>	<p>Meet annual improvement objectives as defined in the annual Balanced Scorecard.</p>

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Core Activity 17 – Providing a Ranger Service

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>17.1 Review/monitor Ranger Service involvement in Aberdeenshire Access Strategy, Scottish Outdoor Access Code and Upholding Access Rights.</p> <p><i>F. Gordon</i></p>	<p>Head Ranger, plus 11 Rangers and 3 Wardens.</p> <p>SE4</p>	<p>Production of acceptable programme.</p>	<p>No target at this stage.</p>	<p>No target at this stage.</p>	<p>No target at this stage.</p>
<p>17.2 Preparation and implementation of Annual Work Plans for the Ranger Service.</p> <p><i>F. Gordon</i></p>	<p>Head Ranger, plus 11 Rangers and 3 Wardens.</p> <p>SE4</p>	<p>Acceptance by SNH for Grant award.</p>	<p>Prepare and submit Work Plans to SNH.</p>	<p>Prepare and submit Work Plans to SNH.</p>	<p>Prepare and submit Work Plans to SNH</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>17.3 Preparation and implementation of a 3 year Management Strategy for the Ranger Service.</p> <p><i>F. Gordon</i></p>	<p>Head Ranger, plus team of 11 Rangers and 3 Wardens.</p> <p>SE4</p>	<p>Acceptance by SNH for Grant award.</p>	<p>Complete Strategy, submit to SNH for approval. Implement.</p>	<p>Implement Strategy.</p>	<p>Implement Strategy</p>
<p>17.4 Development and delivery of 2 series of events annually which support Council SNH and others appropriate policies.</p> <p><i>F. Gordon</i></p>	<p>Head Ranger, plus 11 Rangers and 3 Wardens.</p> <p>SE4</p>	<p>Production of two brochures and attendance figures at events.</p>	<p>Produce, promote and deliver two series of events.</p>	<p>Produce, promote and deliver two series of events.</p>	<p>Produce, promote and deliver two series of events.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>17.5 Develop a programme for integration of new Curriculum of Excellence into Ranger Service work with schools.</p> <p><i>F. Gordon</i></p>	<p>Head Ranger, plus 11 Rangers and 3 Wardens.</p> <p>SE4 LL5</p>	<p>Production of acceptable programme in partnership with the Education Service.</p>	<p>Implement new programme with school groups.</p>	<p>Implement new programme with school groups.</p>	<p>Implement new programme with school groups</p>

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Core Activity 18 – Collecting, Disposing and Recycling of Waste

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>18.1 Review of interim and long term Waste Management Strategies and Implementation Plans.</p> <p><i>J. Clark</i></p>	<p>Waste Management Team.</p> <p>SE5</p>	<p>Performance against the Landfill Allowance Trading Scheme (LATS) & recycling targets.</p>	<p>Meet or exceed projected performance against LATS:</p> <p>To only landfill 57310 tonnes of biodegradable waste.</p> <p>Achieve a recycling level to be set in conjunction with the Council's Waste Management Working Group.</p>	<p>Meet or exceed projected performance against LATS:</p> <p>To only landfill 54917 tonnes of biodegradable waste.</p> <p>Achieve a recycling level to be set in conjunction with the Council's Waste Management Working Group.</p>	<p>To only landfill No target has been issued for this year tonnes of biodegradable waste.</p> <p>Achieve a recycling level to be set in conjunction with the Council's Waste Management Working Group.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>18.2 Waste Aware Campaign for Households.</p> <p><i>J. Clark</i></p>	<p>Waste Management Team.</p> <p>SE5</p>	<p>Delivery of Waste Promotions Schedule. Increased public awareness of and participation in waste reduction, reuse and recycling opportunities.</p>	<p>Continued delivery of consistent North-East and Local campaigns relating to waste services.</p>	<p>Continued delivery of consistent North-East and Local campaigns relating to waste services.</p>	<p>Continued delivery of consistent North-East and Local campaigns relating to waste services.</p>
<p>18.3 Household Waste and Recycling Centres (HWRC) Network enhancement.</p> <p><i>J. Clark</i></p>	<p>Waste Management Team.</p> <p>SE5</p>	<p>Introduction of enhanced HWRC facilities.</p>	<p>Secure a suitable and sufficient site to build a HWRC in Ballater and consider figure requirement for HWRCs, including Planning Gain proposal at Wester Hatton.</p>	<p>Build a new HWRC in Ellon.</p>	<p>Continue to enhance HWRC provision</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>18.4 Managing Council Waste.</p> <p><i>J.Clark</i></p>	<p>Waste Management Team (corporate Initiative).</p> <p>SE5</p>	<p>Council compliance with waste regulations</p>	<p>Ongoing implementation, monitoring and review. ZERO prosecutions.</p>	<p>Ongoing implementation, monitoring and review. ZERO prosecutions.</p>	<p>ZERO prosecutions.</p>
<p>18.5 Introduction of an enhanced refuse and recycling collection service.</p> <p><i>J. Clark</i></p>	<p>Waste Management Team.</p> <p>SE5</p>	<p>Kerbside collection ongoing monitoring and review; capacity review to include additional households in recycling collections</p>	<p>Achieve a recycling level to be set in conjunction with the Council's Waste Management Working Group.</p>	<p>Achieve a recycling level to be set in conjunction with the Council's Waste Management Working Group.</p>	<p>Achieve a recycling level to be set in conjunction with the Council's Waste Management Working Group.</p>

