








# Performance Monitoring Statements - Key

The Council uses covalent software to manage, monitor and report performance. Tables included within this document are system generated using covalent reports.

**Performance Indicator and Service Plan tables include status icons to help readers understand performance against targets and due dates -**

Icon	Details
	Target / Due Date met
	Not Started; In Progress
	Performance within agreed levels
	Postponed; Removed
	Target / Due Date not met
	Data only; contextual
	Data not available

**Reporting frequencies are explained below –**

Period	Dates
<b>Year</b>	1 April to 31 March
<b>1<sup>st</sup> Half Year</b>	1 April to 30 September
<b>2<sup>nd</sup> Half Year</b>	1 October to 31 March
<b>Quarter 1</b>	1 April to 30 June
<b>Quarter 2</b>	1 July to 30 September
<b>Quarter 3</b>	1 October to 31 December
<b>Quarter 4</b>	1 January to 31 March

**Categories are recorded against all Performance indicators to provide readers with additional contextual data –**

CAT	Description
<b>National (b)</b>	Prescriptive indicator reported nationally where benchmark opportunities exist (data can be compared)
<b>Nat</b>	Prescriptive indicator reported nationally
<b>Local (b)</b>	Local information where benchmark opportunities exist (data can be compared, i.e. through membership of benchmarking groups)
<b>Local</b>	Local information

## 2013/14 Quarter 3 Chief Executive's Office Service Plan







Chief Executive's Office - Service Priority 1 - Focus work on the development and implementation of the Single Outcome Agreement and the Council's approach to Best Value

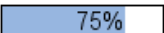



Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE13-1-1	Single Outcome Agreement	31-Mar-2014	Draft 10 Year Plan submitted to Full Council and Community Planning Board in December 13 for approval. Final amendments to the Plan will be received from the Community Planning Partnership in Jan 2014. Prevention and Resources Plan will be developed once the 10 Year Plan is finalised. Work has begun to collect budget information.		
CE13-1-2	Support Community Planning Partnership	30-Sep-2013	Partnership Agreement has been drafted. Colin Mair from Improvement Service will provide guidance on the development of governance to the Community Planning Board in January 2014.		
CE13-1-3	Support Best Value audit process	31-Dec-2013	Evidence collected for audit process. Auditors will meet with Corporate Management Team on 15 Jan 14 to discuss the AIP for 2014-15.		
CE13-1-4	Support <b>tsi</b> Moray to participate in Community Planning Partnership	31-Mar-2014	Chief Executive provided <b>tsi</b> Moray with examples of other work plans as part of the review of the progress report.		

Chief Executive's Office - Service Priority 2a - To promote corporate priorities, sharing good practice, ensuring corporate image and managing all major council-wide communications through the section



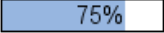

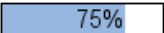







Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE13-2-1	Develop communications strategy	31-Jul-2013	Communications strategy has been developed and approved by Corporate Management Team.		
CE13-2-2	Social Media	31-Oct-2013	The action to develop an online newsroom has been completed and this is now a Moray Economic Partnership project to maintain.		

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE13-2-3	Marketing on council assets	30-Sep-2013	Marketing and sponsorship policy was approved at Special Full Council meeting on 3 July 13. Editorial Board established. Work is now beginning on the first projects.		
CE13-2-4	Produce Public Performance Reports (PPRs)	30-Sep-2013	The Public Performance Reports have been produced and published.		

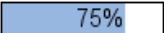

Chief Executive's Office - Service Priority 2b - Ensure staff have the required skills in departments to appropriately respond to and investigate complaints to meet revised deadlines

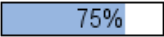



Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE13-3-1	Implement Complaints Policy & Procedures	31-Aug-2013	The preparatory work allowing a training plan to be developed is now complete. The Learning Management System on which the e learning elements of complaints training will be run has now been developed and by the end of the week ending 10 Jan 14 will hold the names, job titles, staff number etc. of all Moray Council staff. Training is currently transferring historical data and, once loaded, will invite a group of department administrators (the user group) to show them how it works. Loading the e learning, including complaints, is the next step. It is anticipated that by April 2014 all the topics will be ready. In the interim period the training plan can now be developed based on the earlier Training Needs Analysis, the risk assessment process and meetings with all Service Heads which took place last year. The training plan will be developed with a member of the training team.		
CE13-3-2	Develop a link between complaints outcomes and Team Plans to ensure actions are implemented.	31-Dec-2013	ICT work has now been completed which will allow services to capture outcome based service improvements electronically; also work is ongoing with services to identify sources/means of gathering the information required. Formats for reports to Committee have been prepared and an initial report is in the process of being prepared for CMT which describes learning from complaints and the progress that has been made in respect of embedding a link between outcomes of complaints and service improvements. Ultimately it may be that Team Plans, as described in the Action Title, are not the most appropriate means of recording and evidencing this action.		

Chief Executive's Office - Service Priority 3 - Focus work on linking existing projects to equalities to meet legislation duties and ensure that staff skills are developed to meet the needs of the duty

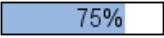





Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE13-4-1	Develop Social Inclusion Strategy	30-Jun-2013	Draft completed July 2013, now being developed as Moray Prevention Policy and will be processed through Area Based Review in first instance on the 2 Sep 2013.		
CE13-4-2	Link with protection services and schools to address hate crime	31-Mar-2014	The corporate guidance on bullying for vulnerable adults has been approved by Communities Committee on 22 October 2013. Since last update there has been a significant increase in reports from schools. Until December 2012 there were no reports for almost a year. Between January and August of 2013 there were 4 incidences. The last quarter of 2013 saw 11 incidences. So far, two more incidences have been reported during January 2014. The current policies are being reviewed by the Inclusion Manager. At the Equality and Diversity Corporate Advisory Forum meeting on 24 January, these will be discussed. The Business Support Adviser for education has been invited to attend the meeting.		
CE13-4-3	Link with all services to develop equality impact assessments as part of policy development	28-Feb-2014	A report on Equality Impact Assessments (EIAs) for 2014 will be submitted to Communities Committee on 4 March 2014. In 2013 there were 314 reports assessed on their compliance with the duties to carry out an EIA. There were only two reports where there was no reference to equality impacts, in both cases no EIA was needed. EIA have started on review of leisure facilities.		
CE13-4-4	Link with protection services and the Licensing Board to address domestic violence	30-Sep-2013	Policy on vulnerable adults approved by Communities Committee, 17 Dec 13. A report by Corporate Director of Education and Social Work Services to public protection partnership on 23rd of January sets out the public protection strategy and specifically links in to the Moray Council's equality outcomes.		
CE13-4-5	Link with community groups to address access to streets in Moray	30-Sep-2013	A report on behalf of the Moray Equalities Forum, which sets out the implementation of this equality outcome will be submitted to the Community Engagement Group on 28 January 2014.		
CE13-4-6	Employment /employability strategy	30-Jun-2013	Draft Complete going to Community Planning Partnership on 22 August 2013 for approval then to Economic Development and Infrastructure.		



Chief Executive's Office - Service Priority 4 - Support services to own and manage performance

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE13-5-1	Assist Service Managers and partners to monitor and report performance in line with the Council's Performance Management Framework	31-Mar-2014	Quarter 3 performance reporting through cycle of committee meetings; Research and Information Officers quarterly challenge meeting mindful of improving indicator coverage and recording outcomes. Covalent used across majority of services but not fully embedded in any. System generated graphs used by Research and Information Officers to develop 2014/15 targets.		



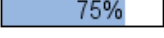

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE13-5-2	Undertake detailed analysis/ research as requested to assist in managing the service to include area profiling; referencing all relevant internal and external statistical sources	31-Mar-2014	During this last quarter, detailed analysis work undertaken in respect of Sustainable Education Review consultation analysis of pupil input, Early Years Profiling for 5-8 year olds, analysis of Middle Years Information System (MidYIS) and standard grade results to highlight top performers to review support offered, design and established survey monkey questionnaires for Additional Support Needs and Integrated Children Services audit, analysis over long term of Her Majesty's Inspectorate of Education results to establish relationship between reduction in central staff and scores, SEEMIS reports developed to respond to data provision, teacher profiling. Post dementia support analysis for Health Improvement, Efficiency Access to Services and Treatment (HEAT) target and commissioning, benchmarking of Community Care provision and in-patient survey analysis.		
CE13-5-3	Analyse nationally published data to provide a local perspective to assist in managing services, i.e. SIMD, SOLACE, Census, Viewstat, etc.	31-Mar-2014	Environmental Services is currently going through the Public Service Improvement Framework (PSIF) process. Consensus sessions and action planning sessions have been planned at the end of Jan/beginning of Feb with the aim of including actions in 2014/15 team/service plans. Corporate Management Team (CMT) have developed their PSIF action plan and included the actions in the AIP action plan for monitoring. Corporate Services are carrying out an amended version of PSIF within the service. A draft report has been prepared for CMT providing an evaluation of cycle 2 PSIF in addition to a proposed timetable for cycle 3. This has yet to be presented to CMT and approved.		

Chief Executive's Office - Service Priority 5 - To support community engagement and capacity building to enable full participation

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE13-6-1	Implementation of The Council's Community Engagement strategy	31-Dec-2013	The development of the Community Engagement Compact has been handed over to <b>tsi</b> Moray at a meeting of the Community Engagement Group. Progress on the Community Consultation Support Guides has been delayed due to additional consultations the Community Support Unit has been facilitating.		
CE13-6-2	Support community groups and organisations to progress Asset Transfers.	31-Mar-2014	6 groups have progressed to Stage 2 and dedicated Community Support Unit staff member assigned core contact role with Community Asset Transfer groups. To Have and to Hold being promoted, change to process for groups implemented.		
CE13-6-3	Support corporate / departmental consultations and integrated working – Integrated Planning Framework	30-Nov-2013	All planned consultation exercises have been completed and facilitation of Area Base Review meetings has concluded.		

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE13-6-4	Support the development of Community Councils in Moray	02-Mar-2014	Community Council elections have successfully concluded. Councils and number of Community Council members increased. Inaugural meetings for all established Community Councils have taken place with the support of the Community Council Liaison Officer.		

**Chief Executive's Office - Service Priority 6 - To support the work of Corporate Management Team and Chief Executive's Office**








Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE13-7-1	Complete DBS tranche	31-Dec-2013	Work is ongoing to develop the flexible work styles within the section. This will inform the ICT requirements for the service. CMT Admin hub work is now being progressed by Rhona Gunn. Print Room review is complete and reported to Committee in January 2014. The Change Management Plan complete and the transition period has begun. The new service should be available from 19 Aug. A full report on progress against tranche 6 will be reported under the DBS programme in Oct.		
CE13-7-2	Manage corporate contracts delegated to Chief Executive's Office	31-Mar-2014	Discussions are underway on how to Audit the amount of MFD and printers in use in each authority. The volumes printed on these are pivotal to the new contract. There is a national contract for MFDs and under Lot 2 there is a company which specialises in Audit and we are in negotiations with them for the purchasing their services. The cost of this will be shared between the 3 authorities. If this goes ahead the end result will be that we can make an informed decision to work collaboratively or go on our own. By Mar 14 we will have decided whether to use the Lot 2 or have an alternative option. Either option will be in place by Jun 14.  The stationery contract runs until August 2014 with the option to run for a further 2 years.		

