




2017-18 Quarter to March Corporate Services Performance Report - Service Plan














Legal Services					
Code	Action Title	Due Date	Latest Status Update	Status Progress	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.	98%	
CPS17LD01.02	Develop benchmark information nationally	31-Dec-2017	Awaiting feedback following the submission of the benchmarking return. There has yet to be a report issued following the last round of returns and there have been no new requests for further returns or invitations to group national meetings.	50%	
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.	100%	
CPS17LD01.04	Prioritise resources on corporate projects and strategic infrastructure projects identified in the 4 year plan	31-Mar-2018	Legal Services have provided input on the new schools, joint waste and Buckie Harbour projects and new Moray Development Plan.	100%	
CPS17LD01.05	Monitor and react to areas of significant increased activity and potential decreased activity	31-Mar-2018	Work has still to be done in relation to the Community Empowerment Act highlighted in last quarter. There has been significant work finalising agreements and compensation claims from the flood schemes. In addition, there are now no Council House Sales transactions but lease work has increased.	100%	
CPS17LD01.06	Look at IDOX module for licensing	30-Sep-2018	The IDOX licensing module has been rolled out to staff, training has been undertaken and the only remaining matter for completion is the building of management indicators and PI reports into this module.	90%	



Committee/Registrars/Elections					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17LD02.01	Tender for committee management system	30-Nov-2017	Tender process completed. Successful bidder appointed.	100%	

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17LD02.02	Investigate possible efficiencies from paperless meetings	30-Nov-2017	This action should be removed. This had reached 100% at the end of Q3 2016/17 as it had been overtaken by the procurement of a committee management system.	100%	
CPS17LD02.03	Review arrangements for elected members training and any induction required for May 2017 local government elections	31-May-2017		100%	
CPS17LD02.05	Registrars: Finalise digitisation of burial ground records.	31-Oct-2017	Still awaiting data from contractor. Despite recent assurances from Contractor deadlines still not being met and there has been a lack of response to requests for updates. However, the system is working well with the data we already have.	90%	


Customer Services/Taxation/Benefits



Code	Action Title	Due Date	Latest Status Update	Status Progress	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	100%	
CPS17LD03.02	Contribute to the development of service specific digital processes for Council tax, NDR and Benefits	31-Mar-2018	Delays experienced in both e-form and e-billing implementation. Mainly due to additional software being required to manage the integration necessary to enable full functionality. As the project was pushed towards year end no staffing resource was available at this time to complete the project. Will now be carried forward to 2018/19 plan.	70%	
CPS17LD03.03	Procure/renegotiate Council Tax and Benefits core system contracts	31-Aug-2017	Complete	100%	
CPS17LD03.04	Plan for on-going Welfare reform changes	31-Mar-2018	Due to delayed introduction of Universal Credit full service, 80% complete. Will complete in June 2018.	80%	
CPS17LD03.05	Review Non Domestic rates discretionary relief policy	31-Mar-2018	Although a saving of £6k has been identified as required for 2018/19, the policy review will be carried forward to 2018/19 plan and may help identify further savings.	100%	
CPS17LD03.06	Undertake additional activity to maximise Council tax income	31-Mar-2018	The activity undertaken has resulted in a 0.8% improvement on the amount collected within year. During 2016/17 95.9% of Council tax due was collected within year, increasing to 96.7% in 2017/18.	100%	
CPS17LD03.07	Develop measures to set customer expectation levels and monitor satisfaction levels	31-Mar-2018	The aim to publish processing turnaround times for Council tax is linked to the digital work for Revenues and is anticipated to be available during 2018/19.	70%	
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.	100%	

Workforce Transformation and Change					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17HR01.01	Continue to use Transform approach for change management and relevant recruitment	31-Mar-2018	<p><u>Outcome Achieved:</u> Reduction in headcount achieved through Transform and on track with final residual transform work arising from budget proposals based on specific individual contractual requirements.</p> <p>Transform activated on very short timescale for 2018/19 budget workforce reductions. Wider aspects of Transform being reviewed for development from historical use for individual cases and service changes. Contract for assessments will require to be reviewed pending the outcome of the review.</p> <p><u>Conclusion:</u> Transform will continue to be a feature of managing the future workforce requirements</p>	100%	
CPS17HR01.02	Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes	31-Mar-2018	<p><u>Outcome Achieved:</u> 2017 Survey showed workforce views are in line with 2015 results, actions arising from survey results agreed with HoS and workforce culture plan refreshed.</p> <p>Changes and consultations supported have included Home Care; Roads Maintenance; Waste Management; Action for Children TUPE transfer in to ICS; re-provisioning (i.e. closure) of Taigh Farris; Community Support and Independent Living Service, Joint Equipment Store; management restructure for IJB (ongoing).</p> <p><u>Conclusion:</u> There has been a series of change management projects that have been supported by HR throughout the year. This will continue to form a significant part of the workforce agenda in the coming year. Change management results from 2017 survey show views relating to change management are in line with 2015 with only marginal fluctuations indicating continued room for improvement.</p>	100%	
CPS17HR01.03a	Work in partnership to support the IJB on the integration of health and social care - Human Resources Actions	31-Mar-2018	<p><u>Outcome Achieved:</u> Target of achieving 90% of plan has been completed:</p> <ul style="list-style-type: none"> • HR support being provided as requested. Regular local joint HR meetings being held. • Moray Joint Workforce Forum scheduled to meet on a monthly basis. • Workforce Plan completed by HR Officer for Integration (NHS) • Support and advice provided on recruitment as required. • Organisational Change Steering Group meets regularly to oversee implementation of organisational change. Organisational Development 	100%	


Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			(OD) plan approved and ready to proceed to implementation – see below. <ul style="list-style-type: none"> H&S and wellbeing updates are provided for Moray Joint Workforce Forum. Remain as for the respective employers at this stage. <u>Conclusion:</u> Work has continued in partnership with the Integration Joint Board (IJB) Officers and NHS HR colleagues to progress a range of procedural, policy and operational issues. OD work is being planned to continue to support the development of the IJB.		
CPS17HR01.03b	Clarity over how risks will be controlled in a joint working environment	29-Dec-2017	Meetings held to scope project and workshops held; tasks agreed for H&S interim officer and collaboration with neighbouring Local Authorities, Integration Joint Boards and Grampian Health Board underway for procedure development and progress monitoring.	100%	
CPS17HR01.03c	Organisational Development plan produced and agreed and implementation underway to support IJB services	31-Mar-2018	<u>Outcome Achieved:</u> This measure proved to be inappropriate. No progress on implementation phase due to delays in agreeing Organisational Development (OD) Plan and identifying resources to progress. Delay in OD plan agreed to end Jan 18 which impacts on original planned outcome. Revised dates in plan and ready to proceed to implementation. Carried forward	66%	


HR Priority 2: Employee Engagement/Morale and Motivation

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17HR02.01	Deliver employee engagement programme	31-Mar-2018	<u>Outcome Achieved:</u> Improved survey results across majority of areas. Positive story telling from work within Direct Services supports progress with improved culture. Employee Engagement work has progressed well on all current elements; supervisory listening meetings are now scheduled into mainstream activity. Roadshows by Director of Corporate Services dates set. 3 employee conferences were held where Moray Maze was well received. Supervisor listening meetings were introduced as a development of the senior management meetings already held by the Chief Exec with the first sessions held in November. Moray Management Methods for Real articles were published in Connect, the Star awards ceremony was held in November, Bright Ideas generated ideas. 2017 Employee survey (June) showed continued improvements in the majority of employment themes and highlighted were further work is required. Engagement and culture have been brought together under one theme and this will be reflected in the Workforce Plan for 2018.	75%	



Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			Outstanding actions to be carried forward. Further work required to embed actions and approach in 2018 plan		
CPS17HR02.02	Implement actions to improve and promote a positive workforce culture and improve employee involvement and influence in the workplace	31-Mar-2018	<p><u>Outcome Achieved:</u> Positive feedback and improved survey results has been received from targeted services.</p> <p>The Culture Working Group has been refreshed and a new action plan is due to be agreed. Culture work has progressed well within Direct Services and direction for future focus has come from the 2017 survey results. Implementation of development work (induction, CPD for managers, dealing with workload, early warning system, investigation guide, social engagement) to be continued. Interchange continues to be expanded. Resource issues delayed registration facility whereby more elements of the intranet can be accessed out with the council network but this is due to be completed pending confirmation of compliance with the Council's Information Security requirements. A review of all employee engagement and culture work has been undertaken to provide a comprehensive calendar of activity and ensure that there is good integration so that the best benefits are achieved. Engagement and culture have been brought together under one theme and this will be reflected in the Workforce Plan for 2018.</p> <p>Some actions from Culture Action Plan to be carried forward. Further work to embed actions and approach in 2018 plan.</p>	75%	
CPS17HR02.03	Continue work to enhance management activity and consistency	31-Mar-2018	<p><u>Outcome Achieved:</u> Improved employee survey results in majority of areas. Moray Management Methods (MMM) training developed.</p> <p>A range of training options developed to support MMM and is due for implementation. Bespoke training sessions for front line managers undertaken addressing issues highlighted from culture work to support improved management practice. Final Employee Review and Development Process (ERDP) completion rate to be finalised.</p>	75%	



HR Priority 3: Developing Leadership Capacity

Code	Action Title	Due Date	Latest Status Update	Status Progress	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	<p><u>Outcome Achieved:</u> Courses are available and are being utilised by managers and supervisors.</p> <p>This work has been delayed due to change management and staffing issues within the team. A range of management and supervisory training is</p>	30%	



Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			currently available however the leadership and development provision is being reviewed following guidance from CMT. External provision is accessible from the North East Learning Collaborative, from the Improvement Service (e.g. Action Learning, Appreciative Enquiry, and Collaborative Leadership). The Council has also put in a bid to the Flexible Workforce Development Fund to access locally provided training from Moray College. Carried forward		
CPS17HR03.02	Provide management and supervisory training to address management standards and a more positive workforce culture	31-Jul-2017	<u>Outcome Achieved:</u> Survey responses generally more positive, front line manager course demand increasing, feedback from bespoke culture course positive. While a range of management and supervisory training is available, the development work has been delayed due to change management and staffing issues within the team however a range of training options to support MMM is being developed and a programme of supervisory training to support improving workforce culture in environmental and roads services is underway. Carried forward	30%	




HR Priority 4: Workforce/Employee Development

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17HR04.01	Review development of the Organisational Development team	29-Dec-2017	<u>Outcome Achieved:</u> Corporate training spend linked to corporate priorities, accessed partnership training at reduced cost, increased productivity (e.g. SVQs, Employee Development support of culture work). Priorities established linked directly to corporate priorities; collaboration in place (e.g. North East Learning Collaborative at reduced rate); sharing of resources between teams; providing Organisational Development (OD) input to Moray Integration Joint Board and Moray Children's Services with specific OD plans. Temporary savings made permanent and short term additional saving made.	100%	
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	<u>Outcome Achieved:</u> Annual training and development requirements in place, framework for prioritisation implemented. Information has been gathered from services on their current and future training requirements. Plan for 2018/19 training spend and activity in	100%	


Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			place. Demand exceeds budget and framework for prioritisation and allocation of resources implemented. Resource issues have delayed progress of some elements of implementation.		
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	<p><u>Outcome Achieved:</u> % Employee Review and Development Process (ERDPs), and for Education Services, Professional Review and Development (PR&Ds) completed – to be confirmed.</p> <p>Following a significant improvement in the number of ERDPs undertaken last year, managers have been reminded of the requirement to undertake ERDPs for all employees. Evaluation of the Direct Services front line ERDP tool has is complete with recommendations adopted. Bespoke training courses were put in place to support front line supervisors complete ERDPs.</p> <p><u>Conclusion:</u> While some work has been done with specific services to consider the impact of improved tool, the number and quality of ERDPs and ongoing supervision and interaction between managers and employees, this needs to be rolled out more comprehensively.</p> <p>Carried forward</p>	75%	
CPS17HR04.04	Review Management Appraisal Framework	31-Mar-2018	<p>While progress has been delayed due to resourcing issues, a number of 360 degree exercises have been undertaken which will provide useful feedback.</p> <p>Carried forward</p>	30%	


HR Priority 5: Health and Well-being

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17HR05.01	Support the implementation of the Moray Council's Health and Work policy in order to deliver ongoing improvements in absence levels	30-Apr-2018	<p><u>Outcome Achieved:</u> Absence statistics show an improvement from previous year for local government staff and are static for teaching staff.</p> <p>Case management continues to be carefully monitored within HR to ensure a cost/benefit balance to ensure effective management of cases within the context of reducing management and HR time to address effectively.</p> <p>This will continue to be kept under review and reported to the Personnel Forum.</p>	100%	
CPS17HR05.02	Act together with employees and their representatives to improve workforce consultation and improvement	30-Sep-2018	<p><u>Outcome Achieved:</u> Difficulties resourcing workforce health and safety representatives.</p>	70%	




Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			Work against the action plan has progressed in a number of areas despite the small resource available and the impact of undertaking joint fire inspections with the fire service. H & S Committees are now all operational within high risk departments, a comprehensive communications plan has been drawn up and the council's corporate policy statement reviewed. Trade union representation remains limited in terms of contributing towards increased participation despite a willingness to do this.		
CPS17HR05.03	Manage risks well by implementing our health and safety system effectively	31-Dec-2017	<u>Outcome Achieved:</u> Majority of audits completed. The majority of audits are now completed. Action plans to improve quality are being progressed by departments. Inspections to monitor adherence to controls taking place. Progress through planned work to be reviewed for further roll out.	65%	
CPS17HR05.04	Share our success and learn from our experience of health and safety practice	31-Mar-2018	<u>Outcome Achieved:</u> Joint working group sharing good practice ideas. A communications plan has been approved by the Central H & S Committee. Driving safely with an emphasis on phone use and reversing released. A Violence and Aggression (V&A) group are working jointly to improve the situation. The V&A statistics will continue to be monitored.	100%	
CPS17HR05.05	Developing the Health and Safety Culture of the Council	30-Sep-2018	<u>Outcome Achieved:</u> Climate survey conducted, actions to be carried forward. As above, a communications plan has been developed. The work to implement this will require to be carried forward. Climate survey piloted within Harbours. Safety alerts produced after serious incidents to prompt control action. Reports being provided to Directors within higher risk areas. Carried forward.	70%	

HR Priority 6: Workforce and Succession Planning


Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17HR06.01	Consider the development of apprenticeships and other schemes aimed at young workers	31-Oct-2017	<u>Outcome achieved:</u> Options paper produced, report to Policy & Resources committee and corporate approach agreed. Implementation plan detail to be included in 2018/19 plan. Corporate approach to apprenticeships agreed as staged approach. Project plan developed and work in progress – to be monitored through 2018 plan.	100%	
CPS17HR06.02	INFORMATION ONLY ACTION ITEM: Continue to actively manage vacancies to prepare for future changes	31-Mar-2018		100%	



Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17HR06.03	Work with services on specific challenges	31-Mar-2018	Early Years provision progressing well with specific HR resource in place to support development of service. Completed as per Early Years Project milestones for 2017/18.	100%	

HR Priority 7: Recruitment and Retention



Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17HR07.01	Consider recruitment and retention activities to promote employment opportunities and profile of Moray Council	30-Jun-2018	A student from Robert Gordon University is now working on talent attraction. The other aspects of this action are outstanding. Carried forward.	30%	
CPS17HR07.02	Establish pathways for support, training and experience for professional development for professional and specialist posts (grow your own)	30-Jun-2018	Trainee posts established in some areas, senior managers consulted on service relevance and potential use of modern and graduate apprenticeships with currently available frameworks. Further progress outstanding. Carried forward	15%	
CPS17HR07.03	Work with Educational Services to develop recruitment strategies (both long and short term) for the improvement of Teacher recruitment	31-Mar-2019	<u>Outcome Achieved</u> : 23 appointments from Newly-qualified Teachers (NQTs) pilot. Action plan drafted in conjunction with service, revisions to NQT process approved in principle and piloted in late January 18, non-European Economic Area sponsorship being sought and applicability to other areas of council explored. Other actions to be carried forward.	25%	

HR Priority 8: Reward and Recognition



Code	Action Title	Due Date	Latest Status Update	Status Progress	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	<u>Outcome Achieved</u> : Initial assessment of position undertaken but more detailed modelling work required. Review of grades 1 – 3 for current undertaken, monitoring Society of Personnel & Development Scotland (SPDS) development work on Living Wage, possible liaison within SPDS North group of initial modelling. Support and advice provided to Care at Home service regarding role definition for future requirements. Current and anticipated increases in Scottish Government Living Wage continue erosion of lower end of pay structure – work on future options, modelling more urgent. Carried forward	30%	



Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17HR08.02	Ensure that jobs are well designed and defined to meet future service needs	31-Mar-2018	<p><u>Outcome Achieved</u>: 20% of jobs reviewed.</p> <p>Work completed regarding Care at Home service (as above), further work outstanding. Also required to support restructures pending further budget savings proposals.</p> <p>Carried forward</p>	20%	
CPS17HR08.03	Undertake equal pay audit	29-Dec-2017	<p><u>Outcome Achieved</u>: Equal pay audit completed.</p> <p>Delayed due to budget work, audit due for completion by end of financial year.</p> <p>Carried forward.</p>	50%	

HR: Other Actions



Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17HR09.01	Employment Policies – rolling review of policies (and development of new)	31-Mar-2018	<p><u>Outcome Achieved</u>: 90% of policies identified for review completed.</p> <p>Policies reviews and necessary revisions progressed according to planned timetable. Anticipate that majority of required work will be completed by the end of March. While some work was undertaken with progressing the new format this was delayed with the introduction of the interchange. Consideration of ease of use is included with each policy review and progress to a new format will be considered against the other demands on the service and the available resource.</p>	90%	
CPS17HR09.02	Respond to changes in legislation and national policy development	31-Mar-2018	<p>Trades Union reporting drafted, awaiting final approval in April. General Data Protection Regulation audit work under way within timescale.</p>	80%	

Financial Services Plan 2017-20






Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17FS01	Support the Financial Planning Process	31-Mar-2019	<p>Overviews now updated monthly and reported to CMT. Revenue and capital budgets for 2018/19 were reported to and approved at full council on 14.2.18</p>	100%	
CPS17FS02	Provide Financial Advice/Support for the Council's large strategic projects	31-Mar-2019	<p>NESS project -dialogue with bidders complete and they submitted their proposal for evaluation by the project advisors (PwC, DfW and Romboll). The original date for the Local Authority scrutiny panel to convene has</p>	100%	

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			been put back by 2 weeks to permit additional time for the project advisors to evaluate the bids. The date for the scrutiny panel has now been set for the 10th April and a decision on the final 2 companies selected to progress to next stage will be agreed by Project Board at their meeting on the 24th April 2018		
CPS17FS04	Undertake a review of all Council's Insurance Policies and highlight associated risks.	30-Sep-2018	Due to consultant illness delivery of the Insurance review report has been delayed.	40%	
CPS17FS06	Procurement and Payments Development	31-Mar-2018	Annual report now completed – the final action remaining from the reform changes.	100%	



Financial Services - Provide financial support the new Moray Integration Joint Board.



Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17FS03.01	Monitor and assist the Board's Chief Officer and its new Chief Financial Officer	31-Mar-2018	Qtr 3 monitoring report went to the IJB on 29.3.18 and at the same meeting the revenue budget for 2018/19 was submitted	100%	
CPS17FS03.03	Support the development of Procurement for the IJB	31-Mar-2018	Support is being continuously given and some progress has been made to determine future requirements but there is still some way to go	30%	

Financial Services - Providing best value for our customers


Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17FS05.01	Our public services are high quality, continually improving, and responsive to customer needs.	31-Mar-2018	Action plan has been completed.	100%	
CPS17FS05.02	Implement new Income Management system	31-Mar-2019	Go live date was November 2017.	100%	
CPS17FS05.03	Electronic Processing	31-Mar-2019	Process for e-invoicing now in place for Financial Management System. Paperless Direct Debit went live in November 2017.	100%	
CPS17FS05.04	(previously CPS16FS04.01) Upgrade and the provision of improved budget manager information.	31-Mar-2018	Issues continuing with producing the reports and ICT intervention is required and still waited for. There was nothing coming out of the survey that would require further changes. This action will be carried forward to 2018/19	80%	
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 update this quarter due to continued lack of resources and conflicting activities. Will be carried forward to 2018/19	50%	



ICT PRIORITY 1: Developing Digital Services

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17ICT01.1	Channel shift:	30-Sep-2018	<p>A number of activities or building blocks were identified to deliver the planned outcomes. While the majority of the building blocks have been procured and in the process of being implemented, resourcing and supplier issues, together with work on other council priorities, have resulted in the implementations being behind schedule. The target date for the planned outcomes was September 2018 which may still be achievable but the delays are likely to impact on the planned outcomes being fully achieved.</p> <p>Work is progressing with the web content for the Social Care and Leisure customer groups. In some areas this has required a major rewrite and development of new content to allow the public to access information more easily. Examples where new content has been developed include fostering, adoption, volunteering and blue badge.</p> <p>Unfortunately resourcing issues within Leisure Service have resulted in the implementation of the online booking solution being delayed until such time as a resource can be assigned to the project. The service manager has advertised a post of system support to assist with the implementation and ongoing support of the system with interviews scheduled for April.</p> <p>Implementation of eBilling and other Council Tax related automation has been delayed due to supplier and resourcing issues.</p> <p>A schools admin solution incorporating online payments has been procured. The suppliers onboarding arrangements have been completed, all 8 secondary schools catering equipment has been upgraded, primary schools equipment configured and available for roll out during April. This will allow secondary schools and pilot primary schools to go live with the new solution before the Summer break.</p>	48%	
CPS17ICT01.2	Citizen account:	30-Sep-2018	<p>The customer portal continues to be developed with new online forms, services and capabilities being added.</p> <p>Data matching processes for Council Tax have been developed to allow staff, and customers, to match their service references. These will be used to support the suppliers' eForms and eBilling capabilities. The implementation of these has been delayed due to supplier and resourcing issues.</p> <p>The Improvement Service Data Hub is now being used to populate our CRM system with Unique Citizen Reference Numbers (UCRNs) to support the</p>	100%	





Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			<p>online registration process. To date, we have 2947 registered Citizen Accounts – approximately 4% of eligible residents.</p> <p>Although the public engagement solution went live some time ago, further developments are underway to enable a status page to be displayed on the council site to inform the public of any service issues such as emergency office closures, problems with waste collection etc.</p>		
CPS17ICT01.3	Information Sharing:	31-Mar-2018	<p>A number of data sets were identified during the general householder, infrastructure and parent/guardian/pupil phases of the project. These data sets have made available on the web site they include:</p> <ul style="list-style-type: none"> • Car parks • Cemeteries • Play parks • Recycling centres/points • Election polling stations • Primary school catchment areas • Secondary school catchment areas 	100%	
CPS17ICT01.4	Intranet Improvement	30-Nov-2017	<p>Secure access to the Interchange allowing staff to access all content from outwith the council network has been tested. Resource to secure the council's infrastructure to enable login from home has been scheduled for May. A solution to allow staff to access the noticeboard from home has also been developed although this will require further testing once the secure access is in place.</p>	78%	


ICT PRIORITY 2: Technology for the Moray Classroom

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17ICT02.1	Schools Infrastructure	31-Mar-2018	<p><u>Desktop</u></p> <p>This work stream is complete; the rollout amounted to 603 desktops / laptops and 116 monitors. Earlier engagement with the Primary Schools has resulted in the work being completed ahead of schedule.</p> <p><u>Network Infrastructure</u></p> <p>Installation of the IP telephony systems (14 sites) was completed in February 2018.</p>	95%	



Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			<p>The procurement of the network equipment was completed in March but it was not possible to complete the installation before the year end; this work is scheduled for the end of April / start of May. It should be noted that this project was hindered by the collapse of one of the national ICT frameworks. As a result the procurement took longer than anticipated.</p> <p><u>Server Infrastructure</u></p> <p>This work stream is complete; this included the implementation of the new backup solution for the Secondary Schools, replacement of servers (8 in total) in all of the Secondary Schools and migration of the remaining Primary School servers (11 in total) to the virtualised server environment.</p> <p>Overall progress – 95%. The work outstanding is scheduled for end of April / start of May.</p>		
CPS17ICT02.2	Strategy	31-Mar-2018	<p><u>Wi-Fi</u></p> <p>The work to achieve campus-wide Wi-Fi coverage was hindered by other work which is ongoing within schools and which has resulted in restricted access. However, work on the next phase of the programme, replacement of legacy wireless aerials, commenced in Q4. Overall this work stream is on track.</p> <p><u>Interactive Boards</u></p> <p>The installation of the Interactive Boards (196 in total) was completed in January 2018 ahead of schedule and slightly under budget. A change in the panel model and a re-procurement exercise resulted in a reduction in the cost per unit. As a consequence, more panels were installed during 2017/18 and the allocation of panels (and associated reduction in budget) has been re-profiled for the remaining years of the project.</p> <p><u>Video Conferencing</u></p> <p>The video conferencing system is in place and available for the schools to deliver virtual classrooms.</p> <p>As at the end of Year 2, the work for the ICT Strategy for Schools and Curriculum Development is slightly ahead of schedule.</p>	100%	
CPS17ICT02.3	Pupil Devices	31-Aug-2018	No work planned. The options for pupil devices will be reviewed as part of the new ICT Strategy for schools.	0%	

ICT PRIORITY 3: Delivering systems and Infrastructure


Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17ICT03.1	Data Storage	30-Jun-2018	Work on data storage will be picked up in the 2018/19 plan.	0%	
CPS17ICT03.2	Service desk	29-Dec-2017	There is still some data migration work to be completed before the pilot system will be ready to test. Due to the late start with the project the remaining milestones have been re-scheduled for 2018.	55%	
CPS17ICT03.3	Information security	29-Dec-2017	The PSN application was successful on first submission without the need for any further remediation work. Our PSN accreditation certificate was issued early in January and is valid until December 2018.	100%	
CPS17ICT03.4	Infrastructure and device management	31-Mar-2018	<p>The following projects on the Infrastructure and Device Management Plan are complete:</p> <ul style="list-style-type: none"> • Server Virtualisation (migration of Primary School servers and additional server for corporate environment), AutoCAD VDI project, corporate email upgrade, Email for Home Care Staff, MFD Phase 2 (Mobile Print), GCF / PSN Connectivity and Services, SWAN Connectivity for NHS at HQ, Web filtering, Backup solution (Secondary Schools), Server replacement (Secondary Schools, Desktop replacement programme (Schools), Interactive Panel rollout (Schools), ICT Support for Elgin High School and Support for School Refurbishment Programme, Additional server for VDI environment, ICT support for Maybank replacement, Wi-Fi for schools Year 2 (campus wide nearly complete but work started on next phase i.e. replacement of legacy aerials), VC solution for schools, IPT systems for schools, rollout of thin client devices, Citrix licences and maintenance, email filtering. <p>The following projects are nearing completion:</p> <ul style="list-style-type: none"> • Server replacement (corporate SQL cluster), network equipment for schools, migration of data from legacy Storage Array Network. <p>The following projects are in progress:</p> <ul style="list-style-type: none"> • Devices for Elected Members (new tablet solution), Flexible / Mobile workstyles for Social Care (waiting on input from service department). <p>Overall progress for the year is on target i.e. 90%</p>	90%	

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17ICT03.5	Business Improvement projects and applications	31-Mar-2018	<p>From the original list of 29 projects contained on the plan 11 are now complete and 7 underway. Of the remaining projects 8 are either on hold or await further information before the project can be considered and 3 are no longer required.</p> <p>A further 16 projects have been added to the plan throughout the year with 14 completed and work in progress on the last 2.</p>	89%	

ICT PRIORITY 4: Partnership Working

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17ICT04.1	Pathfinder North/ SWAN project	31-Jul-2017	<p>Although all of the Council offices and schools have moved across to the SWAN contract, there has been some residual work in Quarter 2 to move some of the core infrastructure across to SWAN. In particular, a lot of effort went into moving the Internet link across to the new provider. Any subsequent work in relation to the SWAN project will be treated as business as usual tasks.</p>	100%	
CPS17ICT04.2	Integration of Health and Social Care	31-Mar-2018	<p>ICT Infrastructure - No further work for the ICT Infrastructure Team in Q4. ICT Security and the preparation of a Network Sharing agreement to allow Council and NHS staff to share ICT infrastructure across the Estate are likely to be the main areas of work in the coming period.</p>	0%	

ICT OTHER PRIORITIES:Implementing and Maintaining DBS









Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17ICT05.1	Information management	31-Jan-2018	<p>The test environment has been configured and the customisation has been completed for the new SharePoint 2013 platform. Some work has been progressed with the live environment but this is running behind schedule as the environment is not yet available for the work to proceed.</p>	60%	

