











2017/18 Quarter to June Corporate Services Performance Report - Service Plan








CPS17LD01 Legal Services					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17LD01.01	Training for new Councillors	30-Jun-2017	All completed except the Appeals Committee. The committee members have been nominated but have yet to sit.	<div style="width: 98%;"><div style="width: 98%;">98%</div></div>	
CPS17LD01.02	Develop benchmark information nationally	31-Dec-2017	The benchmarking return has been completed and issued to Highland Council for assessment and incorporating into the annual benchmarking report. The report has not yet been issued.	<div style="width: 50%;"><div style="width: 50%;">50%</div></div>	
CPS17LD01.03	Continue with support for newly formed Integration Joint Board	31-Mar-2018	The IJB Complaints Policy has been approved by the board and has been sent to the SPSO for feedback and approval to proceed.	<div style="width: 95%;"><div style="width: 95%;">95%</div></div>	
CPS17LD01.04	Prioritise resources on corporate projects and strategic infrastructure projects identified in the 4 year plan	31-Mar-2018	During this quarter the legal services team have provided advice to the Digital Services Project and school estates, including the recent re-zoning consultation, new schools and proposed moth-balling of a primary school.	<div style="width: 25%;"><div style="width: 25%;">25%</div></div>	
CPS17LD01.05	Monitor and react to areas of significant increased activity and potential decreased activity	31-Mar-2018	On 23rd January another section of the Community Empowerment Act came into force. We have now published a list of council assets and this may lead to questions/complaints from public. The new rules also require a new appeal body (sub-committee) and legal officer have been advising on this and will also lead on the development of an updated procedure.	<div style="width: 25%;"><div style="width: 25%;">25%</div></div>	
CPS17LD01.06	Look at IDOX module for licensing	30-Sep-2018	Module purchased, training undertaken and roll out underway.	<div style="width: 80%;"><div style="width: 80%;">80%</div></div>	
CPS17LD02 Committee/Registrars/Elections					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17LD02.01	Tender for committee management system	30-Nov-2017	Tender specification currently being worked up, however this has been delayed due to involvement of Democratic Services Manager in the Local Government Elections, snap General Election and unexpected local by-election.	<div style="width: 30%;"><div style="width: 30%;">30%</div></div>	
CPS17LD02.02	Investigate possible efficiencies from paperless meetings	30-Nov-2017	Some work on this already carried out when investigating the introduction of a committee management system. However no further investigation has been undertaken due to	<div style="width: 50%;"><div style="width: 50%;">50%</div></div>	

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
			involvement of Democratic Services Manager in the Local Government Elections, snap General Election and unexpected local by-election.		
CPS17LD02.03	Review arrangements for elected members training and any induction required for May 2017 local government elections	31-May-2017		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	
CPS17LD02.05	Registrars: Finalise digitisation of burial ground records.	31-Oct-2017	Three of the five priority cemeteries are now live on the system. Final two are undergoing data accuracy checks with some issues still to be resolved with contractor.	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%	




CPS17LD03 Customer Services/Taxation/Benefits

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17LD03.01	Customer Services team to contribute to the promotion and implementation of Digital services for Council wide services	31-Mar-2018	Team continues to contribute to the digital project	<div style="width: 25%;"><div style="width: 25%;"></div></div> 25%	
CPS17LD03.02	Contribute to the development of service specific digital processes for Council tax, NDR and Benefits	31-Mar-2018	Software secured to enable large volume transactions to be submitted by e form, automation in processing some of these and e billing/notifications. These are being tested whilst key system integration work is also being developed.	<div style="width: 20%;"><div style="width: 20%;"></div></div> 20%	
CPS17LD03.03	Procure/renegotiate Council Tax and Benefits core system contracts	31-Aug-2017	Contract agreed in principle, cost scheduling being finalised	<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	
CPS17LD03.04	Plan for on-going Welfare reform changes	31-Mar-2018	Continuous monitoring of both UK and Scottish changes and the impact on the authority of these is ongoing.	<div style="width: 25%;"><div style="width: 25%;"></div></div> 25%	
CPS17LD03.05	Review Non Domestic rates discretionary relief policy	31-Mar-2018	Work will commence on this in second quarter.	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	
CPS17LD03.06	Undertake additional activity to maximise Council tax income	31-Mar-2018	Work to seek continuous improvement in collection rates is on-going – performance in 2016/17 reflected this.	<div style="width: 25%;"><div style="width: 25%;"></div></div> 25%	
CPS17LD03.07	Develop measures to set customer expectation levels and monitor satisfaction levels	31-Mar-2018	This is being considered in tandem with the implementation of digital measures for Revenues.	<div style="width: 20%;"><div style="width: 20%;"></div></div> 20%	
CPS17LD03.08	Non Domestic Rates revaluation 2016/17	31-Aug-2017	Due to the late definition of transitional measures, software to implement a scheme was only received in July 2017. This has been tested and implementation is complete.	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	



CPS17HR01 Workforce Transformation and Change

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17HR01.01	Continue to use Transform approach for change management and relevant recruitment	31-Mar-2018	17/7 - no update to report	0%	
CPS17HR01.02	Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes	31-Mar-2018	17/7 - no update to report. Feedback from Employee Survey to be reviewed and consider actions to address areas for improvement due in October 2017.	0%	
CPS17HR01.03a	Work in partnership to support the IJB on the integration of health and social care - Human Resources Actions	31-Mar-2018	17/7 - Note: no policy work is currently anticipated as these remain as per the parent body employers	0%	
CPS17HR01.03b	Clarity over how risks will be controlled in a joint working environment	29-Dec-2017		0%	
CPS17HR01.03c	Organisational Development plan produced and agreed and implementation underway to support IJB services	31-Mar-2018		0%	