# 2013/14 Community Care and Criminal Justice Service Plan












<b>Adult Community Care Services</b>	<b>Quarter 3 2013/14</b>	<b>Reporting Period: Oct - Dec 2013</b>
<b>Service Plan 2013/14</b>		
<b>Function: Commissioning</b>		
<b>Service Plan Objectives</b>		
<ul style="list-style-type: none"> <li>• Through reviewing internal and external commissioning activities, savings of £75,000 are identified by March 2014.</li> <li>• A market position statement is agreed by the Health &amp; Social Services Committee for Moray Adult Community Care Services (May 2013).</li> <li>• The Joint Commissioning Strategy for Older People is formally launched (May 2013)</li> <li>• The Learning Disability Delivery Plan is completed and approved by the Learning Disability Partnership Board by July 2013.</li> <li>• The Departmental Action Plan is reviewed with the Corporate Procurement Team on a 6 monthly basis</li> <li>• In line with the quality assurance framework, external services are monitored.</li> <li>• The Home Care Monitoring and Scheduling System is fully operational by December 2013</li> <li>• Review and up-date the Physical &amp; Sensory Disability Strategy (2013-16) (December).</li> <li>• Personal Outcomes focused assessment plans are developed and adopted for informal carers (October 2013)</li> <li>• To develop community capacity by increasing both the recruitment of volunteers and the amount of volunteering opportunities that can be matched.</li> </ul>		

<b>Commissioning</b>						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
Through reviewing internal and external commissioning activities, savings of £75,000 are identified by March 2014.	Providers consulted and EIA development as part of the Commissioning Plan	31/08/2013 31/03/2014	£52,433 of savings confirmed to date.	Commissioning & Performance Manager		70%










Commissioning						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
PSIF - By August 2013, the Commissioning Manager will visit field work and specialist service teams and update colleagues on Commissioning activities		31/08/2013	Completed. Following the publication of the PSIF Finding Report in February, the Commissioning and Performance Manager has subsequently attended Access, East, West and Specialist Service Team Meetings. It is the intention that the Commissioning and Performance Manager will once again visit these teams later on this year.	Commissioning & Performance Manager		100%
PSIF - Monthly Performance Management Reports are made available to all staff through team managers and the papers for the Practice Governance Board Meetings (PSIF)		On-going	On schedule. Following the publication of the PSIF Findings Report in February, a monthly performance management report is now produced for staff.	Senior Performance Officer		75%
PSIF - Complaints and their resolution will be a standard agenda item at all team meetings	Team Plan - Ensure that any complaint specific to the Commissioning & Performance Team is an agenda item for discussion and resolution at team meetings	On-going	For the third quarter, no formal or informal complaint has been received in relation to the Commissioning & Performance Team.	Senior Performance Officer		75%
A market position statement is agreed by the Health & Social Services Committee for Moray Adult Community Care Services (May 2013)	Draft Market Position Statement Completed	31/05/2013	Completed. The Draft Market Positioning Statement has been completed and has been submitted for approval at the Health & Social Care Services Committee on 18 August 2013.	Senior Carers Strategy Officer		100%
	Partners and stakeholders consulted in relation to statement	30/06/2013	Consultation with stakeholders is complete and all comments have been incorporated into the final draft.	Senior Carers Strategy Officer		100%
	Market Position Statement agreed to Health & Social Services Committee	31/07/2013	Final document to Committee in June.	Senior Carers Strategy Officer		90%
The Joint Commissioning Strategy for Older People is formally launched (May 2013)		31/05/2013	Completed. The Joint Commissioning Strategy for Older People was formally launched at a public information held at Elgin Town Hall on 1 May	Strategy Development Officer		100%













Commissioning						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
			2013.			
The Learning Disability Delivery Plan is completed and approved by the Learning Disability Partnership Board by July 2013	Draft Learning Disability Delivery Plan agreed to proceed to the consultation phase by the Learning Disability Partnership Board	31/05/2013	Approval granted at the Partnership Board Meeting of 28 March.	Senior Commissioning Officer		100%
	Learning Disability Delivery Plan is Equality Impact Assessed	31/08/2013	The Strategy has been completed.	Senior Commissioning Officer		100%
	Learning Disability Delivery Plan is agreed by the Health and Social Services Committee	30/09/2013	Final amendments being made. Meeting with health early January to take forward primary care requirements. To be finalised by 31 March 2014.	Senior Commissioning Officer		75%
In line with the quality assurance framework, external services are monitored	Team Plan - The Departmental Action Plan is reviewed with the Corporate Procurement Team on a 6 monthly basis (Oct & March)	On-going	Completed	Senior Commissioning Officer / Joint Commissioning Officer		100%
The Home Care Monitoring and Scheduling System is fully operational by December 2013		31/12/2013	All Elgin is now live, all other areas will be live by the end of March 2014. The payroll software is to go live by the end of April 2014. Provider delays in the mapping system and billing software means the mileage aspect is currently estimated to go live in May.	Commissioning & Performance Manager		75%
Review and up-date the Physical & Sensory Disability Strategy (2013-16) (December).	Draft Physical and Sensory Disability Strategy (2014-16) submitted for approval to the Health & Social Services Committee	31/12/2013	A full re-work of the strategy is being undertaken as opposed to just a review and update.	Senior Commissioning Officer		50%
	Service User and stakeholder consultations and an EIA are completed in relation to the Physical and Sensory Disability Strategy	31/10/2013	Consultations are underway, but are taking longer to complete as a full re-work of the strategy is being undertaken as opposed to just a review and update.	Senior Commissioning Officer		50%
	Physical and Sensory Disability Strategy (2014-16) is submitted for approval to the Health & Social Services Committee	31/01/2014	Submitting of the draft strategy has now been postponed until Q1 2014/15.	Senior Commissioning Officer		0%
	Care Officers trained in the use of the SDS module	31/12/2013	SDS module purchased, Project Officer employed from November 13 to implement	Commissioning & Performance Manager		30%

Commissioning						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
			SDS and Care Transact modules of CareFirst, Project Board formed, PID for project signed off.			
	Carers Supported Self Assessment & Review Tool Kit developed	31/03/2014	Not due for completion for this quarter.	Commissioning & Performance Manager		0%
	Specialist Interdependent Carer Assessment Tool Kit developed	31/01/2014	Not due for completion for this quarter.	Commissioning & Performance Manager		0%
	Interdependent Respite Service established	31/03/2014	Not due for completion for this quarter.	Commissioning & Performance Manager		25%
Personal Outcomes focused assessment plans are developed and adopted for informal carers (October 2013)	Team Plan - Carers Supported Self Assessment & Review Tool Kit developed (March 2014)	31/10/2013	Carer Personal Outcomes are now being measured and reported on.	Senior Carers Strategy Officer/ Carers Strategy Officer		100%
To develop community capacity by increasing both the recruitment of volunteers and the amount of volunteering opportunities that can be matched.	Increase the number of volunteers by 30%	31/03/2014	Already met, currently there are 34% more new volunteers than the whole of last year.	Volunteer Development Officer		100%
	Increase the amount of volunteering opportunities matched with a volunteer to 60%	31/03/2014	To date 182 requests progressed and 111 matched equates to 61%.	Volunteer Development Officer		100%



Adult Community Care Services	Quarter 3 2013/14	Reporting Period: Oct - Dec 2013
<b>Service Plan 2013/14</b> <b>Function: Performance</b>		
<b>Service Plan Objectives</b> <ul style="list-style-type: none"> <li>The Joint Performance Management Group is supported by the Adult Community Care Performance Team to improve the presentation of joint performance management information</li> <li>The Joint Performance Management Plan for 2014/15 is agreed by the Health &amp; Social Care Leadership Group (February 2014)</li> <li>Revised Outcome- based Support and Review Plans are implemented across the service (May 2013)</li> <li>The Partnership is supported in its preparation for the joint inspection of older People by the Care Inspectorate (September 2013)</li> <li>Team Plans for all service areas have been approved by the Community Care Performance Management Group (June 2013)</li> <li>Revised management performance measures for 2014/15 are developed for all team areas (March 2014)</li> <li>The performance team measures the financial and non-financial impact of re-ablement.</li> </ul>		










Performance						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
The Joint Performance Management Group is supported by the Adult Community Care Performance Team to improve the presentation of joint performance management information	Performance reports will be generated and submitted on a monthly basis to the Joint Performance Management Group	On-going	On Schedule. Basket of measures reports submitted for the October, November and December Joint Performance Meetings and also tabled at the Leadership Group Meetings.	Joint Performance Officer		75%
The Joint Performance Management Plan for 2014/15 is agreed by the Health & Social Care Leadership Group (February 2014)	A draft joint performance management plan is generated	31/12/2013	Initial draft completed and due to be presented to Joint Performance Management Group in January.	Joint Performance Officer		100%
	Team Plan – Plan is consulted on (NHS and Council)	31/01/2014	Not due for completion for this quarter but draft to be presented to Joint Performance Management Group on 28th January 2014.	Joint Performance Officer		50%
	Team Plan – Plan presented to Health and Social Care Leadership Group	28/02/2014	Not due for completion for this quarter	Joint Performance Officer		0%
Revised Outcome- based Support and Review Plans are implemented across the service (May 2013)	Technical support briefings for the adoption and implementation of new outcomes based forms are delivered for all teams	02/05/2013	Completed. Sessions held over 2 days on 30 April and 2 May.	Information Systems Officer		100%
	Outcomes based Support and Reviews Forms go live on care first	02/05/2013	Completed. Forms adopted across all service areas. Issues log to be maintained and reviewed by the forms group in August 2013.	Information Systems Officer		100%
	New Outcome based Support and Review Forms will be reviewed	30/09/2013	Complete. Following the pilot of the core pathway forms, support and review forms have now been revised based on staff feedback.	Senior Performance Officer		100%
	PSIF - 6 monthly performance reports focusing on qualitative personal outcomes data gathered from the new forms are generated and circulated to all teams (October and March)	30/09/2013 and on-going	Process and Quality of Life Outcomes report presented to Community Care Performance Management Meeting.	Commissioning & Performance Manager		50%
	A project plan for the joint inspection of NHS and Community Care Older People's Services (Care Inspectorate) is developed and monitored	31/05/2013	Completed and revised in light of guidance from the Care Inspectorate regarding the dates/timetable for the Moray Inspection	Strategy Development Officer		100%