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Core Activity 19 – Cleaning Streets

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>19.1 Compliance with the Local Environmental Audit and Management System (LEAMS).</p> <p><i>A. Black</i></p>	<p>Waste Management Team.</p> <p>SE5</p>	<p>Cleanliness Index rating above minimum standard.</p>	<p>Achieve index rating above minimum standard of 67, as required by Code of Practice on Litter and Refuse (1999). Conduct Kaizen to generate improvements of street cleaning service for Aberdeenshire</p>	<p>Achieve index rating above minimum standard of 67, as required by Code of Practice on Litter and Refuse (1999).</p>	<p>Achieve index rating above minimum standard of 67, as required by Code of Practice on Litter and Refuse (1999).</p>

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Core Activity 20 – Implementing A.I.M./Employee Survey Improvements

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>20.1 Improve Communication.</p> <p><i>G. Buchanan</i></p>	<p>Within existing resources linking to Corporate Communications Strategy.</p> <p>CI5, 6</p>	<p>Full distribution of Newsletter achieved in 2005/6.</p>	<p>Development, with corporate communications team, of improved internal communications system with former manual employees</p>	<p>Full implementation of internal communication system</p>	<p>No target at this stage, target dependent upon service developments</p>
<p>20.2 Staff Recognition.</p> <p><i>G. Buchanan</i></p>	<p>Within existing resources.</p> <p>CI5, 6</p>	<p>Recognition “register” of good work established.</p>	<p>Publicity in “What’s What” Newsletter continuing through 2008/09.</p> <p>Implementation of alternative recognition measures.</p>	<p>Publicity in “What’s What” Newsletter continuing through 2009/10.</p>	<p>Publicity in “What’s What” Newsletter continuing through 2009/10.</p>

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Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>20.3 Reduce use of cars/council vehicles.</p> <p><i>G. Buchanan</i></p>	<p>Within existing resources linking to other “green travel” initiatives.</p> <p>CI5, 6</p>	<p>Mileage Matrix chart developed, car share framework initial draft commenced & Option Appraisal Report on flexible working completed.</p>	<p>Previously agreed target was 5% reduction in annual business mileage by December 2008 – progress dependent upon Workforce Transformation project.</p>	<p>Previously agreed target was 7% reduction in annual business mileage by December 2009 - – progress dependent upon Workforce Transformation project.</p>	<p>No target at this stage</p>
<p>20.4 Improved use/deployment of resources.</p> <p><i>G. Buchanan</i></p>	<p>Within existing resources at this stage.</p> <p>CI5, 6</p>	<p>Workload Analysis Report at each location and each section of P&ES.</p>	<p>Service modernisation reviews to be completed and implemented.</p>	<p>Service modernisation reviews to be completed and implemented.</p>	<p>No target at this stage</p>

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Core Activity 21 – Woodhill House Catering – Improvement Plan

Task and Lead Officer	Resources/ Links	Performance Measure	Target for 2008/09	Target for 2009/10	Target for 2010/2011
<p>21.1 Implement the elements of the Woodhill House Catering Improvement Plan.</p> <p><i>Bill Cassie/ M. Hearnden</i></p>	<p>Catering and Support Services Team with assistance from T&I (Property).</p> <p>CI3</p>	<p>Full implementation of all of the agreed improvement elements.</p>	<p>No target anticipated at this planning stage.</p>	<p>No target anticipated at this planning stage.</p>	<p>No target anticipated at this planning stage</p>