CPS17HR02 Employee Engagement/Morale and Motivation

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17HR02.01	Deliver employee engagement programme	31-Mar-2018	30/6 – employee survey live in June. Bright ideas launched. LsF held as planned and listening meetings taken place with managers and supervisors. Dates and theme (in principle) agreed for Conferences.	0%	
CPS17HR02.02	Implement actions to improve and promote a positive workforce culture and improve employee involvement and influence in the workplace	31-Mar-2018	30/6 – culture work incorporated into engagement report to CMT/SMT (where relevant). Culture team have prepared an action plan pending political direction on future of CWG.	0%	
CPS17HR02.03	Continue work to enhance management activity and consistency	31-Mar-2018	30/6 Resources allocated from ED to progress this work from August.	0%	


CPS17HR03 Developing Leadership Capacity





Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17HR03.01	Implement re-designed leadership development to ensure it develops the skills and behaviours necessary for the corporate and strategic direction and leadership the council requires	31-Jul-2018	First module on continuous improvement complete. Remaining programme content and design being considered against reduced ED resource and use of blended approach.	<div style="width: 40%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 40%	
CPS17HR03.02	Provide management and supervisory training to address management standards and a more positive workforce culture	31-Jul-2017	Training and support for managers on management standards and developing a more positive workforce culture developed and delivered within Direct Services - now available to deploy as bespoke tool as and when required. Manager induction implemented, to be embedded in corporate calendar.	<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 100%	

CPS17HR04 Workforce/Employee Development




Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17HR04.01	Review development of the Organisational Development team	29-Dec-2017	30/06 Priorities clarified with HoS from recent inspections. Resources being reviewed to facilitate meeting demand.	<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 0%	
CPS17HR04.02	Co-ordinate training activity across the council to form a comprehensive view and to ensure it is aligned to the corporate and OD priorities	30-Apr-2018	30/6 – personnel forum considered and agreed proposals. All milestones met so far and work progressing well.	<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 0%	
CPS17HR04.03	Develop the quality of the employee review experience, while continuing to ensure that all employees have the opportunity to participate in a review process on at least an annual basis	31-Mar-2018	30/6 – reported to CMT/SMT and to P&R in workforce plan report on 13/6.	<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 0%	
CPS17HR04.04	Review Management Appraisal Framework	31-Mar-2018	30/06 Work due to begin in mid August.	<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 0%	

CPS17HR05 Health and Well-being




Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17HR05.01	Support the implementation of the Moray Council's Health and Work	30-Apr-2018	The Council has appropriate policies and measures in place for the management of absence. Case management reviews are helping to ensure that management is as	<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 0%	

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
	policy in order to deliver ongoing improvements in absence levels		effective as possible and that cases do not stall. However, management and HR time to address cases remains an issue. There is an ongoing cost/benefit balance to be achieved and will be reported to the Personnel Forum to ensure it is kept under review		
CPS17HR05.02	Act together with employees and their representatives to improve workforce consultation and improvement	30-Sep-2018	The arrangements for consultation and involvement on H&S matters have been reviewed to modernise them and reflect the inclusive approach that the council would like to have. This has been supported by the trade unions and a new constitution has been agreed but not formally ratified. There have been ongoing difficulties with adequate trade union representation. The number of H&S reps has not increased and so there has been limited scope to increase participation via the trade unions. In progress	0%	
CPS17HR05.03	Manage risks well by implementing our health and safety system effectively	31-Dec-2017	Vehicle reversing guidance completed and progressed to implementation. Revised process for risk assessments in place and progress being made through planned work	0%	
CPS17HR05.04	Share our success and learn from our experience of health and safety practice	31-Mar-2018	30/06 no update	0%	
CPS17HR05.05	Developing the Health and Safety Culture of the Council	30-Sep-2018	Climate survey agreed and implementation in services proceeding 2nd year of reduction in serious H&S incidents reported in annual report	0%	



CPS17HR06 Workforce and Succession Planning

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17HR06.01	Consider the development of apprenticeships and other schemes aimed at young workers	31-Oct-2017		0%	
CPS17HR06.02	INFORMATION ONLY ACTION ITEM: Continue to actively manage vacancies to prepare for future changes	31-Mar-2018		100%	
CPS17HR06.03	Work with services on specific challenges	31-Mar-2018		0%	


CPS17HR07 Recruitment and Retention

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17HR07.01	Consider recruitment and retention activities to promote employment opportunities and profile of Moray Council	30-Jun-2018		0%	
CPS17HR07.02	Establish pathways for support, training and experience for professional development for professional and specialist posts (grow your own)	30-Jun-2018		0%	
CPS17HR07.03	Work with Educational Services to develop recruitment strategies (both long and short term) for the improvement of Teacher recruitment	31-Mar-2019		0%	

CPS17HR08 Reward and Recognition





Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17HR08.01	Continue to monitor the long term impact on the pay structure arising from the living wage and other pay related issues	31-Mar-2018	30/06 no update	0%	
CPS17HR08.02	Ensure that jobs are well designed and defined to meet future service needs	31-Mar-2018	30/06 no update	0%	
CPS17HR08.03	Undertaken equal pay audit	29-Dec-2017	30/06 no update	0%	

CPS17HR09 HR: Other Actions

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17HR09.01	Employment Policies – rolling review of policies (and development of new)	31-Mar-2018	30/6 Proposed policy work agreed at PF and with TUs.	0%	




CPS17HR09.02	Respond to changes in legislation and national policy development	31-Mar-2018	30/06 no update	0%	
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CPS17ICT01 PRIORITY 1: Developing Digital Services



Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17ICT01.1	Channel shift:	30-Sep-2018	<p>Web content for the parent, guardian and pupil customer groups is nearing completion before moving onto the next customer group, Social Care. The leisure bookings solution has been procured, an initial kick-off meeting held with the supplier and now looking at agreeing user training dates. Several meeting have now been held with the supplier and the configuration of the solution within Moray established which will allow the trial of the online forms for discounts and exemptions in a controlled environment within the contact centre prior to rolling out to the public. The configuration parameters for the income management solution have been agreed and documented and the supplier is currently configuring the system to enable testing to take place.</p> <p>Some preliminary work within the schools administration environment has identified a number of processes and procedures with the intention of pulling these together to establish best practice which will in turn enable services to be delivered in a consistent manner online. This has included a survey of parents to establish how they wish to use online services and what their priorities are.</p>	12%	
CPS17ICT01.2	Citizen account:	30-Sep-2018	<p>Investigating data matching for council tax benefits processes for use within the contact centre and on the web site. Early discussions have been held with the supplier of the Improvement Service to investigate the process for linking pupils to parents in a secure and robust manner. A subscription is also being developed to allow members of the public the ability to subscribe for alerts from the council.</p>	13%	
CPS17ICT01.3	Information Sharing:	31-Mar-2018	<p>Open data sets are being published on the web site with the latest development currently being completed and shortly to be published to allow members of the public to view map based school catchment areas.</p>	30%	
CPS17ICT01.4	Intranet Improvement	30-Nov-2017	<p>A registration and authentication solution is currently being developed for the Interchange which will allow staff to login from outside the council network and view content that would normally only be accessible inside the council network. This will enable all users to access the majority of content on Interchange regardless of their location. A subscription solution is also being developed which will enable registered users to subscribe to particular areas of interest such as the Connect Newsletter and for alerts to be sent to them in a pro-active manner rather than having to find it themselves. The final stage of the improvement plan is the update of the existing noticeboard which will operate using the login credentials for other areas of the Interchange. This is</p>	63%	

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
			currently being tested.		

CPS17ICT02 PRIORITY 2: Technology for the Moray Classroom

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17ICT02.1	Schools Infrastructure	31-Mar-2018	<p>Desktop: The allocation of devices per school is complete. Requirements confirmed and orders placed for 38 schools (69%). Rollout of equipment commenced earlier than previous years and, as at the end of Q1, 159 (26%) desktops / laptops had been configured and installed; this was mainly for primary schools. Rollout of devices for secondary schools is scheduled for July / August.</p> <p>Network Infrastructure: The specification of requirements for telephone system replacements has been completed. The procurement exercise has also been completed ahead of schedule. It was intended to procure network switches by the end of Q1 but this has been deferred pending a review of the core network infrastructure in schools.</p> <p>Server Infrastructure: The backup solution for the secondary schools has been successfully implemented. The specification for the secondary school server replacements has been finalised and all of the servers have been procured via the Server and Storage Framework agreement.</p>	25%	
CPS17ICT02.2	Strategy	31-Mar-2018	<p>Wi-Fi: The work to identify aerial numbers / locations to provide campus wide Wi-Fi coverage has been completed. Cabling requirements have been specified and associated installation services have been procured. The wireless aerials have also been procured.</p> <p>Interactive Boards: Evaluation of options for panels complete. Requirements identified and orders placed for 16 schools (30%). Phase 1 rollout completed by the end of June 2017; 65 boards have been installed which is approximately 33% of the total allocation.</p> <p>Video Conferencing: The VC equipment has been procured via a national ICT framework for Network Services. Installation and testing is scheduled for July. System should be ready for the start of the new school session in August.</p>	25%	
CPS17ICT02.3	Pupil Devices	31-Aug-2018	No work scheduled to start in Q1	0%	

CPS17ICT03 PRIORITY 3: Delivering systems and Infrastructure

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17ICT03.1	Data Storage	30-Jun-2018	No work scheduled to start in Q1	0%	
CPS17ICT03.2	Service desk	29-Dec-2017	Work on the unscheduled Microsoft Software Audit has impacted on resources available to start on this project. Some work has been done on project initiation and consideration of technical requirements. Need to accelerate in Q2.	5%	

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17ICT03.3	Information security	29-Dec-2017	Although work is not due to start until Q2, it should be noted that preparatory work has already started for the IT Health Check in relation to system updates and patching. Security updates have also been applied following the recent spate of Ransomware outbreaks.	<input type="text" value="0%"/>	
CPS17ICT03.4	Infrastructure and device management	31-Mar-2018	The following projects on the Infrastructure and Device Management Plan are complete / significantly complete: Email for Home Care Staff, GCF / PSN Connectivity and Services, Web filtering, ICT support for Maybank new build, Backup solution (Secondary Schools). The following projects are in progress: Server replacement (corporate), Virtual Desktop Infrastructure, devices for Elected Members (new tablet solution), MFD contract phase 2 (mobile print), server replacement (schools), schools' infrastructure replacement (desktop, network and server), schools' ICT Strategy work (Wi-Fi, VC and interactive panels) and ICT support for Elgin High School.	<input type="text" value="25%"/>	
CPS17ICT03.5	Business Improvement projects and applications	31-Mar-2018	18 projects contained on the original plan are underway. Although significant progress was made towards the end of financial year 2016/17 there is some outstanding work expected from the supplier before this can be signed off.	<input type="text" value="23%"/>	





CPS17ICT04 PRIORITY 4: Partnership Working



Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17ICT04.1	Pathfinder North/ SWAN project	31-Jul-2017	The remaining sites have now been migrated to the SWAN network and the transition work is complete. Any subsequent activity will be handled via business as usual processes.	<input type="text" value="100%"/>	
CPS17ICT04.2	Integration of Health and Social Care	31-Mar-2018	The main focus for the ICT Infrastructure Team has been the relocation of staff from Spynie Hospital. All Council staff have moved from that site to new premises. There is still some residual work to provide connectivity to enable NHS staff to work from Council HQ. NHS IT staff are working on this with Capita (the SWAN contractor). Work is progressing on the preparation of a strategy and programme for future Infrastructure projects. This is being prepared by the Health and Social Care Integration Project Manager and is being overseen by the Infrastructure Programme Board.	<input type="text" value="0%"/>	