Performance						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
The Partnership is supported in its preparation for the joint inspection of older People by the Care Inspectorate (September 2013)	In preparation for the joint older people's services inspection by the care inspectorate, a minimum of 4 service user cases and associated notes will be scrutinized	31/08/2013	Completed. 3 Case Files were audited on 2 <sup>nd</sup> July. This involved accessing GP, NHS and Social Care Files. Findings Report completed and will be circulated to the Practice Governance Board.	Performance & Quality Officer		100%
	Team plan - Team plans for all service areas are collated	30/06/2013	Completed. 10 Team Plans were submitted.	Senior Performance Officer		100%
Team Plans for all service areas have been approved by the Community Care Performance Management Group (June 2013)	Team plan - Team plans are approved by CCPMG	30/06/2013	Completed. 10 Team Plans were approved by the Community Care Performance Management Group on 17 June.	Senior Performance Officer		100%
	Schedule developed for the development of management performance measures across all team areas	30/06/2013	Completed.	Senior Performance Officer		100%
Revised management performance measures for 2014/15 are developed for all team areas (March 2014)  PSIF - Service users and staff are engaged in the development of the adult community care performance measures for 2014/15	Management Performance measures agreed by the Community Care Performance Management Group	28/02/2014	Not due for completion for this quarter. These measures will be for 2013/14.	Senior Performance Officer		0%
	PSIF - 6 monthly performance presentations are delivered to all teams	31/10/2013 31/03/2014	This is an outstanding task due to officer capacity issues. It is now proposed to hold a PSIF event for staff in quarter 1 2014/15.	Senior Performance Officer		0%
	Internal re-ablement reports will be submitted to the Re-ablement Management Group on a quarterly basis	On-going	Re-ablement up-date reports are submitted to each Re-ablement Management Meeting.	Commissioning & Performance Manager		75%
The performance team measures the financial and non-financial impact of re-ablement	The Community Care Performance Management Group will agree a revised format for the monthly performance charts	31/07/2013	Completed. Agreed at the Community Care Performance Management Group Meeting held on 17 June.	Commissioning & Performance Manager		100%
PSIF - The performance team reviews the format of the monthly performance data sent to adult community care teams (July 2013)	Progress in fulfilling the PSIF Action Plan is subjected to peer review Team Plan - Progress report submitted to the P. Governance Board	31/07/2013	Monthly Management Performance Reports have been further developed and refined. Feedback from staff has been positive regarding these changes.	Senior Performance Officer		100%
PSIF - Progress in addressing the key	Team Plan - PSIF workshop held to review progress in terms of	31/12/2013	This task is also outstanding. It is proposed that this event can be combined with the	Senior Performance Officer		0%




Performance						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
themes of the PSIF Findings Report is reviewed by assessment team participants (Dec 2013)	implementing PSIF elements of the service plan		above activity (6 month PSIF Performance presentation). It is not proposed to hold a PSIF event for staff in quarter 1 2014/15.			

Adult Community Care Services	Quarter 3 2013/14	Reporting Period: Oct - Dec 2013
<b>Service Plan 2013/14</b> <b>Function: Provider Services</b>		
<b>Service Plan Objectives</b> <ul style="list-style-type: none"> <li>Review Day Services projects to ensure best value and positive outcomes for all service users (March 2014)</li> <li>Service user, family and carer consultations completed on the day care service accommodation plan including Seafield Hospital and pilot Keith Resource Centre as a community hub (<i>carried forward from 2012/13</i>).</li> <li>To use a commissioning approach to review the needs of service users currently receiving support from May Bank (Challenging Behaviour Unit)</li> <li>Ensure compliance with care inspectorate standards</li> <li>Improve care inspectorate grading for units below grade 4</li> <li>By April 2014, to have trained all day service staff as citizen leaders and offered citizen leadership training to all service users</li> <li>Moray Resource Centre will progress towards becoming a service user led facility</li> <li>By March 2014, to achieve savings of £23k in relation to Moray Resource Centre</li> <li>By June 2013, to have demonstrated that the Moray Employment and Support Service (MEST) has maximised its income generation</li> <li>To improve delivery times for the Joint Equipment Store (March)</li> <li>By 1 July 2013, increased staffing levels for the Home from Hospital Service thus ensuring no delayed discharges</li> <li>Increase the number of service users receiving a reablement service (March 2014)</li> </ul>		

Provider Services						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
Review Day Services projects to ensure best value and positive outcomes for all service	Draft Day Care Service Review Document completed	30/11/2013	Complete	Provider Manager		100%
	Consultations completed with service users, partners and stakeholders	31/01/2014	Not due for completion for this quarter.	Provider Manager		0%

Provider Services						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
users (March 2014)	Equality Impact Assessment Completed	28/04/2014	Not due for completion for this quarter.	Provider Manager		0%
	Day Care Service Review submitted for approval to the Health & Social Services Committee	31/03/2014	There will be a re-focusing of day services for people with high level care needs only, alternative provision to be identified for people who have lower care needs.	Provider Manager		0%
Service user, family and carer consultations completed on the day care service accommodation plan including Seafield Hospital and pilot Keith Resource Centre as a community hub ( <i>carried forward from 2012/13</i> )	Consultations with service users and family members complete in terms of opening a new day service at Seafield Hospital and piloting Keith Resource Centre as a community hub	31/03/2014	Keith Resource Centre has been piloted as a Community Hub.	Provider Manager		100%
To use a commissioning approach to review the needs of service users currently receiving support from May Bank (Challenging Behaviour Unit)	Needs Assessment completed of service users using the Maybank facility	30/09/2013	All done, and there is an ongoing user intelligence group for re-commissioning.	Provider Manager		100%
	Needs Assessment report submitted for consideration to the Health & Social Services Committee.	30/11/2013	A needs assessment has been carried out to inform the commissioned replacement for Maybank.	Provider Manager		100%
Ensure compliance with care inspectorate standards.	Reports submitted on a quarterly basis to the Practice Governance Board regarding internal and external care inspectorate standards.	On-going	Internal and external care inspectorate grades are scrutinized on a monthly basis at the Practice Governance Board.	Provider Manager		75%
Improve care inspectorate grading for units below grade 4.		On-going	Completed as per schedule.	Provider Manager		75%
By April 2014, to have trained all day service staff as citizen leaders and offered citizen leadership training to all service users	Citizen Leader training programme implemented (quarterly up-date)	On-going	Citizen Leadership continues to be promoted amongst staff and service users which is supportive in the transition to MRC becoming a User Lead Organisation (ULO).	Provider Manager		75%
Moray Resource Centre will progress towards becoming a service user		On-going	The ULO management group is currently preparing to become a constituted group. Additional input will be provided to help them	Provider Manager		75%

Provider Services						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
led facility			to develop an action plan towards user led services. Plan to be in place by next quarter.			
By March 2014, to achieve savings of £23k in relation to Moray Resource Centre	Savings Assessment completed in relation to Moray Resource Centre	31/12/2013	Completed.	Provider Manager		100%
	Equality Impact Assessment completed in relation to potential Moray Resource Centre Savings (if deemed applicable)	31/01/2014	Completed.	Provider Manager		100%
	Report in relation to savings at Moray Resource Centre submitted to the Health & Social Services Committee	31/03/2014	Completed as part of the end of year budget report.	Provider Manager		100%
By June 2013, to have demonstrated that the Moray Employment and Support Service (MEST) has maximised its income generation	Report submitted to the Health & Social Services Committee regarding (MEST) financial stability	30/06/2013	Completed. Report approved by the Health & Social Services Committee on 10 April.	Provider Manager		100%
	MEST staff trained in relation to the requirements of the new 'Employability Fund'	31/03/2014	On schedule. All staff are now working with clients in respect of the employability fund and understand new documentation.  In line with the requirements of the Employability programme :-  Three members of the team are now doing SVQ verifier and Assessor training and three members of the team will be doing SVQ assessor training.  All SVQ training to be completed by the end of the financial year.	Provider Manager		25%
To improve delivery times for the Joint Equipment Store (March)	CCPMG to agree Joint Equipment Store delivery time service standard and improvement action plan	30/06/2013	Service Standard established. 5 days for a standard item and 4 hours for an urgent item.	Provider Manager		100%
	Joint Equipment Store delivery times reported on a monthly basis to CCPMG (July 2013 and monthly thereafter)	31/07/2013 then ongoing	Progress reporting arrangements against the above service standard has been prepared for August onwards.	Provider Manager		75%
	Joint Equipment Store delivery standard is met	31/03/2014	Not due for completion for this quarter.	Provider Manager		0%







<b>Provider Services</b>						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
By 1 July 2013, increased staffing levels for the Home from Hospital Service thus ensuring no delayed discharges	Home from Hospital staff number has been increased	31/07/2013	Number of staff has been increased. The number and percentage will be confirmed as part of the quarter 2 report.	Provider Manager		100%
Increase the number of service users receiving a reablement service (March 2014)	Monthly up-date reports are submitted to the Re-ablement Management Group	On-going	The percentage of service users receiving a reablement service has increased however the overall number of people being reabled has fallen. The Home from Hospital success rate has increased from just over 50% in 2011/2012 to just over 60% in 2013/2013.	Provider Manager		75%
PSIF - Monthly Performance Management Reports are made available to all staff through team managers and the papers for the Practice Governance Board Meetings (PSIF)	Performance Reports, Practice Governance papers will be made available to all team members and complaints (and their resolution) will be a standard agenda item Progress monitored and reported following the PSIF review	31/12/2013	Complete and on-going.	Provider Manager		100%
PSIF - Complaints and their resolution will be a standard agenda item at all team meetings						











<b>Adult Community Care Services</b>	<b>Quarter 3 2013/14</b>	<b>Reporting Period: Oct - Dec 2013</b>
<b>Service Plan 2013/14</b>		
<b>Function: Assessment and Care</b>		
<b>Service Plan Objectives</b>		
<ul style="list-style-type: none"> <li>• By April 2014, to have reduced the number of outstanding support plan reviews to nil</li> <li>• Working in partnership with health colleagues, ensure that the revised 4 week standard for delayed discharge from hospital is met by November 2013</li> <li>• Reduce the cost of providing minor adaptations by £40k by March 2014</li> <li>• To ensure the most effective deployment of staff within the Assessment and Care Teams by undertaking a review of all grades of posts</li> </ul>		




by March 2014

- Agree the Self Directed Support Implementation Plan for 2013/14 by July 2013
- Approval of the Non-Residential Charging Policy by the Policy & Resources Committee by March 2014
- The number of self sustaining community groups for older people is increased