2017/18 Quarter to March, 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 Revised to 30-Sep-2018	Absence/resource issues in Q1-Q3 have had a knock on effect on the completion of these actions. Discussions about the Training Plan and database have been concluded and draft templates have been created	45%	
DevS17-19.3.01b	- Set up and implement random sampling of building warrant and completion certificate decisions	30-Sep-2017 Revised to 30-Sep-2018	A ministerial review changed the approach to this in regards of what constitutes random sampling, thus has been delayed but a blank template has now been created ready for implementation	50%	
DevS17-19.3.01c	- Review the risk assessment protocols for Building Warrants	31-Dec-2017 Revised to 31-Mar-2018	Has been reviewed	100%	
DevS17-19.3.01d	- Review the risk assessment protocols for Completion Certificates	31-Dec-2017 Revised to 31-Mar-2018	Has been reviewed – new team structure and procedures are in place	100%	
DevS17-19.3.01e	- Create operational desktop manual for reference and audit purposes on document management system	31-Mar-2018 Revised to 31-Mar-2019	Outline template indicates this to be a more in-depth action than anticipated and to do it justice will take more time and resources	15%	
DevS17-19.3.01f	- Set up a public access facility to view electronic documents from Building Warrant files	31-Mar-2018	This has been completed	100%	
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. Feedback has been provided on the quality of the template, as it does not facilitate the recording that is required. Nothing further can be done until the template issues have been resolved.	100%	
DevS17-19.3.02b	- Performance review at 6 months	31-Mar-2018	Review has been completed and feedback on the template has been provided with issues pertaining to the template.	100%	



Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
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	Improvements have been made – changed from 54% in Q4 of 2016/17 to 89% in Q3 2017/18. These improvements can be attributed to the introduction of 'Enterprise', the review of the team structure and processes, along with constant monitoring, which will remain as part of the continuing processes.	100%	
DevS17-19.3.03b	- Gauge level of customer satisfaction with the verifications – agents focus group, satisfaction survey	30-Sep-2017 Revised to 30-Sept 2018	National survey is complete and the overall satisfaction rating has improved from 6.6 (2016) to 7.2 (2017) out of 10. Work on the focus group is still to be done but has been postponed due to resource issues as mentioned above.	75%	
DevS17-19.3.03c	- Detail existing verification services staff contingency planning in desktop manual (see above)	31-Mar-2018	There are now 2 new separate worker development pathways, which will enable the service to develop their own officers. A re-assigning of areas and coverage within a new team structure and change of culture is helping to provide additional contingencies, which once tried and tested will be documented in the manual.	80%	
DevS17-19.3.03d	- Review at end of year 1 (on what still needs to be done)	31-Mar-2018		65%	
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 received and distributed to the various areas.	100%	
DevS17-19.3.04b	- Write Annual report	30-Sep-2017	This has been completed	100%	
DevS17-19.3.04c	- Arrange discussion group to review annual information	31-Dec-2017	Each quarter suggestions are made to discuss this however it is still to be arranged as a couple of the authorities are going through audits, so this is not a priority for some areas. Quarterly meetings with the Grampian group are on-going.	50%	
DevS17-19.3.04d	- Continue data gathering for 2017/18 Q1-4	31-Mar-2018	Q4 information has been requested along with reminders for any information still to be received.	65%	





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	Charging now fully implemented from 1 November 2017	100%	
DevS17-19.1.03	Review Development Management Procedures, since e-planning - implement	31-Dec-2017 Date revised to Mar 2018	This has now been completed and has been superseded by the introduction of the enterprise model in uniform.	100%	
DevS17-19.1.04	Review Project Management Approach to Major Planning Applications & Integration of Other Consents	30-Sep-2017 Date revised	Regular project meetings held, workshop on Roads Construction Consent aligned with planning held in January 2018. The report has been drafted and is currently	70%	






Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
		to Jun 2018	with Transport. The revised target date is 30 June 2018 with the report going to committee in June.		
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 Date revised to Feb 2018	National validation standards were completed and reported to committee and agreed in December. A workshop with agents was held in February 2018.	100%	

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	<p>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. First drafts of strategic outline business cases (SOCs) completed by 30 Sept 2017, as basis for Heads of Terms comprehensive publicity campaign to engage public in the development of the bid, engagement with business representatives and meetings held with representatives of UK and Scottish Governments.</p> <p>UK Government has moved to an annual budget announcement, in which Heads of Terms for City Deals and Growth Deals may be included. For Moray the November 2017 budget announcement did not include any indication. Government officials have advised to refine SOCs and submit. . 8 SOCs submitted to governments March 2018, 5 more in April. It is possible that an announcement could be made outside of the budget setting process in a window between June and November 2018. Business Assembly established to support bid. This is now an on-going work stream for 2018-19</p>	100%	
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	<p>Programmes largely agreed by Scottish Govt of administration in December 2016 for various strategic interventions (SI):</p> <p>Business Competitiveness SI (Business Gateway Local Growth Accelerator Programme).To date 6 businesses assisted with specialist advice, 8 businesses assisted with HR advice, 7 growth workshops delivered, 2 graduate placements aided.</p> <p>Business Competitiveness SI (Business Loans Scotland {BLS}) Moray has made 4 loans Probond Marine issued May), Makar (issued August), Wooha Brewing Company, and Windswept Brewing Company (issued December) a 5th loan is anticipated in the Spring after the 2nd tranche of ERDF is released. This will use up Moray's allocation of the fund. The deadline for expending loan allocations has been</p>	100%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			<p>extended to the end of June 2019 by the Scottish Government. A second phase of loan funding will be procured later this year, BLS will tender to run a loan fund that will not require any local match and loans will be made on a first come first served basis.</p> <p>The Employability SI (help for unemployed people). Elgin Youth Café has successfully recruited a small number of young people for their first 2018 training course which could lead to a catering industry qualification for the participants. The third "Wide Horizons" course run by the Social Enterprise Academy started in early February 2018 and was based in Elgin for the first time.</p> <p>The Poverty & Social Inclusion SI (a programme led by Moray Council providing financial advice). This project which continues to offer support and advice to persons with debt or personal finance problems moves into its second successful year with a continuing demand for the service. The total amount of benefits awarded to individual clients following support work and advice now totals over £1,142,969 since the start of the project in February 2017.</p> <p>Whilst Brexit still presents uncertainty for EU programmes, the government has confirmed it will support most agreed programmes and projects until 2020. Information regarding the second phase of programme funding was published in December 2017 seeking proposals by December 2018. There is a more favourable higher intervention rate to attract proposals. A report to the Council will be made in the Spring about these opportunities.</p>		
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	Over 1,000 people visited 21 venues. On Saturday 23rd September, Staff worked with volunteers as part of national event programme.	100%	
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	Assisting in the review of inputs to be included in the Regional Skills Assessments; participating in RSIP Board skills evidence base advisory group and the development of a talent attraction and retention strategy. Participating in the Moray Developing Young Workforce Operational Group. Consultants, appointed by SDS, published a replacement Moray Skills Investment Plan (SIP) September 2017, the recommended actions have been considered by the Employability Partnership & Economic Partnership Plan. A short-life working group has been established from the stakeholders to oversee an action plan derived from the SIP	100%	
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%	
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	100%	









Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			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.		
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'.	100%	
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. A 2 nd draft of document completed September 2017. A review group of key partners has been established and a revised draft is provisionally scheduled to be considered by the economic partnership in May.	100%	
DevS17-19.2.05a	Regeneration: Elgin Conservation Area Regeneration Scheme (CARS),	31-Mar-2018	The 5 year schedule of works completed on 31st March 2018. Some owners have opted to carry out additional works which they are 100% funding themselves beyond this date. A total of 66 grants have been awarded, which includes General Fabric repairs together with Shopfront repairs. The public realm completed works now also includes The Elgin Fountain and new signage for the Elgin Closes in addition to the Muckle Cross and replacement Lion rampant.	100%	
DevS17-19.2.05b	Regeneration: Castle Cathedral Cashmere (CCC) develop delivery calendar of events	31-Mar-2018	Working with CCC project partners and others. This involves actions to take forward opportunities generated by the infrastructure investments made as part of the CCC project completed earlier this year. <ul style="list-style-type: none"> • 20th September, switch on of the sculpture lighting. • 24th October sculpture lighting, ambient lighting within the town centre and the lighting of Landshut Bridge being turned purple to celebrate National Polio Day – working with Elgin Rotary. • Beatles Event – 18th November – A celebration of the visit of the Beatles in January 1963 –an exhibition of Artefacts and music will be played by local musicians. • In December - Moray Xmas short film projected on wall of church (following replacement of the Lion to the Muckle Cross). Discussions on-going with programme group & Lantern of the North for other films to be projected in the future, subject to funding availability 	100%	
DevS17-19.2.05c	Regeneration: Training young people to be tour guides	31-Mar-2018	Training was delivered in March using Elgin CARS funding	100%	
DevS17-19.2.05d	Regeneration: Support package for tour operators accommodation providers & taxi drivers	31-Mar-2018	No funding available at present. Development underway through the CCC Programme Management Group such as research to see what the visitor wants, speaking to customer facing people. No funding to implement at this time, investigating possibility of funding from Great Place Initiative. If so would be after March 2018	25%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS17-19.2.05e	Regeneration: Empty properties – for example working with GSA	31-Mar-2018	On-going discussions with property owners	100%	
DevS17-19.2.05f	Regeneration: Sword Fire and Stone, Elgin	30-Sep-2017	Not progressing as no funding available – hence cancelled	0%	
DevS17-19.3.11a	Develop the proposal for future financing of Museums service	31-Mar-2018	A report setting out the process was presented to Council in Sept 2017. Permission was received to develop options to create a sustainable future for the service, including the engagement of auction houses to explore possible sales of items from the collection.	100%	
DevS17-19.3.11b	Implement proposal for future financing of Museums service	??-??-201?	Time frame to be determined after investigations are carried out in 2017/18. This will be a task to include in 2018-19 Service Plan	0%	
DevS17-19.3.12	Review operation of Business Gateway Moray in comparison with other rural authorities including Argyll and Bute	30-Nov-2017	The review of operations, 1 year since taking part of service in house, is complete and a report was presented to Economic Development and Infrastructure Services on the 23rd January 2018	100%	