CPS17ICT05 OTHER PRIORITIES: Implementing and Maintaining DBS





Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17ICT05.1	Information management	31-Jan-2018	A SharePoint 2013 TEST environment has been built and testing underway. Areas of customisation are being redeveloped prior to finalising testing and building the LIVE	<input type="text" value="33%"/>	

			environment.		
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CPS17FS Financial Services Plan 2017-20					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17FS01	Support the Financial Planning Process	31-Mar-2019	Overview updated May and June - minor amendments; emergency savings posted, bar £10k training; 96.3% of value of substantive savings posted; funding adjusted for most up-to-date info.	<div style="width: 25%;"><div style="width: 25%;"></div></div> 25%	
CPS17FS02	Provide Financial Advice/Support for the Council's large strategic projects	31-Mar-2019	Leisure review not progressed due to new council, so no financial support/advice requested. NESS ongoing but largely with Lead Authorities at the moment, Lossie High School, project board meetings attended but no financial support/advice requested.	<div style="width: 25%;"><div style="width: 25%;"></div></div> 25%	
CPS17FS04	Undertake a review of all Council's Insurance Policies and highlight associated risks.	30-Sep-2018	A quote for consultancy services has been issued and a supplier selected to carry out the insurance review. Work is due to start as soon as we can arrange our first meeting.	<div style="width: 20%;"><div style="width: 20%;"></div></div> 20%	
CPS17FS06	Procurement and Payments Development	31-Mar-2018	The team have made significant progress to embed the Reform changes into procedures, training and guidance material. A number of workshops have been held for Service Heads and Procurement Officers to highlight the main changes, however as all procurement projects are supported by the procurement team, this has been delivered as an informative discussion platform rather than a training course. A draft Annual Strategy has been developed and is with a number of officers for initial consultation.	<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	

CPS17FS03 Provide financial support the new Moray Integration Joint Board.					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17FS03.01	Monitor and assist the Board's Chief Officer and its new Chief Financial Officer	31-Mar-2018	Outturn for 2016/17, impact on 2017/18 and 2017/18 budget update was reported to and discussed at the MIJB on 29 June 2017	<div style="width: 25%;"><div style="width: 25%;"></div></div> 25%	
CPS17FS03.03	Support the development of Procurement for the IJB	31-Mar-2018	Suggested Procurement strategy for the service has been presented. Further discussions to take place with consultants and the service.	<div style="width: 20%;"><div style="width: 20%;"></div></div> 20%	

CPS17FS05 Providing best value for our customers					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS17FS05.01	Our public services are high quality, continually improving, and responsive to customer	31-Mar-2018	Implementation of the new Income Management system is underway – planned go live date of October 2017.	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	







Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
	needs.				
CPS17FS05.02	Implement new Income Management system	31-Mar-2019	System design has been agreed, work continues in line with the project plan. System testing scheduled for Aug & Sept, go Live in Oct.	<div style="width: 35%;"><div style="background-color: #4F81BD; width: 35%;"></div></div> 35%	
CPS17FS05.03	Electronic Processing	31-Mar-2019	We are now live with 6 suppliers and testing with 4 others for the Scot Gov invoicing solution. Business case presented to ICT for the internal e-invoicing requirement.	<div style="width: 20%;"><div style="background-color: #4F81BD; width: 20%;"></div></div> 20%	
CPS17FS05.04	(previously CPS16FS04.01) Upgrade and the provision of improved budget manager information.	31-Mar-2018	Due to conflicting priorities no progress was possible in the first qtr. Meetings with ICT have been arranged to progress this	<div style="width: 70%;"><div style="background-color: #4F81BD; width: 70%;"></div></div> 70%	
CPS17FS05.05	(previously CPS16FS04.03) Successful development of budget manager training and FMS user training included in Council's training system (CLIVE)	30-Sep-2017	No action in the first qtr, project to resume in August 2017	<div style="width: 50%;"><div style="background-color: #4F81BD; width: 50%;"></div></div> 50%	

2017/18 Quarter to June Development Services Performance Report – Service Plan








Building Standards






Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS17-19.3.01a	Ensure that the terms of the Verification Operating Framework are met and/or implemented - Create a record management process and database for training records	30-Sep-2017		0%	
DevS17-19.3.01b	- Set up and implement random sampling of building warrant and completion certificate decisions	30-Sep-2017		0%	
DevS17-19.3.01c	- Review the risk assessment protocols for Building Warrants	31-Dec-2017		0%	
DevS17-19.3.01d	- Review the risk assessment protocols for Completion Certificates	31-Dec-2017		0%	
DevS17-19.3.01e	- Create operational desktop manual for reference and audit purposes on document management system	31-Mar-2018	Documentation is being gathered to facilitate this	5%	
DevS17-19.3.01f	- Set up a public access facility to view electronic documents from Building Warrant files	31-Mar-2018		0%	
DevS17-19.3.02a	Work to achieve the targets set out in the National Performance Framework - Establish processes and procedures to enable the measuring and recording of the new KPO targets for the 'during construction' process	31-Mar-2018	The National template is being populated, local performance indicators are being reviewed, and the processes/procedures are being reviewed in line with the National Framework	10%	
DevS17-19.3.02b	- Performance review at 6 months	31-Mar-2018		0%	
DevS17-19.3.03a	Address the actions for improvement set out in the Appointment of Verifiers - Review processes to improve consistency and level of turnaround times for issuing first reports on building warrants	31-Mar-2018		0%	
DevS17-19.3.03b	- Gauge level of customer satisfaction with the verifications – agents focus group, satisfaction survey	30-Sep-2017		0%	












Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS17-19.3.03c	- Detail existing verification services staff contingency planning in desktop manual (see above)	31-Mar-2018		0%	
DevS17-19.3.03d	- Review at end of year 1 (on what still needs to be done)	31-Mar-2018		0%	
DevS17-19.3.04a	Continue and Improve Benchmarking with our benchmarking family leading to service improvements - Complete data gathering for benchmarking family 2016/17	30-Sep-2017	Benchmarking continues with the last of the 2016/17 data having been requested and compilation of received information underway	20%	
DevS17-19.3.04b	- Write Annual report	30-Sep-2017		0%	
DevS17-19.3.04c	- Arrange discussion group to review annual information	31-Dec-2017		0%	
DevS17-19.3.04d	- Continue data gathering for 2017/18 Q1-4	31-Mar-2018	Requests for quarter 1 data have been prepared and will be sent out to the group in August	25%	

Development Management






Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS17-19.1.02	Review Preliminary Enquiry for Major Applications	31-Jan-2018	Data collected on numbers	10%	
DevS17-19.1.03	Review Development Management Procedures, since e-planning - implement	31-Dec-2017	Review of DM procedures on going with new target date of December 2017, up to 60% complete.	60%	
DevS17-19.1.04	Review Project Management Approach to Major Planning Applications & Integration of Other Consents	30-Sep-2017	Project trial plan commenced and template being prepared	10%	
DevS17-19.2.06	Implement Environmental Impact Assessment (EIA) Regulations 2017	31-Jul-2017	Complete	100%	
DevS17-19.3.05	Introduce Standard Validation Guidance & Review Procedure for Validating Applications	30-Sep-2017	National validation standards complete and report to committee in October followed by workshop	50%	

Economic Development



Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS17-19.1.01	Support Development of growth bid Heads of Terms	30-Nov-2017	March 2017 Project Board convened. Initial draft of vision produced and circulated for comment. April 2017 Project templates issued to gather high level information. Workshop opportunities reviewed and initial long list of projects produced. Vision and high level outline of bid reported to the Council 29 June 2017	25%	
DevS17-19.1.09	Development and operation of New European Structural Investment Funds, which involve, business growth, loans etc. - Local Growth Accelerator Programme	31-Dec-2018	Programmes largely agreed by Scottish Govt of administration in December 2016 for various strategic interventions (SI): Business Competitiveness SI (Business Gateway Local Growth Accelerator Programme). 3 businesses assisted with specialist advice, 5 businesses assisted with HR advice, 1 growth workshop delivered, 1 graduate placement now in place. Business Loans Scotland (BLS) Moray approved first loan in Scotland in May (Probond Marine), 3 others in pipeline Employability SI (Help for unemployed people). Has made an encouraging start with 4 young people being supported through the Elgin Youth Cafe; the Social Enterprise Academy has been running a 13 week programme "Wide Horizons" for people with multiple barriers to employment, workshops in March and scheduled for September. Poverty & Social Inclusion SI (a small programme led by Moray Council providing Money Advice) 70 people helped in quarter 1 similar numbness anticipated each quarter. The LEADER programme is led by TSiMoray and launched June 2016. Whilst Brexit still presents uncertainty for EU programmes, the government has confirmed it will support most agreed programmes and projects until 2020	25%	
DevS17-19.1.10	Facilitate community groups to re-establish Doors Open Day during the last weekend of September as a local event and increasingly and event to attract visitors from outside Moray	30-Sep-2017	Staff are working with volunteers preparing for DOD 2017, Saturday 23 September. The national programme launches in August.	50%	
DevS17-19.1.11	Participate in Regional Skills Investment Board linking with HIE, SDS, Employability Partnership & Moray College to identify and facilitate provision of employers skills and training needs	31-Mar-2018	Assist review of inputs included in Regional Skills Assessments; participate in RSIP Board skills evidence base advisory group and the development of a talent attraction and retention strategy. Participate in Moray Developing Young Workforce Operational Group. Consultants appointed by SDS have commenced work to provide a replacement Moray Skills Investment Plan to be published later in 2017.	25%	
DevS17-19.1.12a	Coordinate Council input to events logistics of Council services for Piping at Forres	30-Jun-2017	Over 100 pipe bands and in the region of 20,000 visitors attended the 5th European Pipe Band Championships on June 24. Completed. Post event lessons learned and on-gong discussions for 30 June 2018	100%	



Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS17-19.1.12b	Coordinate Council input to events logistics of Council services for Findhorn Bay Festival and other events	30-Sep-2017	Findhorn Bay Festival takes place every 2 years, next event scheduled for September 26-30 2018. Support has been given to Gordon Highlanders for ceremony to honour WW1 VC recipients July 29, Buckie, and for the temporary installation of an Anchor sculpture on show until the end of October as part of a 20th anniversary celebration across Grampian for the Friends of Anchor Charity cancer and haematology care. Will be working with Colours of Cluny light show at Forres, November, 2017.	100%	
DevS17-19.1.13	Support groups to gain access to finance for development (such as at Pluscarden Abbey)	31-May-2018	On-going, with Laich of Moray, Elgin Town Centre Regeneration, Pluscarden, Castle Cathedral, Cashmere, Legacy.	25%	
DevS17-19.1.14	Review Moray Economic Strategy	31-Oct-2017	Reviewed Baseline Economic Data and the original challenges for Moray in the Economic Strategy to establish new context and reflect on changes.	10%	
DevS17-19.2.05a	Regeneration Elgin Conservation Area Regeneration Scheme (CARS),	31-Mar-2018	Programme scheduled for completion March 2018. Muckle Cross restored, 24 projects to receive funding under Building health check scheme, building grants funding scheduled to be fully expended on completion of programme	25%	
DevS17-19.2.05b	Regeneration: Castle Cathedral Cashmere (CCC) develop delivery calendar of events	31-Mar-2018	This involves actions to take forward opportunities generated by the investments which were largely completed earlier this year. Developing Legacy for project including calendar of events. Lighting of closes delayed due to lack of bids from contractors received for tender, package split and retendered. Bespoke lighting for sculptures installed July 2017 All programme expenditure has been defrayed.	50%	
DevS17-19.2.05c	Regeneration: Training young people to be tour guides	31-Mar-2018	At discussion stage	10%	
DevS17-19.2.05d	Regeneration: Support package for tour operators accommodation providers & taxi drivers	31-Mar-2018	Actions underway through the CCC Programme Management Group actions underway such as research to see what the visitor wants, speaking to customer facing people	10%	
DevS17-19.2.05e	Regeneration: Empty properties – for example working with GSA	31-Mar-2018	On-going discussions with property owners	25%	
DevS17-19.2.05f	Regeneration: Sword Fire and Stone, Elgin	30-Sep-2017	Not progressing as no funding available – hence cancelled	0%	
DevS17-19.3.11	Develop and implement proposal for future financing of Museums service	31-Mar-2018	Outline process report to Council scheduled for first available meeting after summer recess	10%	
DevS17-19.3.12	Review operation of Business Gateway Moray in comparison with other rural authorities including Argyll and Bute	30-Nov-2017	Review of operations 1 year since taking part of service in house underway, report scheduled to Economic Development and Infrastructure Services provisionally	10%	