Assessment and Care						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
By April 2014, to have reduced the number of outstanding support plan reviews to nil	East and West teams have identified interim monthly improvement targets for reducing the number of outstanding reviews	31/05/2013	Improvement action plan for reducing the number of outstanding support plan reviews agreed by the Community Care Performance Management Group.	Service Manager		100%
	The number of outstanding reviews is monitored monthly by the CCPMG (quarterly up-date)	On-going	Outstanding support plan reviews is now standing agenda item. Performance is reviewed on a monthly basis. It is considered that this is a challenging target to meet.	Service Manager		75%
Working in partnership with health colleagues, ensure that the revised 4 week standard for delayed discharge from hospital is met by November 2013	Progress in achieving the 4 week delayed discharge service standard is monitored by the Health & Social Care Leadership Group (quarterly up-date)	On-going	The delayed discharge service standard is one of a number of joint performance measures which are reported to each Health and Social Care Leadership Group.	Service Manager		75%
Reduce the cost of providing minor adaptations by £40k by March 2014	The cost of equipment over £500 will be monitored by the Assessment and Care Manager and reported quarterly to the Community Care Performance Management Group	On-going	The cost of equipment is monitored on a monthly basis. Quarterly reports have been submitted to the Community Care Performance Management Group as of August.	Service Manager		75%
To ensure the most effective deployment of staff within the Assessment and Care Teams by undertaking a review of all grades of posts by March 2014	Complete the review (draft) of all posts within the Assessment and Care Team	31/10/2013	Complete.	Service Manager		100%
Agree the Self Directed Support Implementation	SDS Implementation Plan is agreed by the SDS Steering Group	30/06/2013	Complete.	Service Manager		100%






Assessment and Care						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
Plan for 2013/14 by July 2013	Progress in implementing the SDS Action Plan is monitored on a quarterly basis by the SDS Management Group (quarterly)	On-going	This is being undertaken and is ongoing.	Service Manager		75%
Approval of the Non-Residential Charging Policy by the Policy & Resources Committee by March 2014	Submit the Non Residential Charging Policy (draft) to the Health & Social Services Committee for approval to undertake consultations	31/07/2013	The draft Non Residential Charging Policy was approved to proceed to the consultation phase at the Health & Social Service Committee on 10 April.	Service Manager		100%
	Staff and workforce representative consultations are undertaken and completed	30/11/2013	Public Involvement Officer has been appointed, Consultation Report to Committee in April, 12 week consultation to follow	Service Manager		0%
	An Equality Impact Assessment is completed for the Non Residential Charging Policy	28/02/2014	This has been postponed to 2014-15 to re-align with the revised consultation timeline.	Service Manager		0%
	Report submitted to the Health & Social Services Committee for final approval (March 2014)	31/03/2014	This has been postponed to 2014-15 to re-align with the revised consultation timeline.	Service Manager		0%
PSIF - The Three Tier Model (the new model for adult care services policy) is implemented within adult community care services by October 2013 (PSIF)	The Draft Introducing the Moray Community Care Model Policy was approved by the Health & Social Services Committee	10/04/2013	Complete. Draft Policy approved by the Health & Social Services Committee on 10 April.	Service Manager		100%
	A Consultation Plan which includes Community Planning Partners, Elected Members and Service Users is developed (May 2013)	31/05/2013	Complete. Consultation Plan developed. Deadline for consultations is the 20 August.	Service Manager		100%
	The Consultation Plan, including workshops for elected members, is implemented	31/08/2013	Complete Consultation plan is implemented. A series of workshops have been arranged with a broad range of different stakeholders.	Service Manager		100%
	The Introducing the Moray Community Care Model Policy is approved by the Health & Social Services Committee	31/10/2013	Following the consultation process, the revised policy is to be submitted to the Health & Social Services Committee on 19 February.	Service Manager		100%
PSIF - Monthly Performance Management Reports are made available to all staff through team	Performance Reports, Practice Governance papers will be made to available to all team members and complaints (and their resolution) will be a standard agenda item Progress	31/08/2013 and ongoing	On going.	Service Manager		75%




<b>Assessment and Care</b>						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
managers and the papers for the Practice Governance Board Meetings from August 2014 (PSIF)	monitored and reported following the PSIF review					
Complaints and their resolution will be a standard agenda item at all team meetings						
The number of self sustaining community groups for older people is increased	In addition to the existing 13 B.A.L.L. Groups, establish a further 4 B.A.L.L. groups	31/03/2014	Not due for completion for this quarter.	Service Manager		0%

<b>Adult Community Care Services</b>	<b>Quarter 3 2013/14</b>	<b>Reporting Period: Oct - Dec 2013</b>
<b>Service Plan 2013/14</b>		
<b>Function: Specialist Services-Learning Disability, Mental Health and Transitions</b>		
<b>Service Plan Objectives</b>		
<ul style="list-style-type: none"> <li>• The Council Autism Strategy (2014-2024) is approved by the Health &amp; Social Services Committee (March 2014)</li> <li>• 100% of all Mental Health Carers will be offered support in their caring role</li> <li>• Quality of life of young people in transitions is improved by their contact with the transitions service</li> <li>• Specialist Service Staff remain informed about the wider developments within Adult Community Care Services and legislative changes affecting the service</li> <li>• Mental Health service user satisfaction is increased</li> <li>• By September 2013, a long term plan will be in place regarding SDS – led by the team managers</li> <li>• All service agreements will be shared with providers at the point of commissioning a service</li> <li>• Service users within MH are involved in the development of services</li> </ul>		

**Specialist Services-Learning Disability, Mental Health and Transitions**












Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
The Council Autism Strategy (2014-2024) is approved by the Health & Social Services Committee (March 2014)	Initial consultation of the Moray Autism Strategy is completed	31/08/2013	Complete.	Specialist Services Manager		100%
	Report draft Moray Autism Strategy to the Health & Social Services Committee, requesting approval to go out to wider consultation	31/08/2013	Complete.	Specialist Services Manager		100%
	Full consultation regarding the draft Moray Autism Strategy to be completed	31/10/2013	Complete.	Specialist Services Manager		90%
	The Autism Strategy is submitted to the Health & Social Services Committee for approval	31/03/2014	Presented to the H&SC Committee on 4 December 2013.	Specialist Services Manager		0%
100% of all Mental Health Carers will be offered support in their caring role	MH Social Workers are briefed and supported to record all forms of respite care (Initial briefings completed by June 2013)	30/06/2013	Completed. Meetings with MH Officers with carefirst team.	Specialist Services Manager		100%
	Ensure that all Mental Health practitioners have a discussion with Mental Health carers about receiving a carer's assessment (evidenced by care plans and recorded discussions and reported quarterly)	On-going	MH Care Officers are briefed through supervision concerning the definition of informal carer. Furthermore, when support plans are signed off by team manager response to carer assessment question in verified.	Specialist Services Manager		100%
	Increase the volume of respite delivered to MH Carers (reported September 2013 and March 2014)	30/09/2013 31/03/2014	Future reporting on carer measures will be subject to revised Scottish government guidance. In the meantime, the results of the carers survey will be made reference to in the Committee report.	Specialist Services Manager		50%
Quality of life of young people in transitions is improved by their contact with the transitions service	Quality of life of young people in transitions is improved by their contact with the transitions service is evidenced by feedback forms collated regularly by Integrated Children's Services (reported every quarter)	On-going	Owing to the changes in service in preparing to integrate children's services, it has not been possible to provide satisfaction data in relation to this measure. It is therefore intention that a satisfaction survey will be sent to all parents and carers involved with the transitions process in 2013/14. The findings of this survey will be reported as part of a future return.	Specialist Services Manager		0%
Specialist Service Staff remain informed about the wider developments within Adult Community	Specialist Service Staff remain informed about the wider developments within Adult Community Care Services and legislative changes affecting the service	On-going	MH Service continue to provide ongoing CPD through the Advanced practitioner delivering sessions at the Team Meeting and the team attending specialist trainign and training	Specialist Services Manager		75%












Specialist Services-Learning Disability, Mental Health and Transitions						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
Care Services and legislative changes affecting the service	will be evidenced through staff attendance at training and learning events (at least 2 members of the team will attend all relevant training identified by team managers), team members also participate in monthly CPD sessions on a practice related topic (monitored and reported quarterly)		open to all social work staff a cross the Council.			
Service users within MH are involved in the development of services	Monthly Performance Management Reports and Practice Governance papers are made available to all staff through team managers and the papers for the Practice Governance Board Meetings (PSIF) (reported quarterly)	On-going	On schedule.	Specialist Services Manager		75%
Monthly Performance Management Reports are made available to all staff through team managers and the papers for the Practice Governance Board Meetings						
Mental Health service user satisfaction is increased	Mental Health service user satisfaction is increased through the generation of performance reports based on reviewing outcomes-focussed care plans (reported September 2013 and March 2014)	30/09/2013 31/03/2014	Based on the monthly performance reports generated, the majority of personal outcomes in relation to feeling safe have been completed .	Specialist Services Manager		50%
PSIF - Complaints and their resolution will be a standard agenda item at all team meetings.	Complaints and their resolution will be a standard agenda item at all team meetings (reported quarterly)	On-going	Where appropriate, complaints have been discussed.	Specialist Services Manager		75%
By September 2013, a long term plan will be in place regarding SDS – led by the team managers	The SDS development pilot (supported by IRISS) will be completed	30/09/2013	Pilot has now been completed and the final report is presently being produced.	Specialist Services Manager		100%
	The draft Findings Report for the Pilot will be completed	31/12/2013	The draft report has been completed and as a result new assessment options have been developed for delivering SDS within MH services	Specialist Services Manager		100%

<b>Specialist Services-Learning Disability, Mental Health and Transitions</b>						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
	The final Findings Report will be reported to the Health & Social Services Committee	31/03/2014	Not due for completion for this quarter.	Specialist Services Manager		0%
	Identify a further 10 service users from existing service providers to be involved with the Mental Health pilot. Findings Report to be submitted to the Practice Governance Board	31/03/2014	Not due for completion for this quarter.	Specialist Services Manager		0%
All service agreements will be shared with providers at the point of commissioning a service	Revised guidance and forms for sending service agreements electronically is agreed by the Practice Governance Board	31/05/2013	Complete. Agreed at the Practice Governance Board Meeting of 25 June.	Specialist Services Manager		100%











<b>Adult Community Care Services</b>	<b>Quarter 3 2013/14</b>	<b>Reporting Period: Oct - Dec 2013</b>
<b>Service Plan 2013/14</b>		
<b>Function: Drug &amp; Alcohol Services</b>		
<b>Service Plan Objectives</b>		
<ul style="list-style-type: none"> <li>• Establish clear working practices for drug and alcohol services incorporating the Community Care 3 Tier Model (November 2013)</li> <li>• Reduce the number of overdue reviews – based on the Grampian Single Shared Assessment Guidance and Protocol (March 2014)</li> <li>• Report the findings of the first year review of Outcome Star data to the MADP, CCPMG, CHSCP and the CPP (July 2013)</li> <li>• Define the drug and alcohol social work role as part of the wider Community Care agenda (September 2013)</li> <li>• Develop drug and alcohol core pathway forms, ensuring that they support the delivery of SDS (March 2014)</li> <li>• Further pilot SDS with 5 service users (March 2014)</li> <li>• Implement transition of services between Community Care (adult social work) and Integrated Children’s Services (Early Intervention Team) for those affected by drug and alcohol (March 2014)</li> <li>• Progress an outcomes approach to service planning and performance management (March 2014)</li> <li>• Sustain waiting times for drug and alcohol services to 21 days (reported quarterly)</li> <li>• Sustain service user involvement in drug and alcohol services</li> <li>• Ensure performance management led workforce planning and development (reported quarterly)</li> </ul>		