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	Due to Food Inspection Audit actions taking priority over the past few months, time spent on the Service Improvement Plan actions has been extremely limited. Initial calculations of number and type of jobs completed. Project on hold until all extra evaluations re Food Audit 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. Postponed until next year	5%	
DevS17-19.3.08	Review Private Water Supply service in relation to new Private Water Supply legislation	31-Mar-2018	Still awaiting finalisation of guidance, workload identified, new charges to be ratified by committee before implementation	90%	
DevS17-19.3.09	Conduct Section Workload Assessment	30-Sep-2017	Enterprise purchased and switched on, old jobs to be closed when all data added, new procedures for allocation in place	15%	
DevS17-19.3.10	Evaluate utilisation of wider tablet capability	31-Mar-2018	Currently completing a quality evaluation of fieldwork to set a base for further evaluation. Evaluation ongoing.	20%	

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	Reported to committee on 5th December and approved. Scottish Gov also approved. Adopted as statutory supplementary guidance on 1st March 2018.	100%	
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 submitted to the Scottish Government on 8 January 2018. Minor points of clarification were sent to Scottish Government and Scottish Government awarded the HNDA "robust and credible" status on 5 April 2018.	100%	
DevS17-19.1.06c	Local Development Plan (LDP) - Prepare Main Issues Report	31-Dec-2017	Approved at Committee on 15th Dec and going for consultation 8th January to 30th March	100%	
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 approved subject to minor change delegated to Head of Development Services and Chair. (Some outstanding info to be sorted with developer, hoping to approve under delegated authority in November.)	100%	
DevS17-19.2.03	Finalise and Adopt guidance on Open Space	31-Aug-2017	Report presented to August Committee and now finalised/ adopted.	100%	
DevS17-19.2.04	Finalise and Adopt guidance on Wind Energy	30-Apr-2017	Approved by Scottish Government as operational as of 1st November.	100%	

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 completed	100%	
DevS17-19.2.01b	- Peer review completed	31-Jan-2018	Peer review completed. Report from reviewer going to Scottish Legal Aid Board moderation committee on 30 January 2018.	100%	
DevS17-19.2.01c	- Accreditation achieved	31-Mar-2018	Quality of advice peer review part of audit passed. Organisational standards part of audit scheduled for April 2018. This will complete the audit.	50%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS17-19.2.02a	Promote 'Friends Against Scams' www.friendsagainstscams.org.uk - Council becomes 'Friends Against Scams' organisation	30-Sep-2017	Approved at Planning and Regulatory Services Committee on 10 October 2017.	100%	
DevS17-19.2.02b	- Promote scheme with staff and provide access to support material	31-Oct-2017	Training material available and promoted via interchange and 'Connect' magazine.	100%	
DevS17-19.2.02c	- Deliver publicity campaign to encourage public to become friends against scams	30-Nov-2017	Scheme promoted via traditional and social media.	100%	
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 30-April 2018	Food Standards Scotland (FSS) have identified a procurement issue that may cause them to abandon current plans to engage Local Authorities as contractors and instead to hold an open tendering process.	20%	
DevS17-19.2.07b	- Council agrees contract with FSS and Council agrees sub-contract with Highland Council	30-Nov-2017 To be revised	Plans on hold awaiting outcome of FSS decision on their procurement process.	0%	
DevS17-19.2.07c	- Implement delivery arrangements	31-Jan-2018 To be revised	Plans on hold awaiting outcome of FSS decision on their procurement process.	0%	

2017/18 Q4 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	The restructuring of the Roads Maintenance section has meant that this action is delayed. However the bulk of the work has been done (75%) and the Customer Service Excellence (CSE) assessment will be completed by May 2018. Validation of CSE self assessment will follow.	75%	
DirS17-18A3.22	Review the results of the 2017 employee survey and, depending on the results, develop an action plan.	31-Mar-2018	The survey results showed improvement on staff engagement and satisfaction.	100%	

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	Portgordon & Lossiemouth Seatown studies are at the option development stage. A consultation event has been undertaken and the feedback from these along with other criteria will be used to identify a preferred option for each scheme. Progress against this action is on schedule at the end of 2017/18	100%	
DirS17-18C2.13	Flood Risk Management - Develop surface water management plans for Elgin, Buckie, Keith, Rothes and Forres.	31-Oct-2018	Surface Water Management Plan is progressing. A number of actions have been identified for the Elgin area and potential options for these will be developed. Feasible options will be implemented between 2022 and 2028. Progress against this action is on schedule at the end of 2017/18	100%	
DirS17-18C2.14	Flood Risk Management - Develop a system for asset management	31-Oct-2018	Flood Risk Management WDM system is due to go live in April 2018. WDM is the council's database for roads, harbours, bridges, lighting and flood risk management.	100%	




			Progress against this action is on schedule at the end of 2017/18		
DirS17-18C2.15	Flood Risk Management - Develop delivery plans	31-Oct-2022	Delivery plans for implementation between 2022 and 2028 are in the very early stages of development. A SEPA consultation on the baseline flood risk data will be undertaken between May and July 2018, in line with Statutory deadlines. Progress against this action is on schedule at the end of 2017/18	100%	

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	Officers have completed the review of Core Path Plan and will go to Public Consultation on 29th January 2018 for a period of 12 weeks.	50%	
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	A condition survey assessment of the existing asset has been completed and those cemeteries that are nearing capacity have been identified. This action has been held up by issues of competing pressures and priorities but the main reason for the delay is that the guidance on how the new legislation is to be implemented still hasn't been forthcoming from the Scottish Government. At the moment we are identifying the cemeteries with a projected lifespan of less than 10 years and doing a zoning exercise to see which fall outside of a 10 mile radius of a cemetery with capacity. A further information report is to be submitted to the August meeting of ED&I.	50%	
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	Procurement of EfW on track, 4 bids evaluated and 2 now selected to next stage with preferred bidder expected October 2018.	100%	
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	Following a fire at Moycroft the Fire Service required a fire risk assessment. Re-designs and associated costs were also required. All of which have delayed the action. Final overall design signed off. Detail design ongoing. Planning to be submitted. Contract start delayed until Jan 2019.	80%	
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	This action has been completed with the proposed Elgin Business Park as the only suitable option available. Estimated purchase cost for an appropriately sized site is £500k. The council's Gateway Process will be used to seek approval for a new Recycling Centre.	100%	
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	The Society of Chief Officers of Transportation in Scotland (SCOTS) have put in place a revised Road Asset Management Plan (RAMP) template to be used which is significantly different from the template previously used. Unfortunately a position within this team remains unfilled following the roads restructure. SCOTS are also issuing further guidance based on Councils adopting a risk based approach to inspections and this is suggested to be published Sept 2018. This action has been moved forward to the service plan for 18/19 and is anticipated to be completed by March 19.	10%	
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 was presented through the AMWG and committee process (Oct 17) to report on findings of the modelling/projections and funding level agreed for the next financial year.	100%	
DirS17-18R1.01c	Further develop mobile working/systems	31-Mar-2018	A lead officer within the IT team has recently retired and one of the mobile solutions being considered is linked to the development of an existing service system. However, approval needs to be sought to invest in the current system or to develop a bespoke system. Meetings are planned to meet other LA's who have implemented mobile solutions to learn from their implementation and compare other systems on the market. This action has been moved forward to the service plan for 18/19 and is anticipated to be completed End March 19.	25%	
DirS17-18R1.02a	Develop the LED replacement programme	31-Mar-2018	Work is progressing to plan and we have achieved what we set out to achieve this calendar year, although we are only part way through a 5 year implementation programme. Energy savings are being realised and the unit price of lantern supply and installation has been reduced due to bulk purchasing and operational efficiencies introduced. This action has been carried forward to the service plan for 18/19 and is anticipated to be completed by March 2019.	100%	
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	Legal advice has been sought with regards to entering into a 25 year agreement regards to the initial installation of the lighting units and energy produced over the period. Advice has suggested we are ok entering into an agreement for a pilot scheme. The next stage is to advertise this initiative on the portal to ensure we meet procurement guidelines. This action has been carried forward to the service plan for 18/19 and is anticipated to be completed by March 19.	30%	
DirS17-18R3.16	Develop and communicate a Health and Safety Plan for Roads Maintenance	31-Mar-2018	The Health & Safety officer position within new restructure hasn't been filled and are currently awaiting outcome of job evaluation. This position will be advertised as soon as evaluation completed. The Health and Safety Plan for Roads Maintenance action has been carried forward to the service plan for 18/19 and is anticipated to be completed by March 19.	0%	

DirS17-18R3.17	Carry out a review of winter maintenance arrangements	30-Nov-2017	On – going. 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. A number of options to provide additional savings have been ratified at committee and implemented within the service.	100%	
DirS17-18R3.18	Reorganisation within Roads Maintenance section to develop a commercial focus to deliver value for money	30-Sep-2017	The final two positions of the structure are to be advertised and filled. This will be done as soon as job evaluations are completed.	90%	
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	A process map of how we handle elected member correspondence has been completed and introduced within the service. A members briefing session has taken place advising of the services we provide and challenges for the future. An open invitation has been offered to elected members to visit the depot and see first-hand our operations.	100%	


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	Programme for Elgin Transport Strategy is agreed and South Street is progressing on schedule	100%	
DirS17-18T2.09	Agree regional road casualty reduction strategy	31-Mar-2018	There has been a delay in the Strategy being presented to community planning partners as there have been no meetings scheduled	100%	
DirS17-18T2.10	Produce and deliver Moray Road Safety Plan in collaboration with Community Planning Partners	31-Dec-2017	The delay in this report being submitted to Committee is due to workload pressures	75%	
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	Port Marine Safety Code Audit has been completed as has the "Home Safe Every Day" campaign	100%	


2017/18 Quarter to March, Education & Social Care Performance Report - Service Plan