Environmental Health









Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS17-19.3.06	Review Pest Control Service	30-Sep-2017	Initial calculations of number and type of jobs completed	5%	
DevS17-19.3.07	Evaluate Dog Control Service	30-Sep-2017	Reviewed Dog Module within back office system and initiated use, gathering all dog control data	5%	
DevS17-19.3.08	Review Private Water Supply service in relation to new Private Water Supply legislation	31-Mar-2018	Draft legislation published still awaiting guidance which will impact on volume of work required. Current workload and type identified	5%	
DevS17-19.3.09	Conduct Section Workload Assessment	30-Sep-2017	Initial calculations of number and type of jobs completed	5%	
DevS17-19.3.10	Evaluate utilisation of wider tablet capability	31-Mar-2018	Evaluate utilisation of wider tablet capability	5%	

Planning and Development

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS17-19.1.05	Review, update and adopt the Developer Obligations Guidance.	31-Dec-2017	Reporting draft to Committee August 2017.	65%	
DevS17-19.1.06a	Local Development Plan (LDP) - Prepare first stage of next LDP with Housing Needs & Demand Assessment - Draft HNDA	30-Jun-2017	The preparing of the draft HNDA is complete and was discussed with Homes for Scotland on 30th June 2017	100%	
DevS17-19.1.06b	Local Development Plan (LDP) - Prepare first stage of next LDP with Housing Needs & Demand Assessment - HNDA to achieve "robust and credible" status by the CHMA	31-Dec-2017	Draft HNDA complete so this stage now in progress	85%	
DevS17-19.1.06c	Local Development Plan (LDP) - Prepare Main Issues Report	31-Dec-2017	The Annual Development Plan Scheme went to Committee in January 2017. The Local Development Plan is reviewed every 5 years so the next review is due to commence formally in mid-2017, with early engagement already underway. The Main Issues Report will be reported to P&RS Committee in December 2017.	45%	
DevS17-19.1.07	Finalise and Adopt masterplan for Elgin South	30-Jun-2017	The Final Masterplan was presented to Committee on 30th May '17	100%	
DevS17-19.1.08	Adopt masterplan for Dallas Dhu, Forres	30-Jun-2017	Masterplan was reported to 30th May P&RS Committee and final changes to be made to the Masterplan have been delegated to the Head of Development Services	98%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS17-19.2.03	Finalise and Adopt guidance on Open Space	31-Aug-2017	Report was deferred by 30th May Committee as they decided they hadn't had sufficient time to study the papers. Report will be considered at 15th August Committee.	90%	
DevS17-19.2.04	Finalise and Adopt guidance on Wind Energy	30-Apr-2017	The report was presented to Committee on the 28th Feb '17 and the guidance sent to Scottish Government with a response an expected of June but the Scottish Government has asked for an extension in responding	95%	

Trading Standards

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS17-19.2.01a	Renew accreditation of money advice service to the Scottish National Standards for Information and Advice Providers (SNSIAP) and gain accreditation for the welfare benefits service - Self-assessment completed	30-Sep-2017	Self-assessment started with sample shared with auditor to ensure we are on the right track.	10%	
DevS17-19.2.01b	- Peer review completed	31-Jan-2018		0%	
DevS17-19.2.01c	- Accreditation achieved	31-Mar-2018		0%	
DevS17-19.2.02a	Promote 'Friends Against Scams' www.friendsagainstscams.org.uk - Council becomes 'Friends Against Scams' organisation	30-Sep-2017	Committee report drafted	20%	
DevS17-19.2.02b	- Promote scheme with staff and provide access to support material	31-Oct-2017		0%	
DevS17-19.2.02c	- Deliver publicity campaign to encourage public to become friends against scams	30-Nov-2017		0%	
DevS17-19.2.07a	Take on lead authority role for delivery of animal feed controls in Moray, Highland, Orkney and Comhairle nan Eilean Siar - Legislation enacted to pass enforcement responsibility from Councils to FSS	31-Oct-2017 Revised to 31-Mar-2018	Process driven by Food Standards Scotland (FSS) and timetable for necessary legislative change. Latest estimate from FSS is that the required legislation will be enacted by December 2017 at the earliest and that we will need a 3 month lead in time between enacting legislation and implementing regional delivery. This will delay the project.	20%	
DevS17-19.2.07b	- Council agrees contract with FSS and Council agrees sub-contract with Highland Council	30-Nov-2017		0%	
DevS17-19.2.07c	- Implement delivery arrangements	31-Jan-2018		0%	

2017/18 Quarter to June Direct Services Performance Report – Service Plan









Administration

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DirS17-18A3.21	Carry out reviews of our service to the Customer Service Excellence CSE standard that focuses on delivery, timeliness, information, professionalism and staff attitude	31-Mar-2018	Completed initial reviews in Consultancy and Environmental Protection and Transportation. Roads Maintenance Review not scheduled until later in the year. Validations of Self Assessments and Action Plans for improvement in CSE still to be developed.	60%	
DirS17-18A3.22	Review the results of the 2017 employee survey and, depending on the results, develop an action plan.	31-Mar-2018	Awaiting results from HR 24/07/17	0%	