<b>Drug &amp; Alcohol Services</b>
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Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
Establish clear working practices for drug and alcohol services incorporating the Community Care 3 Tier Model (November 2013)	Provide strategic and operational leadership for all staff in relation to the 3 Tier Model (monitored and reported quarterly)	On-going	Being delivered as and when required.	Service Manager for Drug & Alcohol Services		75%
	Provide access to briefings and learning sessions in relation to the implementation of the 3 tier model	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
Reduce the number of overdue reviews – based on the Grampian Single Shared Assessment Guidance and Protocol (March 2014)	Performance manage all open case reviews in drug and alcohol services (monitored and reported quarterly)	On-going	On schedule. Being carried out as required.	Service Manager for Drug & Alcohol Services		75%
	Regularly audit Social Work case files (monitored and reported quarterly)	On-going	On schedule. Being completed regularly as per Quality Assurance Policy and guidelines.	Service Manager for Drug & Alcohol Services		75%
	Highlight cases at risk of breaching the service plan objective (monitored and reported quarterly)	On-going	On schedule. Any cases at risk will be reported through the Practice Governance Board.	Service Manager for Drug & Alcohol Services		75%
	Implement action plan for cases at risk (reported quarterly)	On-going	Ongoing.	Service Manager for Drug & Alcohol Services		75%
Report the findings of the first year review of Outcome Star data to the MADP, CCPMG, CHSCP and the CPP (July 2013)	Develop performance structure for Outcome Star	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
	Manage performance structure for Outcome	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
	Report to MADP and CCPMG of the first year review of the outcomes star	31/08/2013	Completed.	Service Manager for Drug & Alcohol Services		100%
	Report to CHSCP of the first year review of the outcomes star	31/10/2013	Report was delivered to the CHSCP in November 2013.	Service Manager for Drug & Alcohol Services		100%
	Report to CPP of the first year review of the outcomes star	31/10/2013	Report was delivered to the CPP through the Health and Social Care Partnership in November 2013.	Service Manager for Drug & Alcohol Services		100%


Drug & Alcohol Services						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
Define the drug and alcohol social work role as part of the wider Community Care agenda (September 2013)	Plan overall strategy and structure of the Drug & Alcohol social work role within Adult and Children's services	31/10/2013	Currently working with ADP to ensure that all outcomes are being delivered, including social work provision.	Service Manager for Drug & Alcohol Services		50%
	Articulate the specific role of adult social work in the specialist drug and alcohol service	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
Develop drug and alcohol core pathway forms, ensuring that they support the delivery of SDS (March 2014)	Undertaken to ascertain if the current core pathway forms are alignment with current SDS forms	30/06/2013	Completed.	Service Manager for Drug & Alcohol Services		100%
	A case study will be undertaken to pilot SDS forms for drug and alcohol services	31/10/2013	Working with <b>Sam Newman</b> (critical friend) to progress and learn from colleagues in other areas.	Service Manager for Drug & Alcohol Services		50%
	Steering group will make recommendations to the Moray SDS group regarding forms for drug and alcohol services	31/10/2013	This has not progressed as yet due to operational difficulties.	Service Manager for Drug & Alcohol Services		0%
Further pilot SDS with 5 service users (March 2014)	Drug and Alcohol services will have completed pilot of SDS approach with 5 Service Users	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
	Work with training team to up-skill staff to deliver SDS	31/03/2014	Ongoing.	Service Manager for Drug & Alcohol Services		25%
Implement transition of services between Community Care (adult social work) and Integrated Children's Services (Early Intervention Team) for those affected by drug and alcohol (March 2014)	Develop protocols through the Early Years Collaborative regarding anti-natal referrals into social work services affected by drug & alcohol	31/10/2013	This is being developed as part of the wider Early Years Collaborative (EYC) in Moray.	Service Manager for Drug & Alcohol Services		50%
	Develop protocols with A&E regarding referrals from those under 16 into Social Work Services affected by drug & alcohol	31/10/2013	This is being developed as part of the wider EYC in Moray.	Service Manager for Drug & Alcohol Services		50%
	Develop action plan for the transfer of all drug and alcohol interventions from Adult Services into Children's Services	31/10/2013	Due to be completed in January 2014	Service Manager for Drug & Alcohol Services		90%
	100% of care plans will be SMART, i.e. include measures of progress, identify outcomes, signed by the service user where possible, include specific	31/10/2013 then on-going	On schedule. This is completed and will be ongoing for all new referrals.	Service Manager for Drug & Alcohol Services		100%

















Drug & Alcohol Services						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
	timescales and are reviewed in accordance with the protocol					
Progress an outcomes approach to service planning and performance management (March 2014)	Ensure all staff have attended Personal Outcomes Training	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
Sustain waiting times for drug and alcohol services to 21 days (reported quarterly)	Manage and monitor the electronic waiting times system for all services in Moray and provide analysis of the information collected on a routine basis (monitored and reported quarterly)	On-going	This is completed on a monthly basis and reported quarterly.	Service Manager for Drug & Alcohol Services		75%
	Waiting time updates are managed and acted on (monitored and reported quarterly)	On-going	Completed on a quarterly basis.	Service Manager for Drug & Alcohol Services		75%
	File audits will be undertaken to the level of one case per social worker per month (15 per quarter and reported quarterly)	On-going	On schedule.	Service Manager for Drug & Alcohol Services		75%
	100% of social work files will be informed by a Chronology of significant events, where applicable	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
	100% of social work files will contain an assessment of need and risk, a care plan and a review	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
Ensure performance management led workforce planning and development (reported quarterly)	Implement the Continuous Learning Framework Programme within the Drug & Alcohol Team	30/06/2013	Full implementation will now be completed when new Manager is appointed.	Service Manager for Drug & Alcohol Services		25%
	Agree the Continuous Learning Framework specifically relevant for the Drug & Alcohol Team	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
Sustain service user involvement in drug and alcohol services	PSIF - Complaints and their resolution will be a standard agenda item at all team meetings.	On-going	Added to the team meeting agenda.	Service Manager for Drug & Alcohol Services		75%
PSIF - Monthly		On-going	All relevant paperwork issued for all team	Service Manager for		75%

<b>Drug &amp; Alcohol Services</b>						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
Performance Management Reports are made available to all staff through team managers and the papers for the Practice Governance Board Meetings (PSIF).			meetings.	Drug & Alcohol Services		










<b>Adult Community Care Services</b>	<b>Quarter 3 2013/14</b>	<b>Reporting Period: Oct - Dec 2013</b>
<b>Service Plan 2013/14</b>		
<b>Function: Consultant Practitioners: Improve professional Social Work Practice</b>		
<b>Service Plan Objectives</b>		
<ul style="list-style-type: none"> <li>• Implement a revised Adults With Incapacity Policy and revised guidelines to reflect delegation (July 2013)</li> <li>• A minimum of 8 adults with incapacity and adult support and protection case files (NHS and Adult Community Care) and associated notes will be scrutinized (March 2014)</li> <li>• Practice development work to be undertaken with Drug &amp; Alcohol to establish the social work role within the team (July 2013)</li> <li>• Develop a Positive Behaviour Policy for Community Care (August 2013)</li> </ul>		











<b>Consultant Practitioners: Improve professional Social Work Practice</b>						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
Implement a revised Adults With Incapacity Policy and revised guidelines to reflect delegation (July 2013)	Prior to adoption, revised Adults With Incapacity Policy and guidelines developed and agreed by the Practice Governance Board	31/07/2013	Revised policy and guidelines completed and agreed by the Practice Governance Board of 30/7/13. Agreement that policy will now go out to internal consultation.	Assessment & Care Manager/Lead Consultant Practitioner		100%

Consultant Practitioners: Improve professional Social Work Practice						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
A minimum of 8 adults with incapacity and adult support and protection case files (NHS and Adult Community Care) and associated notes will be scrutinized (March 2014) (March 2014)	First draft of Social Work Practice toolkit completed	30/11/2013	Completed.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	Draft toolkit consulted on	31/01/2014	Completed. Presented to Advanced Practitioners for further development in June 2013.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	Toolkit approved by the Practice Governance Board	28/02/2014	Approved.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	Handbook approved by Practice Governance Board	30/06/2013	Approved.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	Training to support the use of the handbook is rolled out across the service (4 training events to be delivered from July 2013 to March 2014)	31/03/2014	Completed. Adult Support and Protection Council Officer refresher training delivered on 7 June 2013. Training event used to support the use of the handbook.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	In service day for risk assessment will be held in September 2013	30/09/2013	Completed. Further sessions in November planned.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	Ongoing risk and multi-agency risk support provided (update report provided for each quarter)	On-going	Consult Practitioner were able to provided all requested support regarding risk assessments in 3 <sup>rd</sup> Q 3 Multi agency meeting were held during October to December.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	The number of adults with incapacity and adult support and protection case files scrutinized will be reported to the Practice Governance Board. Number to be reported quarterly	On-going	On schedule.	Assessment & Care Manager/Lead Consultant Practitioner		100%
Practice development work to be undertaken	Deliver 3 workshops for the Drug & Alcohol Team in relation to the role of	31/05/2013 30/06/2013	Completed.	Assessment & Care Manager/Lead		100%

Consultant Practitioners: Improve professional Social Work Practice						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
with Drug & Alcohol to establish the social work role within the team (July 2013)	social work within team (one a month from May 2013. i.e. May, June and July)	31/07/2013		Consultant Practitioner		
	Based on the feedback from the above workshops, develop a further training programme to support the development of social work practice within the team.	30/09/2013	Complete as original workshops delivered outcomes for this phase of the team development and a further workshop has not been required. If further team development required this will be identified by the new Team Manager and Advanced Practitioner in consultation with the Consultants.	Assessment & Care Manager/Lead Consultant Practitioner		100%
Develop a Positive Behaviour Policy for Community Care (August 2013)	Draft Positive Behaviour Policy submitted to the Practice Governance Board	30/06/2013	Completed. Consultation approach agreed at the Practice Governance Board Meeting on 30 July.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	Draft Policy submitted to the Health & Social Services Committee for approval to go to the consultation phase	30/09/2013	This delayed due to training programme for BSS being given priority – March governance board.	Assessment & Care Manager/Lead Consultant Practitioner		75%
	Consultation and an Equality Impact Assessment Completed. Policy approved by the Health & Social Services Committee	30/11/2013	The consultation on Equality impact is complete and no issues have been identified.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	Training Programme implemented in support of policy	31/12/2013	Moray BSS Instructors in place and rolling programme commenced. Maybank staff converted from CALM to BSS Complete and commenced BSS on 10 <sup>th</sup> February 2014 Birmie Day Centre converted from GSA to BSS on 10 <sup>th</sup> and 11 <sup>th</sup> February 2014. All services using physical interventions now converted to BSS. Rolling programme in hand with Social Work Training Team for 2014 for new staff and existing staff from services not using physical interventions. Rolling programme to train Home Care Staff over the next 5 years in one day BSS course. Consultant Practitioner in training as a BSS Instructor Trainer and continuing to work with Moray council BSS Instructors and	Assessment & Care Manager/Lead Consultant Practitioner		75%




<b>Consultant Practitioners: Improve professional Social Work Practice</b>						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
			Training Team to imbed BSS Practice.			