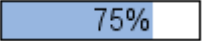





Curriculum for Excellence					
1. To provide all young people with access to a broad general education from ages 3 to 15					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 B1.1	Continue to roll out the moderation strategy	31-Mar-2018	Curricular groups have been ongoing this session and practice and professional discussion and standards emerging. Primaries are undertaking moderation at a local level. Guidance is in place and QAMSOs continue. May in-service has a bespoke moderation focus for ASGs in a cross sector format. Central moderation is to be undertaken in May/June and this will be continued next session. Moderation expectations and practice is now embedded in our schools.		
ESC 17/18 B1.2	To support the roll out of the Tracking and Monitoring guidance and tracking tool	31-Mar-2018	A large number of schools have undertaken the use of the tracking and monitoring tool within Moray and all schools are aware and embedding the tracking and monitoring advice. This will be reviewed and revised on an ongoing basis as guidance is adapted nationally; in Moray we are in a much stronger position for firm aspects of monitoring progress and applying a range of interventions.		
ESC 17/18 B1.3	Continue to support 1+2 and STEM	31-Mar-2018	Some of the RAiSE Actions underway from Jan 2018: Moray STEM Strategy group creating Position Statement in response to National STEM Strategy. CLPL – Primary Mentor Training continues. Mentors will be delivering 3 training sessions to LA in early 2018. ELCC training – further training to be offered after successful 2017 training. Gender Balance Training – to be offered across LA. Primary Engineer Celebration Event Thursday 1st March – planning stages with Moray College. Parental Engagement – STEM Bags to be piloted early 2018. STEM Champs – following up with Elgin High ASG over 2018. The 1+2 programme is continuing to be embedded in primary schools with some challenges around staffing and training. All primaries are offering 1+2 and 1+3 with a variety of languages including French, German, Spanish, Scots, Gaelic and Mandarin. In S1 to S3 pupils are having the opportunity to study up to three languages in the BGE with the option to take these into the Senior Phase.		
ESC 17/18 B1.4	All schools are supported to review their curriculum rationale in line with national expectations	31-Mar-2018	Additional guidance for Broad General Education in secondary schools provided. This is complete as to the current demands and expectations; the senior phase element of this will be reviewed and revised as a priority for next session.		

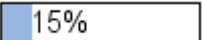



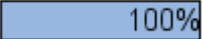



Curriculum for Excellence					
2. To provide all young people with access to a three year senior phase experience from S4 to S6					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 B2.1	Schools are supported to review senior phase curriculum structures and provision	31-Mar-2018	All secondary schools are in a positive position for the implementation of the 33 period week and curricular structures are in place and timetables ready to start in June 2018. All schools have reviewed their curriculum offer and partnership working in the senior phase and this will continue to be developed next session in order that we have appropriate learner journey which is suitable for our ever changing range of learners.	<div style="width: 100%;"><div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div></div>	





Curriculum for Excellence					
3. To provide a 21st century curricular experience to learners equipping young people with skills for life, learning and work					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 B3.1	Support the roll out of the Skills framework	31-Mar-2018	The initial sector and ASG meetings have taken place. Reconnection with the purpose is required which will be taken forward through DYW Leads meeting and DYW Board – the model continues to be rolled out as good practise across Scotland and will be published by Education Scotland this quarter. The Moray Skills Pathway Governance sits under the DYW partnership group and this will be reviewed to ensure robust Quality Assurance is in place to support the Pathway. The roll out of the Sector days within each framework planning is underway with the Land Based day being the first on the 14th June 2018.	<div style="width: 80%;"><div style="width: 80%; background-color: #4F81BD; color: white; text-align: center;">80%</div></div>	
ESC 17/18 B3.2	Develop advice and guidance for profiling and reporting	31-Mar-2018	Work has continued with the national group and the launch of the guidance is in May to allow rollout over 2018/19 session – 2 schools have agreed to be part of the pilot (Buckie High School & Speyside High School) SDS have agreed to support the local launch in term 1 next session.	<div style="width: 85%;"><div style="width: 85%; background-color: #4F81BD; color: white; text-align: center;">85%</div></div>	



Curriculum for Excellence					
4. To raise standards of attainment and achievement for all young people, with a specific focus on literacy, numeracy and health and wellbeing					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 B4.1	Authority wide support to improve attainment in literacy, numeracy and health and wellbeing is developed	31-Mar-2018	The report shows a positive impact of the programme across years one and two. Emerging Literacy Network group has met involving Education, Health, Early Years Strategy team and Educational Psychologist. 15 schools identified for Phase 3. Launch June 2018. Moray also part of the Northern Alliance Numeracy Project.	<div style="width: 100%;"><div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div></div>	


Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 B4.2	Support to improve the quality of learning and teaching	31-Mar-2018	Quality Improvement Officer is now leading on Learning and Teaching from recent remit change meeting. Following recent Head Teachers' Meeting with focus on Learning and Teaching (January), a learning and teaching toolkit to support observations and practitioner self-development has been reviewed and will be rolled out across the authority following some redevelopment, complementing the PR&D process using reflection wheels. Further intervention in support of Learning and Teaching (Numeracy) has also been undertaken in the form of a "Making Maths Count in Moray" Conference to support practitioners in their development of Numeracy and approaches to learning and teaching. This has been supplemented by textbooks in support of Numeracy and planned CPD in support of schools. The work will be taken forward next reporting period following working group development.		
ESC 17/18 B4.3	Rights Respecting Schools continues to be rolled out across schools	31-Mar-2018	Date set for training future assessors so capacity within education is expanded. Four schools have achieved silver and three bronze since last quarter. A newsletter is being sent out every quarter to update schools of processes, events etc. A questionnaire has been developed about children's rights to assess knowledge and understanding across all services. This will be sent out in May. Responses will allow planned CPD sessions in support of schools/to respond to needs of school.		


Getting it Right for Every Child
1. To fully implement all aspects of the Children and Young People's Act and Education Act

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 A1.1	A review is undertaken of pastoral care across Moray and action plan developed	31-Mar-2018	Work on hold following directives from Education Scotland awaiting further national advice on how this will be progressed. Plan currently being put in place to begin initial stages of review post Easter holidays.		
ESC 17/18 A1.2	The named person service continues to be supported	31-Mar-2018	Feedback from Named Persons has supported significant changes in the Child Planning process. Child Planning Review group set up to develop revised child plan and process. Draft created and reviewed by group. Small test of change to take place in Buckie ASG. Training to be delivered in April. Two Named Person Training Sessions have taken place to support Named Persons with the writing of Child Plan A & B. Feedback from MAPH being provided for Named Persons. Child Plan Audit Framework shared with all Named Persons to ensure transparency and an understanding of standards. A further Training Session will take place for those unable to attend first two sessions.		
ESC 17/18 A1.3	Appropriate information sharing and communication processes are in place	31-Mar-2018	Vulnerable Person Database audit carried out in February. Significant improvement in number of VPDs noted in SEEMiS. A further audit will be carried out in May. SEEMiS guidance continues to be reviewed. Grampian Information Sharing Practitioner Guidance will be distributed to all schools after the Easter holidays.		
ESC 17/18 A1.4	A National Improvement Framework plan is produced, consulted on and implemented	31-Mar-2018	All work streams have been ongoing and this aligns with Children's Services Plan. The plan will be reviewed early 2018/19.		


Getting it Right for Every Child					
2. To ensure Moray is the best place for all children and young people to grow up and learn					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 A2.1	A high level plan is produced to prepare for the increase in early learning and childcare in line with national guidance	31-Mar-2018	The Moray ELC Delivery Plan has been accepted by the Scottish Government with no amendments required. A revised Finance Template (supporting the Delivery Plan) has been submitted to the Scottish Government. Confirmation of capital and ongoing revenue funding is expected May 2018.	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	
ESC 17/18 A2.2	The roll out of the strategy to increase ELCC hours is implemented	31-Mar-2018	The phased rollout is progressing to plan, with 4 Moray Council nurseries and a number of partnership nurseries offering extended hours to approx. 10% of 3&4 year olds and eligible 2 year olds from August 2018. Phase 2 will commence from August 2019.	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	
ESC 17/18 A2.3	The four key outcomes from Moray's early Years Strategy are rolled out across Moray	31-Mar-2018	The Senior Project Manager for Moray Early Years and Childcare Expansion is currently attending this group which aligns with Early Learning and Childcare expansion work. The QIO post which would be covering this area work has not been filled at year end.	<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%	
ESC 17/18 A2.4	A supervision plan is implemented and reviewed for Schools	31-Mar-2018	Responsibility for this policy previously developed in draft form has now passed to the Education Officer (Pastoral Care). Scrutiny continues with LNCT involvement in due course for discussion, as a support measure for practitioners in undertaking their named person duties.	<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%	

Getting it Right for Every Child					
3. To care for and support those children and young people most in need					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 A3.2	A strategy for Self-Directed Support across Children's Services is in place	31-Mar-2018	This area of work has not progressed to any significant degree. Children in Scotland have sought an extension so we can be assured that children, young people and their families have been fully consulted. The draft transition policy is out for wider consultation and this will inform the way forward. The commissioning strategy is currently being reviewed with interim measures in place to ensure children and young people's support needs are not compromised.	<div style="width: 65%;"><div style="width: 65%;"></div></div> 65%	
ESC 17/18 A3.3	Mechanisms for ensuring the views of young people and their families are gathered and listened to are developed and in place	31-Mar-2018	Work has begun on developing a Rights, Participation and Engagement Strategy for the partnership. It is planned that the work will be led by Youth Ambassadors.	<div style="width: 25%;"><div style="width: 25%;"></div></div> 25%	



Getting it Right for Every Child					
4. To ensure high quality transitions for all young people					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 A4.1	Procedures are put in place to support the transition from children's to adult services	31-Mar-2018	Final draft in place. Minor changes to be made prior to launch.	<div style="width: 95%;"><div style="width: 95%;"></div></div> 95%	

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 A4.2	Moray's transitions policy for young people is updated and rolled out	31-Mar-2018	Final draft in place. Minor changes to be made prior to launch.	<div style="width: 95%;"><div style="width: 95%;"></div></div> 95%	


Getting it Right for Every Child
5. To provide appropriate support for those children and young people in need of additional support