Consultancy







Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DirS17-18C2.12	Flood Risk Management - Deliver plans for cycle one, including delivery of potential flood protection schemes at Portgordon and Lossiemouth Seatown	30-Jun-2022	Draft reports received for both schemes.	70%	
DirS17-18C2.13	Flood Risk Management - Develop surface water management plans for Elgin , Buckie, Keith , Rothes and Forres.	31-Oct-2018	Further work to be done under current phase, by November 2017.	75%	
DirS17-18C2.14	Flood Risk Management - Develop a system for asset management	31-Oct-2018	WDM module under development. Templates being prepared. River network being installed.	60%	
DirS17-18C2.15	Flood Risk Management - Develop delivery plans	31-Oct-2022	Ongoing.	20%	

Environmental Protection





Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DirS17-18E1.03	Complete 5 year review of Moray Councils' Core Paths Plan	31-Aug-2018	Additions and changes to core path plan have been identified. On-site inspection and condition survey to be completed by 30th September 2017. Draft Plan to be completed by 31st October 2017. Report to be submitted to ED&I Committee in January 2018. Public Consultation to be completed by 31st August 2018.	10%	
DirS17-18E1.04	Develop a structured long term strategy to ensure that the provision of burial grounds in Moray is equitable and sustainable.	31-Dec-2017	Expected lifespan of all cemeteries calculated. Option appraisal for replacement of or extensions to existing cemeteries completed. Committee report to be submitted for ED&I committee In October 2017.	10%	
DirS17-18E1.06	Progress with the joint Energy from Waste Project with Aberdeenshire and Aberdeen City councils, reporting to committee as required.	30-Apr-2018	Progress is on target with the aim of producing an Inter authority Agreement later this year.	25%	
DirS17-18E1.07	Subject to the estimated funding requirement for the proposed Moycroft rationalization project meeting with the members approval – progress this to final design, planning approval and contract award.	31-Dec-2017	Committee approval gained in June. Meeting arranged for early July to finalise details, thereafter Property will progress Planning and Tender.	25%	
DirS17-18E1.08	Investigate options for a Household Waste Recycling Centre in the proposed Elgin Business Park at Barmuckity to replace the current facility at Chanonry	31-Aug-2017	Advice sought from Estates on likely cost of site = £0.5m. Estimated outline cost of site infrastructure = £0.5m Requirement for site identified with Development Plans section.	50%	
DirS17-18E2.11	Participate and assist newly formed community group Keep Moray Beautiful (KMB) and be involved with education through KMB and council led promotional activities	31-Mar-2018	Council representatives had attended all meetings to date and gave advice/assistance when requested/required. Unfortunately the Keep Moray Beautiful group decided to disband in July because of declining attendances.	25%	

Roads

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DirS17-18R1.01a	Review Roads & Lighting Asset Management plans	31-Mar-2018	This will commence following the reorganisation within Roads Maintenance. New structure arrangements are anticipated to be in place by the end Sept 17.	0%	
DirS17-18R1.01b	Introduce financial modelling systems to ensure work programmes are developed in line with asset intelligence	31-Mar-2018	A number of modelling exercises have been undertaken by an external software support company. A Report will be presented through the AMWG and committee process (Oct 17) to report on findings of the modelling/projections.	50%	
DirS17-18R1.01c	Further develop mobile working/systems	31-Mar-2018	Discussions have taken place and next step is to develop a scoping document to identify future opportunities..	10%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DirS17-18R1.02a	Develop the LED replacement programme	31-Mar-2018	Ongoing. The programme is on target to implement 5,000 lanterns 17/18. A recent bulk purchase of 5,000 lanterns has been completed successfully which offer further savings in unit price costs of the lanterns.	40%	
DirS17-18R1.02b	Continue to implement measures and new ways of working to drive efficiencies and reduce the carbon footprint of Roads Maintenance	31-Mar-2018	Ongoing. A pilot is being worked on to trial wind turbine street lighting.	10%	
DirS17-18R3.16	Develop and communicate a Health and Safety Plan for Roads Maintenance	31-Mar-2018	This will commence following the reorganisation within Roads Maintenance. New structure arrangements are anticipated to be in place by the end Sept 17.	0%	
DirS17-18R3.17	Carry out a review of winter maintenance arrangements	30-Nov-2017	Ongoing. A working group has been set up to review arrangements. A comprehensive action plan has been developed and formal report to be presented to committee in September.	50%	
DirS17-18R3.18	Re organisation within Roads Maintenance section to develop a commercial focus to deliver value for money	30-Sep-2017	Ongoing. DAR report approved, formal consultation completed. Job evaluations were required are scheduled Aug 17. Following this the new structure will be implemented. Target date end Sept 17 for implementation.	60%	
DirS17-18R3.19	Develop a communication plan to improve communication with elected members & local communities in relation to activities carried out within the roads network.	31-Mar-2018	This will commence following the reorganisation within Roads Maintenance. New structure arrangements are anticipated to be in place by the end Sept 17.	0%	

Transportation

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DirS17-18T1.05	Agree a programme for Elgin Transport Strategy(subject to approvals) and agree a parking strategy for Elgin	31-Jan-2018	Elgin Transport Strategy and Parking Strategy will both be considered by Council after summer recess	20%	
DirS17-18T2.09	Agree regional road casualty reduction strategy	31-Mar-2018	Strategy at final draft stage and is being discussed amongst partners	50%	
DirS17-18T2.10	Produce and deliver Moray Road Safety Plan in collaboration with Community Planning Partners	31-Dec-2017	Remit has been agreed and start to follow on once regional strategy is adopted	20%	
DirS17-18T3.20	In order to ensure our marine services operate in a safe manner we will review our Port Marine Safety Code Compliance and promote the "Home Safe Every Day" campaign	31-Dec-2017	The Harbour Safety Management System (SMS) has been reviewed in preparation for the Port Marine Safety Code Audit in July 2017. Home Safe Every Day materials prepared	25%	