Performance						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
The Joint Performance Management Group is supported by the Adult Community Care Performance Team to improve the presentation of joint performance management information	Performance reports will be generated and submitted on a monthly basis to the Joint Performance Management Group	On-going	On Schedule. Basket of measures reports submitted for the October, November and December Joint Performance Meetings and also tabled at the Leadership Group Meetings.	Joint Performance Officer		75%
The Joint Performance Management Plan for 2014/15 is agreed by the Health & Social Care Leadership Group (February 2014)	A draft joint performance management plan is generated	31/12/2013	Initial draft completed and due to be presented to Joint Performance Management Group in January.	Joint Performance Officer		100%
	Team Plan – Plan is consulted on (NHS and Council)	31/01/2014	Not due for completion for this quarter but draft to be presented to Joint Performance Management Group on 28th January 2014.	Joint Performance Officer		50%
	Team Plan – Plan presented to Health and Social Care Leadership Group	28/02/2014	Not due for completion for this quarter	Joint Performance Officer		0%
Revised Outcome- based Support and Review Plans are implemented across the service (May 2013)	Technical support briefings for the adoption and implementation of new outcomes based forms are delivered for all teams	02/05/2013	Completed. Sessions held over 2 days on 30 April and 2 May.	Information Systems Officer		100%
	Outcomes based Support and Reviews Forms go live on care first	02/05/2013	Completed. Forms adopted across all service areas. Issues log to be maintained and reviewed by the forms group in August 2013.	Information Systems Officer		100%
	New Outcome based Support and Review Forms will be reviewed	30/09/2013	Complete. Following the pilot of the core pathway forms, support and review forms have now been revised based on staff feedback.	Senior Performance Officer		100%
	PSIF - 6 monthly performance reports focusing on qualitative personal outcomes data gathered from the new forms are generated and circulated to all teams (October and March)	30/09/2013 and on-going	Process and Quality of Life Outcomes report presented to Community Care Performance Management Meeting.	Commissioning & Performance Manager		50%
	A project plan for the joint inspection of NHS and Community Care Older People's Services (Care Inspectorate) is developed and monitored	31/05/2013	Completed and revised in light of guidance from the Care Inspectorate regarding the dates/timetable for the Moray Inspection	Strategy Development Officer		100%









Performance						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
The Partnership is supported in its preparation for the joint inspection of older People by the Care Inspectorate (September 2013)	In preparation for the joint older people's services inspection by the care inspectorate, a minimum of 4 service user cases and associated notes will be scrutinized	31/08/2013	Completed. 3 Case Files were audited on 2 <sup>nd</sup> July. This involved accessing GP, NHS and Social Care Files. Findings Report completed and will be circulated to the Practice Governance Board.	Performance & Quality Officer		100%
	Team plan - Team plans for all service areas are collated	30/06/2013	Completed. 10 Team Plans were submitted.	Senior Performance Officer		100%
Team Plans for all service areas have been approved by the Community Care Performance Management Group (June 2013)	Team plan - Team plans are approved by CCPMG	30/06/2013	Completed. 10 Team Plans were approved by the Community Care Performance Management Group on 17 June.	Senior Performance Officer		100%
	Schedule developed for the development of management performance measures across all team areas	30/06/2013	Completed.	Senior Performance Officer		100%
Revised management performance measures for 2014/15 are developed for all team areas (March 2014)  PSIF - Service users and staff are engaged in the development of the adult community care performance measures for 2014/15	Management Performance measures agreed by the Community Care Performance Management Group	28/02/2014	Not due for completion for this quarter. These measures will be for 2013/14.	Senior Performance Officer		0%
	PSIF - 6 monthly performance presentations are delivered to all teams	31/10/2013 31/03/2014	This is an outstanding task due to officer capacity issues. It is now proposed to hold a PSIF event for staff in quarter 4.	Senior Performance Officer		0%
	Internal re-ablement reports will be submitted to the Re-ablement Management Group on a quarterly basis	On-going	Re-ablement up-date reports are submitted to each Re-ablement Management Meeting.	Commissioning & Performance Manager		75%
The performance team measures the financial and non-financial impact of re-ablement	The Community Care Performance Management Group will agree a revised format for the monthly performance charts	31/07/2013	Completed. Agreed at the Community Care Performance Management Group Meeting held on 17 June.	Commissioning & Performance Manager		100%
PSIF - The performance team reviews the format of the monthly performance data sent to adult community care teams (July 2013)	Progress in fulfilling the PSIF Action Plan is subjected to peer review Team Plan - Progress report submitted to the P. Governance Board	31/07/2013	Monthly Management Performance Reports have been further developed and refined. Feedback from staff has been positive regarding these changes.	Senior Performance Officer		100%
PSIF - Progress in addressing the key	Team Plan - PSIF workshop held to review progress in terms of	31/12/2013	This task is also outstanding. It is proposed that this event can be combined with the	Senior Performance Officer		0%








Performance						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
themes of the PSIF Findings Report is reviewed by assessment team participants (Dec 2013)	implementing PSIF elements of the service plan		above activity (6 month PSIF Performance presentation). Event scheduled for quarter 4.			




Adult Community Care Services	Quarter 3 2013/14	Reporting Period: Oct - Dec 2013
<b>Service Plan 2013/14</b> <b>Function: Provider Services</b> <b>Service Plan Objectives</b> <ul style="list-style-type: none"> <li>Review Day Services projects to ensure best value and positive outcomes for all service users (March 2014)</li> <li>Service user, family and carer consultations completed on the day care service accommodation plan including Seafeld Hospital and pilot Keith Resource Centre as a community hub (<i>carried forward from 2012/13</i>).</li> <li>To use a commissioning approach to review the needs of service users currently receiving support from May Bank (Challenging Behaviour Unit)</li> <li>Ensure compliance with care inspectorate standards</li> <li>Improve care inspectorate grading for units below grade 4</li> <li>By April 2014, to have trained all day service staff as citizen leaders and offered citizen leadership training to all service users</li> <li>Moray Resource Centre will progress towards becoming a service user led facility</li> <li>By March 2014, to achieve savings of £23k in relation to Moray Resource Centre</li> <li>By June 2013, to have demonstrated that the Moray Employment and Support Service (MEST) has maximised its income generation</li> <li>To improve delivery times for the Joint Equipment Store (March)</li> <li>By 1 July 2013, increased staffing levels for the Home from Hospital Service thus ensuring no delayed discharges</li> <li>Increase the number of service users receiving a reablement service (March 2014)</li> </ul>		

Provider Services						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
Review Day Services projects to ensure best value and positive outcomes for all service users (March 2014)	Draft Day Care Service Review Document completed	30/11/2013	Complete	Provider Manager		100%
	Consultations completed with service users, partners and stakeholders	31/01/2014	Not due for completion for this quarter.	Provider Manager		0%
	Equality Impact Assessment Completed	28/04/2014	Not due for completion for this quarter.	Provider Manager		0%










Provider Services						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
	Day Care Service Review submitted for approval to the Health & Social Services Committee	31/03/2014	Comments to be provided on the re-focusing of day services for people with high level care needs only, alternative provision to be identified for people who have lower care needs.	Provider Manager		0%
Service user, family and carer consultations completed on the day care service accommodation plan including Seafield Hospital and pilot Keith Resource Centre as a community hub ( <i>carried forward from 2012/13</i> )	Consultations with service users and family members complete in terms of opening a new day service at Seafield Hospital and piloting Keith Resource Centre as a community hub	31/03/2014	Keith Resource Centre has been piloted as a Community Hub.	Provider Manager		100%
To use a commissioning approach to review the needs of service users currently receiving support from May Bank (Challenging Behaviour Unit)	Needs Assessment completed of service users using the Maybank facility	30/09/2013	All done, and there is an ongoing user intelligence group for re-commissioning.	Provider Manager		100%
	Needs Assessment report submitted for consideration to the Health & Social Services Committee.	30/11/2013	A needs assessment has been carried out to inform the commissioned replacement for Maybank.	Provider Manager		100%
Ensure compliance with care inspectorate standards.	Reports submitted on a quarterly basis to the Practice Governance Board regarding internal and external care inspectorate standards.	On-going	Internal and external care inspectorate grades are scrutinized on a monthly basis at the Practice Governance Board.	Provider Manager		75%
Improve care inspectorate grading for units below grade 4.		On-going	Completed as per schedule.	Provider Manager		75%
By April 2014, to have trained all day service staff as citizen leaders and offered citizen leadership training to all service users	Citizen Leader training programme implemented (quarterly up-date)	On-going	Citizen Leadership continues to be promoted amongst staff and service users which is supportive in the transition to MRC becoming a User Lead Organisation (ULO).	Provider Manager		75%
Moray Resource Centre will progress towards becoming a service user led facility		On-going	The ULO management group is currently preparing to become a constituted group. Additional input will be provided to help them to develop an action plan towards user led	Provider Manager		75%










Provider Services						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
			services. Plan to be in place by next quarter.			
By March 2014, to achieve savings of £23k in relation to Moray Resource Centre	Savings Assessment completed in relation to Moray Resource Centre	31/12/2013	Completed.	Provider Manager		100%
	Equality Impact Assessment completed in relation to potential Moray Resource Centre Savings (if deemed applicable)	31/01/2014	Completed.	Provider Manager		100%
	Report in relation to savings at Moray Resource Centre submitted to the Health & Social Services Committee	31/03/2014	Completed as part of the end of year budget report.	Provider Manager		100%
By June 2013, to have demonstrated that the Moray Employment and Support Service (MEST) has maximised its income generation	Report submitted to the Health & Social Services Committee regarding (MEST) financial stability	30/06/2013	Completed. Report approved by the Health & Social Services Committee on 10 April.	Provider Manager		100%
	MEST staff trained in relation to the requirements of the new 'Employability Fund'	31/03/2014	On schedule. All staff are now working with clients in respect of the employability fund and understand new documentation.  In line with the requirements of the Employability programme :-  Three members of the team are now doing SVQ verifier and Assessor training and three members of the team will be doing SVQ assessor training.  All SVQ training to be completed by the end of the financial year.	Provider Manager		25%
To improve delivery times for the Joint Equipment Store (March)	CCPMG to agree Joint Equipment Store delivery time service standard and improvement action plan	30/06/2013	Service Standard established. 5 days for a standard item and 4 hours for an urgent item.	Provider Manager		100%
	Joint Equipment Store delivery times reported on a monthly basis to CCPMG (July 2013 and monthly thereafter)	31/07/2013 then ongoing	Progress reporting arrangements against the above service standard has been prepared for August onwards.	Provider Manager		75%
	Joint Equipment Store delivery standard is met	31/03/2014	Not due for completion for this quarter.	Provider Manager		0%