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 A5.1	Progress the implementation of the Moray ASN Strategy and associated action plans	31-Mar-2018	Sarah Marshall	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%	


Getting it Right for Every Child
6. To focus relentlessly on improving outcomes on preventative activities




Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 A6.1	Ensure the department is fully focussed on the three priorities as outlined in the Moray Children's Services Plan 2017- 20	31-Mar-2018	All plans continue to be based upon the three strategic and improvement priorities.	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%	
ESC 17/18 A6.2	Locality plans are in place for each Locality Management Group based on local data with a clear focus on improving outcomes for local young people and families	31-Mar-2018	Each LMG area has a locality plan in place. Plans are linked to the priorities within the Children's Service Plan and are reported through the new Governance Structure for Children's Services.	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	



Getting it Right for Every Child
7. To lead the way as an excellent corporate parent



Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 A7.1	To deliver all relevant aspects of the Moray Corporate Parenting Strategy, including the Family Firm approach	31-Mar-2018	The Moray Corporate Parenting Strategy has been reviewed, consistent with statutory review requirements. All aspects of the Moray Corporate Parenting Strategy are being delivered, including the family firm approach.	<div style="width: 95%;"><div style="width: 95%;"></div></div> 95%	



Leadership
1. To continue to develop our Leadership and Management Development programme for aspiring middle and senior leaders in schools

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 F1.1	Continue to support all programmes within the leadership framework	31-Mar-2018	Sharing learning event for Leadership in the Classroom and Developing Leadership planned for June to reach wider audience. Evaluation of programmes June.	<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	


Leadership 2. To develop leadership skills among all staff and learners					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 F2.1	"Teaching Scotland's Future" is delivered through our on-going rollout of our career framework	31-Mar-2018	Professional Learning Strategy awaiting ratification by LNCT. Delivered to Head Teachers. Pilot for Professional Learning Networks positive completed. Positive impact on Learning & Teaching and learners identified. 10 staff attending Success Coaching programme this session.	<div style="width: 95%;"><div style="width: 95%;">95%</div></div>	
ESC 17/18 F2.2	Social work development days are used to develop professional identity and practitioner leadership skills	31-Mar-2018	Social Work development days scheduled for the 10 th and 11 th May. Regular team meetings are continuing have been scheduled for the year ahead.	<div style="width: 75%;"><div style="width: 75%;">75%</div></div>	
ESC 17/18 F2.3	Robust ERDP and supervision processes are in place across the department, including the use of coaching	31-Mar-2018	This action has not progressed since the previous quarter. Supervision policies are to be refreshed and a supervision pilot is taking place in one Social Work team. A draft procedure for Education supervision is in place and will be further developed.	<div style="width: 50%;"><div style="width: 50%;">50%</div></div>	

Leadership 3. To develop our approaches to locality management across Locality Management Groups (LMGs)					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 F3.1	Each Locality Management Group has a clear plan in place based on local data and context	31-Mar-2018	Ongoing quarterly planning is in place. Links have been made to LOIP developments.	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	
ESC 17/18 F3.2	Locality partnership working across Children's Services is developed further	31-Mar-2018	The LMG model has now been restructured. A Quality Assurance and Locality Manager is now in post and will have a direct overview of the LMG model. Crucial Accountability Training will take place within the next three months.	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	



Leadership 4. To develop ways of integrating our approaches to leadership and continuous improvement across the department					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 F4.1	The departmental policy and procedures for continuous improvement is updated	31-Mar-2018	This work is being taken forward by the Quality Assurance Performance and Planning Team which is now fully formed. A framework for self-evaluation has been produced and regular file audits are being undertaken on a partnership basis.	<div style="width: 75%;"><div style="width: 75%;">75%</div></div>	
ESC 17/18 F4.2	Collective leadership within Locality Management Groups is further developed	31-Mar-2018	A Quality Assurance and Locality Manager is now in post to directly line manage the Quality Assurance Practice and Performance Team and the Locality Management Groups. The post will provide clear leadership and the restructuring of these two teams will aid continuous improvement across the department and the broader partnership.	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	

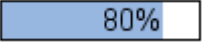



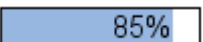

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 F4.3	Guidance on manageable self-evaluation across the service is published	31-Mar-2018	This work is being taken forward by the Quality Assurance Performance and Planning Team which is now fully formed. A framework for self-evaluation has been produced and regular file audits are being undertaken on a partnership basis.	<div style="width: 75%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">75%</div></div>	
ESC 17/18 F4.4	The use of peer reviewers is extended, moving to a more self-improving system	31-Mar-2018	Peer reviewers have been used in Elgin High Schools for the Future visits including the Deputy Head Teachers who joined the team. This will be reviewed and updated for next quarter.	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	

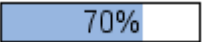

Leisure
1. To continue developing a modern, sustainable leisure service which meets the needs of Moray's citizens

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 D1.1	A plan for the future of Moray's leisure services is published further to review/options appraisal	31-Mar-2018	At the Budget setting meeting on 14th February closure or community asset transfer of all Town Halls and 2 Community Centres were approved, ongoing discussions are taking place in relation to these facilities. Additional financial support to Moray Leisure Centre (MLC) was approved in December and a decision on the future of MLC will take place at a Special Full Council on 16th May. Following this decision the Board will then focus on the preferred governance option for the rest of the Leisure Estate.	<div style="width: 50%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">50%</div></div>	



Leisure
2. To provide sustainable, quality sport and leisure activities which promote a healthy and active lifestyle across Moray's communities

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 D2.1	Moray's Physical Activity, Sport and Health Strategy continues to be rolled out across Moray	31-Mar-2018	Informal implementation of the Physical Activity, Sport and Health (PASH) strategy continues on a daily basis, however service cutbacks and partner priorities have taken precedence during this quarter. Key priorities and lead drivers have been identified for further progression and the next strategic meeting is being scheduled for June 2018.	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	
ESC 17/18 D2.2	Opportunities for young people to become involved in volunteering continue to be developed	31-Mar-2018	Active Schools and Sports Development using Saltire Awards for all young people involved in helping lead programmes. 34 Senior Students supported the Active Schools programmes during Q4. Linking 'Year of the Young People' where possible into programmes and initiatives this year. Also discussing Modern Apprenticeship opportunities with Moray College/UHI.	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	



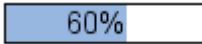

Lifelong Learning and Employability					
1. To support young people into positive destinations post school					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 C1.1	Develop programmes like Career Ready, Meaningful May etc. to provide pathways for young people into employment	31-Mar-2018	The Learner Pathways working group continues to meet and look at models to broaden the curriculum. A range of programme will be developed as a result of this. Meaningful May is planned for this year and an uptake of 93 pupils expected. Career Ready continues to flourish with Moray having the Scotland National Student of the Year (also now the National winner) and a Science Student of the year. The Senior Phase provision with in the college is also part of the learner pathway review,		
ESC 17/18 C1.2	The percentage of unemployed 18 to 24 year olds is reduced	31-Mar-2018	95.1 % participating March 2019 (Data hub) 3.6 % unemployed or economically inactive 1.3 Unknown / not confirmed. 6 % increase since last participation measure (Aug 17)		
ESC 17/18 C1.3	Modern and foundation apprenticeships are promoted in schools and appropriate pathways developed for learners	31-Mar-2018	The uptake for Foundation Apprenticeships is below last year – significant issues have been a barrier for uptake and we are working through these for next session. The Learner Pathways review will support this further.		

Lifelong Learning and Employability					
2. To support those further from the jobs market to secure employment					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 C2.1	Supports are provided to those who face barriers to employment including rolling out Family Firm support across all post school pathways.	31-Mar-2018	<ul style="list-style-type: none"> · Developing training and recruitment of volunteer champions as mentors · Enhanced activity agreement summer programme designed for high risk summer leavers · NHS developing their own Family Firm policy, linked to the exiting corporate parenting one · School programme to be consulted with learner pathways group which includes all College pathway planning meetings being implemented 		





Lifelong Learning and Employability
 3. To equip adult learners with the necessary skills to (re)access the jobs market

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 C3.1	Adult learning programmes continue to be offered across our libraries and awareness of digital services is increased	31-Mar-2018	<p>Essential Skills 33% of learners during this period were unemployed and looking for work. 11% are volunteering to help them gain the confidence and skills to enter the job market. 11% work full time and are developing skills to help them in the workplace and increase their opportunities for progression. 5% work part time and are developing skills to help them progress into different work. Others are retired/studying/not currently looking for work. Essential Skills staff equip learners to (re)access the job market by providing :</p> <ul style="list-style-type: none"> . free learning in reading, writing and using numbers . the opportunity to gain accreditation up to and including National 4 . support towards the driving theory test . support towards Construction Skills Certificate Scheme <p>Libraries ECDL applications continue to increase due to ITA funding with another 17 learners signing up during the quarter. Short courses are now beginning to see an increase with 15 commencing this quarter and another 9 waiting to start. ICT Help Hubs are popular with 183 individuals attending 37 sessions during quarter 4. Partnership working with Job Centres is becoming extremely important with the impending roll out to 'full service' Universal Credit in June – work coaches are now making direct appointments for clients to receive digital support in Libraries. Talks and awareness sessions have been completed or agreed with Aberdeen Foyer, Criminal Justice and Home School Link workers.</p> <p>ESOL Quarter 4 has seen learner numbers remain constant at 104. We have had 1 tutor from Forres resign and as a result have combined classes in Forres resulting in the overall class numbers dropping from 23 to 20. All students are now being registered with Moray College and to date we have about 70% of our current learners enrolled. We have 3 new volunteers, 2 of which are well qualified teachers.</p>	100%	
ESC 17/18 C3.2	Attendees at job clubs in libraries across Moray are appropriately supported	31-Mar-2018	Attendance at Job Clubs is increasing with job seekers requiring support to compile CVs, upload applications and manage their Universal Job-match accounts – 412 Job Seekers attended 49 sessions during this quarter.	100%	



Lifelong Learning and Employability
4. To fully involve local employers and other partners in developing local approaches to employability

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 C4.1	Schools are supported to develop partnerships with local employers in line with the recommendations in "Developing the Young Workforce" and to increase the number of these partnerships	31-Mar-2018	The initial sector and ASG meetings have taken place. Reconnection with the purpose is required which will be taken forward through DYW Leads meeting and DYW Board – the model continues to be rolled out as good practise across Scotland and will be published by Education Scotland this quarter. The Moray Skills Pathway Governance sits under the DYW partnership group and this will be reviewed to ensure robust Quality Assurance is in place to support the Pathway. The roll out of the Sector days within each framework planning is underway with the Land Based day being the first on the 14th June 2018.		
ESC 17/18 C4.2	To ensure the effective roll out of the Moray Employability Strategy	31-Mar-2018	Further progress against the actions has not been achieved during quarter 4. The Strategy was launched in May 2017 with some actions being progressed. A Skills Investment Plan is being produced for Moray, to be overseen by Employability Moray, working closely with Moray Economic Partnership. A Steering Group of partner agencies has been established to lead this forward.		