2017/18 Quarter to June Housing and Property Services Performance Report – Service Plan










Priority 1 - Increase Housing Supply and Industrial Portfolio

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS17-18.1.01	Prepare and submit Strategic Housing Investment Plan (SHIP) to the Scottish Government	30-Nov-2017	New guidance issued by Scottish Government in July 2017. SHIPs to be submitted by 27 October 2017. Initial preparations underway.	0%	
HPS17-18.1.02	Deliver Moray Affordable Housing Supply Programme with target spend of £6.908m	31-Mar-2018	2017/18 Strategic Local Programme agreed with the Scottish Government.	25%	
HPS17-18.1.03	Deliver the Council's new build Programme of 70 new houses per year and/or land acquisitions for future developments	31-Mar-2018	16 houses completed in April 2017. Further 31 on site. 67 houses to start on site during year. Acquisitions included in the Council's 2017/18 programme agreement.	20%	
HPS17-18.1.04	Complete the Bilbohall Housing Masterplan and progress delivery of affordable housing at Bilbohall South site	31-Oct-2017	Draft Masterplan to be signed-off in October 2017. To be considered as planning Supplementary Guidance in December 2017.	40%	
HPS17-18.1.05	Complete Housing Needs and Demand Assessment (HNDA)	30-Sep-2017	Good progress made on the preparation of the HNDA. On programme to complete.	30%	
HPS17-18.1.06	Prepare Local Housing Strategy (LHS) 2018-23	30-Apr-2018	Consultative draft to be issued by end January 2018 and final LHS published by end April 2018	10%	
HPS17-18.1.07	Construct infrastructure and market for sale or lease, sites for industrial development at March Road, Buckie, within projected £2.3m budget	31-Mar-2018	Tenders received within budget and contractor appointed with site start in August 2017. Purchase of one site to local business under offer and two further notes of interest received and negotiations underway.	50%	
HPS17-18.1.08	Prepare business case to purchase and develop industrial land at Forres Business Park	31-Jul-2017	Business case well developed with scheme design and estimated costs prepared. Provisional purchase price at an advanced stage of negotiation with land owners HIE. Once provisional agreement reached business case will be completed.	90%	





Priority 2 - Tackle Homelessness

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS17-18.2.01	Carry out high level assessment of temporary accommodation needs as part of the Housing Needs and Demand Assessment (HNDA) 2017	30-Sep-2017	Good progress made on HNDA.	30%	
HPS17-18.2.02	Carry out annual assessment of temporary accommodation needs and review the impact of welfare reform on this provision	30-Sep-2017	Annual assessment to be presented to Communities Committee in October 2017.	40%	
HPS17-18.2.03	Consider Council's approach to any Scottish Government revisions of the Housing Options Guidance due for publication early in 2017/18	31-Mar-2018	No updated guidance received to date.	0%	

Priority 3 - Manage our Assets Effectively

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS17-18.3.01	Complete Asset Management Plan	31-Mar-2018	Asset Management Plan first draft complete	20%	
HPS17-18.3.02	Achieve target spend of £1.111m on Moray Home Energy Efficiency Programme (HEEPS) – 2016-17	30-Jun-2017	Spend of £922k achieved on 2016/17 HEEPS programme.	83%	
HPS17-18.3.03	Implement Moray HEEPS – £1.287m in 2017/18	31-Mar-2018	Proposals agreed with Scottish Government for 2017/18 programme.	20%	
HPS17-18.3.04	Deliver Care and Repair Service and achieve Private Sector Housing Grants spend of £600k on disabled adaptations and repairs	31-Mar-2018	Spend of £117k achieved in Q1 with £206k legally committed.	20%	
HPS17-18.3.05	Achieve target expenditure of £10.316m (excluding fees) on the Housing Investment Programme	31-Mar-2018	Expenditure to end June £2.588m, with £6.39m overall current commitment	25%	
HPS17-18.3.06	Achieve target expenditure of £11.122m (excluding fees) on all non-Housing Capital investment	31-Mar-2018	Most prioritised capital works tendered and on site, with some projects still at design stage. Significant expenditure anticipated by end August on the schools programme	30%	
HPS17-18.3.07	Prepare a provisional 3 year maintenance plan for all corporate buildings and schools	31-Oct-2017	Condition information gathered and priorities being assessed under the make do & mend policy	40%	

Priority 4 - Improve Service Quality

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS17-18.4.01	Submit Annual Charter Report to the Scottish Housing Regulator	30-May-2017	Charter submitted to the Scottish Housing Regulator on 26 May 2017.	100%	
HPS17-18.4.02	Review and implement ICT changes to ensure the DLO fully complies with the requirements of the Scottish Housing Regulator. i) Upgrade Opti-time ii) Buy and implement info-view iii) Improve reports for Gas Safety	31-Mar-2018	i) Upgrade scheduled for October 2017 ii) Gateway request approved, scheduled for October 2017 iii) Gas reports still under development – progress made in July 2017 and target of 31 December 2017 expected to be achieved	10%	
HPS17-18.4.03	Review the Charging Policy for the DLO as part of the Maintenance Partnership	31-Mar-2018	A working group has met and revised recharge proposals for void and gas repairs are being considered. Response and planned maintenance rates are in the process of being re-priced, with the aim to be complete and agreed by 31 March 2018.	10%	
HPS17-18.4.04	Review of Property Resources & Design functions	31-Mar-2018	Review is due to commence in September 2017	0%	
HPS17-18.4.05	Review of the Out of Hours Service	31-Mar-2018	Review to commence in September 2017	0%	