<b>Provider Services</b>						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
By 1 July 2013, increased staffing levels for the Home from Hospital Service thus ensuring no delayed discharges	Home from Hospital staff number has been increased	31/07/2013	Number of staff has been increased. The number and percentage will be confirmed as part of the quarter 2 report.	Provider Manager		100%
Increase the number of service users receiving a reablement service (March 2014)	Monthly up-date reports are submitted to the Re-ablement Management Group	On-going	The percentage of service users receiving a reablement service has increased however the overall number of people being reabled has fallen. The Home from Hospital success rate has increased from just over 50% in 2011/2012 to just over 60% in 2013/2013.	Provider Manager		75%
PSIF - Monthly Performance Management Reports are made available to all staff through team managers and the papers for the Practice Governance Board Meetings (PSIF)	Performance Reports, Practice Governance papers will be made available to all team members and complaints (and their resolution) will be a standard agenda item Progress monitored and reported following the PSIF review	31/12/2013	Complete and on-going.	Provider Manager		100%
PSIF - Complaints and their resolution will be a standard agenda item at all team meetings						

<b>Adult Community Care Services</b>	<b>Quarter 3 2013/14</b>	<b>Reporting Period: Oct - Dec 2013</b>
<b>Service Plan 2013/14</b>		
<b>Function: Assessment and Care</b>		
<b>Service Plan Objectives</b>		
<ul style="list-style-type: none"> <li>• By April 2014, to have reduced the number of outstanding support plan reviews to nil</li> <li>• Working in partnership with health colleagues, ensure that the revised 4 week standard for delayed discharge from hospital is met by November 2013</li> <li>• Reduce the cost of providing minor adaptations by £40k by March 2014</li> <li>• To ensure the most effective deployment of staff within the Assessment and Care Teams by undertaking a review of all grades of posts by March 2014</li> </ul>		



- Agree the Self Directed Support Implementation Plan for 2013/14 by July 2013
- Approval of the Non-Residential Charging Policy by the Policy & Resources Committee by March 2014
- The number of self sustaining community groups for older people is increased








Assessment and Care						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
By April 2014, to have reduced the number of outstanding support plan reviews to nil	East and West teams have identified interim monthly improvement targets for reducing the number of outstanding reviews	31/05/2013	Improvement action plan for reducing the number of outstanding support plan reviews agreed by the Community Care Performance Management Group.	Service Manager		100%
	The number of outstanding reviews is monitored monthly by the CCPMG (quarterly up-date)	On-going	Outstanding support plan reviews is now standing agenda item. Performance is reviewed on a monthly basis. It is considered that this is a challenging target to meet.	Service Manager		75%
Working in partnership with health colleagues, ensure that the revised 4 week standard for delayed discharge from hospital is met by November 2013	Progress in achieving the 4 week delayed discharge service standard is monitored by the Health & Social Care Leadership Group (quarterly up-date)	On-going	The delayed discharge service standard is one of a number of joint performance measures which are reported to each Health and Social Care Leadership Group.	Service Manager		75%
Reduce the cost of providing minor adaptations by £40k by March 2014	The cost of equipment over £500 will be monitored by the Assessment and Care Manager and reported quarterly to the Community Care Performance Management Group	On-going	The cost of equipment is monitored on a monthly basis. Quarterly reports have been submitted to the Community Care Performance Management Group as of August.	Service Manager		75%
To ensure the most effective deployment of staff within the Assessment and Care Teams by undertaking a review of all grades of posts by March 2014	Complete the review (draft) of all posts within the Assessment and Care Team	31/10/2013	Complete.	Service Manager		100%
Agree the Self Directed Support Implementation Plan for 2013/14 by July 2013	SDS Implementation Plan is agreed by the SDS Steering Group	30/06/2013	Complete.	Service Manager		100%
	Progress in implementing the SDS Action	On-going	This is being undertaken and is ongoing.	Service Manager		75%







Assessment and Care						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
	Plan is monitored on a quarterly basis by the SDS Management Group (quarterly)					
Approval of the Non-Residential Charging Policy by the Policy & Resources Committee by March 2014	Submit the Non Residential Charging Policy (draft) to the Health & Social Services Committee for approval to undertake consultations	31/07/2013	The draft Non Residential Charging Policy was approved to proceed to the consultation phase at the Health & Social Service Committee on 10 April.	Service Manager		100%
	Staff and workforce representative consultations are undertaken and completed	30/11/2013	This has been delayed awaiting the appointment of a Participation Officer (est Mid Feb Appointment).	Service Manager		0%
	An Equality Impact Assessment is completed for the Non Residential Charging Policy	28/02/2014	Pending the appointment of the Participation Officer this will be delayed.	Service Manager		0%
	Report submitted to the Health & Social Services Committee for final approval (March 2014)	31/03/2014	Pending the appointment of the Participation Officer this will be postponed to June 104	Service Manager		0%
PSIF - The Three Tier Model (the new model for adult care services policy) is implemented within adult community care services by October 2013 (PSIF)	The Draft Introducing the Moray Community Care Model Policy was approved by the Health & Social Services Committee	10/04/2013	Complete. Draft Policy approved by the Health & Social Services Committee on 10 April.	Service Manager		100%
	A Consultation Plan which includes Community Planning Partners, Elected Members and Service Users is developed (May 2013)	31/05/2013	Complete. Consultation Plan developed. Deadline for consultations is the 20 August.	Service Manager		100%
	The Consultation Plan, including workshops for elected members, is implemented	31/08/2013	Complete Consultation plan is implemented. A series of workshops have been arranged with a broad range of different stakeholders.	Service Manager		100%
	The Introducing the Moray Community Care Model Policy is approved by the Health & Social Services Committee	31/10/2013	Following the consultation process, the revised policy is to be submitted to the Health & Social Services Committee on 19 February.	Service Manager		100%
PSIF - Monthly Performance Management Reports are made available to all staff through team managers and the	Performance Reports, Practice Governance papers will be made to available to all team members and complaints (and their resolution) will be a standard agenda item Progress monitored and reported following the	31/08/2013 and ongoing	On going.	Service Manager		75%

<b>Assessment and Care</b>						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
papers for the Practice Governance Board Meetings from August 2014 (PSIF)	PSIF review					
Complaints and their resolution will be a standard agenda item at all team meetings						
The number of self sustaining community groups for older people is increased	In addition to the existing 13 B.A.L.L. Groups, establish a further 4 B.A.L.L. groups	31/03/2014	Not due for completion for this quarter.	Service Manager		0%



<b>Adult Community Care Services</b>	<b>Quarter 3 2013/14</b>	<b>Reporting Period: Oct - Dec 2013</b>
<b>Service Plan 2013/14</b>		
<b>Function: Specialist Services-Learning Disability, Mental Health and Transitions</b>		
<b>Service Plan Objectives</b>		
<ul style="list-style-type: none"> <li>• The Council Autism Strategy (2014-2024) is approved by the Health &amp; Social Services Committee (March 2014)</li> <li>• 100% of all Mental Health Carers will be offered support in their caring role</li> <li>• Quality of life of young people in transitions is improved by their contact with the transitions service</li> <li>• Specialist Service Staff remain informed about the wider developments within Adult Community Care Services and legislative changes affecting the service</li> <li>• Mental Health service user satisfaction is increased</li> <li>• By September 2013, a long term plan will be in place regarding SDS – led by the team managers</li> <li>• All service agreements will be shared with providers at the point of commissioning a service</li> <li>• Service users within MH are involved in the development of services</li> </ul>		

<b>Specialist Services-Learning Disability, Mental Health and Transitions</b>						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
The Council Autism Strategy (2014-2024) is approved by the Health	Initial consultation of the Moray Autism Strategy is completed	31/08/2013	Complete.	Specialist Services Manager		100%
	Report draft Moray Autism Strategy to	31/08/2013	Not required.	Specialist Services		100%


Specialist Services-Learning Disability, Mental Health and Transitions						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
& Social Services Committee (March 2014)	the Health & Social Services Committee, requesting approval to go out to wider consultation			Manager		
	Full consultation regarding the draft Moray Autism Strategy to be completed	31/10/2013	The Autism Strategy is due to be launched on the 28 January 2014	Specialist Services Manager		90%
	The Autism Strategy is submitted to the Health & Social Services Committee for approval	31/03/2014	Not due for completion for this quarter. Now scheduled to be presented to the H&SC Committee on 4 December 2013.	Specialist Services Manager		0%
100% of all Mental Health Carers will be offered support in their caring role	MH Social Workers are briefed and supported to record all forms of respite care (Initial briefings completed by June 2013)	30/06/2013	Completed. Meetings with MH Officers with carefirst team.	Specialist Services Manager		100%
	Ensure that all Mental Health practitioners have a discussion with Mental Health carers about receiving a carer's assessment (evidenced by care plans and recorded discussions and reported quarterly)	On-going	MH Care Officers are briefed through supervision concerning the definition of informal carer. Furthermore, when support plans are signed off by team manager response to carer assessment question in verified.	Specialist Services Manager		100%
	Increase the volume of respite delivered to MH Carers (reported September 2013 and March 2014)	30/09/2013 31/03/2014	Future reporting on carer measures will be subject to revised Scottish government guidance. In the meantime, the results of the carers survey will be made reference to in the Committee report.	Specialist Services Manager		50%
Quality of life of young people in transitions is improved by their contact with the transitions service	Quality of life of young people in transitions is improved by their contact with the transitions service is evidenced by feedback forms collated regularly by Integrated Children's Services (reported every quarter)	On-going	Owing to the changes in service in preparing to integrate children's services, it has not been possible to provide satisfaction data in relation to this measure. It is therefore intention that a satisfaction survey will be sent to all parents and carers involved with the transitions process in 2013/14. The findings of this survey will be reported as part of a future return.	Specialist Services Manager		0%
Specialist Service Staff remain informed about the wider developments within Adult Community Care Services and legislative changes	Specialist Service Staff remain informed about the wider developments within Adult Community Care Services and legislative changes affecting the service will be evidenced through staff attendance at training and learning	On-going	MH Service continue to provide ongoing CPD through the Advanced practitioner delivering sessions at the Team Meeting and the team attending specialist trainign and training open to all social work staff a cross the Council.	Specialist Services Manager		75%