Resources
1. To manage resources efficiently and effectively and to ensure opportunities are sought out which ensure our children and young people learn in an appropriate setting for delivery of a 21st century educational experience

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 E1.1	Elgin High and Lossiemouth High Schools replacement projects are progressed on time	31-Mar-2018	Elgin High School Phase 2 demolition is now complete with the ground preparation work for the 3G pitch, car parking and bus drop off/ turning ongoing. Lossie High School site investigations demonstrated the original ground solution was not feasible. Due to the requirement to find an alternative solution the timescales and cost of the project have increase. Increased funding has been secured from Scottish Futures Trust with a Special Full Council meeting approving additional spend by the council. Overall guaranteed maximum price now reached at £42.3m with Phase 1 completion now June 2020		
ESC 17/18 E1.2	The development of the new Linkwood Primary School is progressed on time	31-Mar-2018	The Linkwood Primary school design is currently estimated at £12,333,200 against a budget of £11.5m. The various works packages are currently being tendered. It was hoped that the Linkwood primary school planning application would be heard at the Planning and Regulatory Services Committee on 24th April, however this is subject to the prior determination of the Elgin South Phase 1 conditions and is now unlikely. The Section 75 has now been signed and the legal titles to land need to be registered by Springfield Properties. Once titles are registered a 4 week lead in period is required for the construction of the sports centre this means the revised start date of 9th April is likely to slip further. The construction of any part of the Elgin South Phase 1 application triggers the requirements for Springfield Properties to provide services to the school site within the timescales set out in the head of terms and S75. The revised start date for the school is 20/08/18 this is subject to the commencement of services provision by Springfield Properties.		

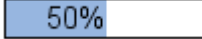

Resources
2. To develop opportunities to share resources more effectively and efficiently across Moray and also across other local authority areas

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 E2.1	Continue effective partnership working as part of Northern Alliance group of authorities and to seek out opportunities for continued collaborative working in relation to raising attainment, curriculum development and wider aspects of children's services	31-Mar-2018	Work is taking place across the Northern Alliance on a number of areas of shared need, most notably in relation to literacy and numeracy. Other working groups have been established but are at an early stage in terms of their development. An interim lead officer has been put in place from January 2018 to oversee the work of the Northern Alliance and to ensure the Regional Improvement Plan is submitted to the Scottish Government by the end of January 2018.		

Resources
3. To continue to review and develop our structure within Education and Social Care to ensure it best meets the needs of the service and secures best value


Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 E3.1	Prepare a future proofed structure to deliver the increase early learning and childcare within Moray as part of our strategic delivery plan for ELCC and as part of on-going review of the wider departmental structure	31-Mar-2018	The final project post (ICT Business Analyst) has been advertised, the first operational role (Early Years Officer) has also been filled and five other operational roles (4x nursery managers, 1 Continuous Improvement Officer) are out to advert, with new recruits expected to be in post from End May/Early June. No further recruitment will take place until ongoing revenue funding is clear. Line management arrangements for the team are agreed.		

Resources
4. To further develop departmental approaches to health and safety across Education and Social Care

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 E4.1	Develop and deliver a work plan for the Education and Social Care Health and Safety Forum	31-Mar-2018	This work is on-going with the group meeting quarterly to input. Limited progress has been made in quarter 4 in relation to a work plan for mental health other than updated leaflet information going out to all schools regarding Penumbra		

Resources

5. To continue working to address the recruitment and retention of staff within the department.

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC 17/18 E5.1	Develop further and deliver our workforce plans for Education and Social Care to ensure a focus on on-going recruitment and retention issues	31-Mar-2018	The pilot was agreed at LNCT and subsequently took place during the end of February and the beginning of March 24 of the 25 primary NQTs currently placed within the authority applied for an interview and 21 have now been offered permanent teaching jobs with the authority for session 2018 /19. The pilot will be extended next year to include secondary school vacancies for NQTs. LNCT have also asked for us to consider holding a similar interview panel for external to Moray NQTs and for staff already working within Moray who wish to increase their part time hours over and above their current banded contract.	100%	




2017/18 Quarter to March, 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	SHIP presented to Communities Committee in 22 October 2017 and submitted to Scottish Government on 27 October 2017.	100%	
HPS17-18.1.02	Deliver Moray Affordable Housing Supply Programme with target spend of £6.908m	31-Mar-2018	Out-turn spend at year-end was £6.359m, 92% of target. The programmes of some key Council and housing association projects slipped due to changes in the plans of developer partners. Other items of expenditure were brought forward to compensate for the slippage.	92%	
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	47 house completions at year-end with 58 under construction. A total of 213 house completions are programmed over the three years 2017-20. This will achieve target of 70 houses per annum.	67%	
HPS17-18.1.04	Complete the Bilbohall Housing Masterplan and progress delivery of affordable housing at Bilbohall South site	31-Oct-2017	Draft Masterplan approved by Planning and Regulatory Services Committee on 27 February 2018. Masterplan currently out to public consultation. Final masterplan to be presented to Committee for approval in June 2018.	90%	
HPS17-18.1.05	Complete Housing Needs and Demand Assessment (HNDA)	30-Sep-2017	Draft HNDA submitted to the Scottish Government on 8 January 2018. Scottish Government awarded the HNDA "robust and credible" status on 5 April 2018.	100%	
HPS17-18.1.06	Prepare Local Housing Strategy (LHS) 2018-23	30-Apr-2018 Revised to 31-Aug 2018	Preparation of draft LHS delayed due to long-term staff sickness absence. Timescales have been revised to 31 August 2018. Draft will be prepared during 2018/19 and submitted to Communities Committee in August 2018. Development of LHS will be underpinned by the evidence base provided by the Housing Needs Demand Assessment.	30%	
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	Construction complete and sites being marketed for sale and lease.	100%	
HPS17-18.1.08	Prepare business case to purchase and develop industrial land at Forres Business Park	31-Jul-2017	Business case complete, the development would provide a return to the Council and stimulate economic growth in Moray. Detailed negotiations now underway with landowner HIE.	100%	

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	Draft HNDA submitted to the Scottish Government on 8 January 2018. Scottish Government awarded the HNDA "robust and credible" status on 5 April 2018.	100%	
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 presented to Communities Committee in December 2017. Not presented earlier as statement in relation to welfare reform was expected from Scottish Government on "Scottish Flexibilities". This had to be considered.	100%	
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	Property Asset Management Plan (final draft) complete. Presented to CMT for their consideration in January 2018.	100%	
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 – 90% of target. Underspend due to saving on non-works "enabling" element of budget.	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. Properties have been identified for inclusion in the programme. Due to the prohibitively high cost of management agent's proposals, tender procedure undertaken to select new contractor. Procedure complete and new contractor commenced in January 2018.	100%	
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 £359k was achieved at year-end with £452k legally committed. A major reason for underspend was the high number of late cancellations of works. The governance of this budget now sits with the Integration Joint Board.	60%	
HPS17-18.3.05	Achieve target expenditure of £10.316m (excluding fees) on the Housing Investment Programme	31-Mar-2018	Expenditure to end March is £9.411m on reactive/planned/cyclical	91%	
HPS17-18.3.06	Achieve target expenditure of £11.122m (excluding fees) on all non-Housing Capital investment	31-Mar-2018	Total expenditure to end March is £9.341m. The full budget was not achieved due to delays with the Moycroft Recycling Centre and Early Learning Years Nursery Programme.	84%	
HPS17-18.3.07	Prepare a provisional 3 year maintenance plan for all corporate buildings and schools	31-Oct-2017	Property Condition information gathered and priorities being assessed under the make do & mend policy. The Corporate Management Team and Senior Managers are currently looking to develop a prioritisation framework to support how best the	80%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			Council maintains its property assets (including the School Estate) and prioritises future maintenance programmes.		

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) Info-view upgrade completed 2 May 2018 ii) Opti-time upgrade completed 2 May 2018 iii) Development of gas reports not expected to be achieved by 31 March 2018. Will progress during 2018/19.	80%	
HPS17-18.4.03	Review the Charging Policy for the DLO as part of the Maintenance Partnership	31-Mar-2018	Revised Schedule of Rates itemisation agreed. New charging strategy also agreed for Overhead Recovery and all Reactive Repairs. New Reactive rates submitted by DLO and target for live implementation is 1 April 2018. Planned still to be priced and will be implemented from 1 October 2018	70%	
HPS17-18.4.04	Review of Property Resources & Design functions	31-Mar-2018	Review commenced in September 2017. Working Groups met in November/December 2017. Completion of the review was put on hold in February pending the Chief Executives review of the Senior Management Structure. This will be carried forward into 2018/19 but the review can only be taken forward once there is clarity around the long term management structure.	30%	
HPS17-18.4.05	Review of the Out of Hours Service	31-Mar-2018	Review commenced in September 2017 and options appraisal report to be presented to the Head of Service by 31 May 2018.	50%	