Specialist Services-Learning Disability, Mental Health and Transitions						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
affecting the service	events (at least 2 members of the team will attend all relevant training identified by team managers), team members also participate in monthly CPD sessions on a practice related topic (monitored and reported quarterly)					
Service users within MH are involved in the development of services	Monthly Performance Management Reports and Practice Governance papers are made available to all staff through team managers and the papers for the Practice Governance Board Meetings (PSIF) (reported quarterly)	On-going	On schedule.	Specialist Services Manager		75%
Monthly Performance Management Reports are made available to all staff through team managers and the papers for the Practice Governance Board Meetings						
Mental Health service user satisfaction is increased	Mental Health service user satisfaction is increased through the generation of performance reports based on reviewing outcomes-focussed care plans (reported September 2013 and March 2014)	30/09/2013 31/03/2014	Based on the monthly performance reports generated, the majority of personal outcomes in relation to feeling safe have been completed .	Specialist Services Manager		50%
PSIF - Complaints and their resolution will be a standard agenda item at all team meetings.	Complaints and their resolution will be a standard agenda item at all team meetings (reported quarterly)	On-going	Where appropriate, complaints have been discussed.	Specialist Services Manager		75%
By September 2013, a long term plan will be in place regarding SDS - led by the team managers	The SDS development pilot (supported by IRISS) will be completed	30/09/2013	Pilot has now been completed and the final report is presently being produced.	Specialist Services Manager		100%
	The draft Findings Report for the Pilot will be completed	31/12/2013	The draft report has been completed and as a result new assessment options have been developed for delivering SDS within MH services	Specialist Services Manager		100%
	The final Findings Report will be reported to the Health & Social Services	31/03/2014	Not due for completion for this quarter.	Specialist Services Manager		0%























<b>Specialist Services-Learning Disability, Mental Health and Transitions</b>						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
	Committee					
	Identify a further 10 service users from existing service providers to be involved with the Mental Health pilot. Findings Report to be submitted to the Practice Governance Board	31/03/2014	Not due for completion for this quarter.	Specialist Services Manager		0%
All service agreements will be shared with providers at the point of commissioning a service	Revised guidance and forms for sending service agreements electronically is agreed by the Practice Governance Board	31/05/2013	Complete. Agreed at the Practice Governance Board Meeting of 25 June.	Specialist Services Manager		100%

<b>Adult Community Care Services</b>	<b>Quarter 3 2013/14</b>	<b>Reporting Period: Oct - Dec 2013</b>
<b>Service Plan 2013/14</b>		
<b>Function: Drug &amp; Alcohol Services</b>		
<b>Service Plan Objectives</b>		
<ul style="list-style-type: none"> <li>• Establish clear working practices for drug and alcohol services incorporating the Community Care 3 Tier Model (November 2013)</li> <li>• Reduce the number of overdue reviews – based on the Grampian Single Shared Assessment Guidance and Protocol (March 2014)</li> <li>• Report the findings of the first year review of Outcome Star data to the MADP, CCPMG, CHSCP and the CPP (July 2013)</li> <li>• Define the drug and alcohol social work role as part of the wider Community Care agenda (September 2013)</li> <li>• Develop drug and alcohol core pathway forms, ensuring that they support the delivery of SDS (March 2014)</li> <li>• Further pilot SDS with 5 service users (March 2014)</li> <li>• Implement transition of services between Community Care (adult social work) and Integrated Children’s Services (Early Intervention Team) for those affected by drug and alcohol (March 2014)</li> <li>• Progress an outcomes approach to service planning and performance management (March 2014)</li> <li>• Sustain waiting times for drug and alcohol services to 21 days (reported quarterly)</li> <li>• Sustain service user involvement in drug and alcohol services</li> <li>• Ensure performance management led workforce planning and development (reported quarterly)</li> </ul>		

<b>Drug &amp; Alcohol Services</b>						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
Establish clear working practices for drug and alcohol services	Provide strategic and operational leadership for all staff in relation to the 3 Tier Model (monitored and reported	On-going	Being delivered as and when required.	Service Manager for Drug & Alcohol Services		75%





Drug & Alcohol Services						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
incorporating the Community Care 3 Tier Model (November 2013)	quarterly)					
	Provide access to briefings and learning sessions in relation to the implementation of the 3 tier model	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
Reduce the number of overdue reviews – based on the Grampian Single Shared Assessment Guidance and Protocol (March 2014)	Performance manage all open case reviews in drug and alcohol services (monitored and reported quarterly)	On-going	On schedule. Being carried out as required.	Service Manager for Drug & Alcohol Services		75%
	Regularly audit Social Work case files (monitored and reported quarterly)	On-going	On schedule. Being completed regularly as per Quality Assurance Policy and guidelines.	Service Manager for Drug & Alcohol Services		75%
	Highlight cases at risk of breaching the service plan objective (monitored and reported quarterly)	On-going	On schedule. Any cases at risk will be reported through the Practice Governance Board.	Service Manager for Drug & Alcohol Services		75%
	Implement action plan for cases at risk (reported quarterly)	On-going	Ongoing.	Service Manager for Drug & Alcohol Services		75%
Report the findings of the first year review of Outcome Star data to the MADP, CCPMG, CHSCP and the CPP (July 2013)	Develop performance structure for Outcome Star	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
	Manage performance structure for Outcome	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
	Report to MADP and CCPMG of the first year review of the outcomes star	31/08/2013	Completed.	Service Manager for Drug & Alcohol Services		100%
	Report to CHSCP of the first year review of the outcomes star	31/10/2013	Report was delivered to the CHSCP in November 2013.	Service Manager for Drug & Alcohol Services		100%
	Report to CPP of the first year review of the outcomes star	31/10/2013	Report was delivered to the CPP through the Health and Social Care Partnership in November 2013.	Service Manager for Drug & Alcohol Services		100%
Define the drug and alcohol social work role	Plan overall strategy and structure of the Drug & Alcohol social work role within	31/10/2013	Currently working with ADP to ensure that all outcomes are being delivered, including	Service Manager for Drug & Alcohol		50%









Drug & Alcohol Services						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
as part of the wider Community Care agenda (September 2013)	Adult and Children's services		social work provision.	Services		
	Articulate the specific role of adult social work in the specialist drug and alcohol service	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
Develop drug and alcohol core pathway forms, ensuring that they support the delivery of SDS (March 2014)	Undertaken to ascertain if the current core pathway forms are alignment with current SDS forms	30/06/2013	Completed.	Service Manager for Drug & Alcohol Services		100%
	A case study will be undertaken to pilot SDS forms for drug and alcohol services	31/10/2013	Working with Sam Newman (critical friend) to progress and learn from colleagues in other areas.	Service Manager for Drug & Alcohol Services		50%
	Steering group will make recommendations to the Moray SDS group regarding forms for drug and alcohol services	31/10/2013	This has not progressed as yet due to operational difficulties.	Service Manager for Drug & Alcohol Services		0%
Further pilot SDS with 5 service users (March 2014)	Drug and Alcohol services will have completed pilot of SDS approach with 5 Service Users	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
	Work with training team to up-skill staff to deliver SDS	31/03/2014	Ongoing.	Service Manager for Drug & Alcohol Services		25%
Implement transition of services between Community Care (adult social work) and Integrated Children's Services (Early Intervention Team) for those affected by drug and alcohol (March 2014)	Develop protocols through the Early Years Collaborative regarding anti-natal referrals into social work services affected by drug & alcohol	31/10/2013	This is being developed as part of the wider EYC in Moray.	Service Manager for Drug & Alcohol Services		50%
	Develop protocols with A&E regarding referrals from those under 16 into Social Work Services affected by drug & alcohol	31/10/2013	This is being developed as part of the wider EYC in Moray.	Service Manager for Drug & Alcohol Services		50%
	Develop action plan for the transfer of all drug and alcohol interventions from Adult Services into Children's Services	31/10/2013	Due to be completed in January 2014	Service Manager for Drug & Alcohol Services		90%
	100% of care plans will be SMART, i.e. include measures of progress, identify outcomes, signed by the service user where possible, include specific timescales and are reviewed in accordance with the protocol	31/10/2013 then on-going	On schedule. This is completed and will be ongoing for all new referrals.	Service Manager for Drug & Alcohol Services		100%




Drug & Alcohol Services						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
Progress an outcomes approach to service planning and performance management (March 2014)	Ensure all staff have attended Personal Outcomes Training	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
Sustain waiting times for drug and alcohol services to 21 days (reported quarterly)	Manage and monitor the electronic waiting times system for all services in Moray and provide analysis of the information collected on a routine basis (monitored and reported quarterly)	On-going	This is completed on a monthly basis and reported quarterly.	Service Manager for Drug & Alcohol Services		75%
	Waiting time updates are managed and acted on (monitored and reported quarterly)	On-going	Completed on a quarterly basis.	Service Manager for Drug & Alcohol Services		75%
	File audits will be undertaken to the level of one case per social worker per month (15 per quarter and reported quarterly)	On-going	On schedule.	Service Manager for Drug & Alcohol Services		75%
	100% of social work files will be informed by a Chronology of significant events, where applicable	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
	100% of social work files will contain an assessment of need and risk, a care plan and a review	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
Ensure performance management led workforce planning and development (reported quarterly)	Implement the Continuous Learning Framework Programme within the Drug & Alcohol Team	30/06/2013	Full implementation will now be completed when new Manager is appointed.	Service Manager for Drug & Alcohol Services		25%
	Agree the Continuous Learning Framework specifically relevant for the Drug & Alcohol Team	31/03/2014	Not due for completion for this quarter.	Service Manager for Drug & Alcohol Services		0%
Sustain service user involvement in drug and alcohol services	PSIF - Complaints and their resolution will be a standard agenda item at all team meetings.	On-going	Added to the team meeting agenda.	Service Manager for Drug & Alcohol Services		75%
PSIF - Monthly Performance Management Reports are made available to all		On-going	All relevant paperwork issued for all team meetings.	Service Manager for Drug & Alcohol Services		75%

<b>Drug &amp; Alcohol Services</b>						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
staff through team managers and the papers for the Practice Governance Board Meetings (PSIF).						

<b>Adult Community Care Services</b>	<b>Quarter 3 2013/14</b>	<b>Reporting Period: Oct - Dec 2013</b>
<b>Service Plan 2013/14</b>		
<b>Function: Consultant Practitioners: Improve professional Social Work Practice</b>		
<b>Service Plan Objectives</b>		
<ul style="list-style-type: none"> <li>• Implement a revised Adults With Incapacity Policy and revised guidelines to reflect delegation (July 2013)</li> <li>• A minimum of 8 adults with incapacity and adult support and protection case files (NHS and Adult Community Care) and associated notes will be scrutinized (March 2014)</li> <li>• Practice development work to be undertaken with Drug &amp; Alcohol to establish the social work role within the team (July 2013)</li> <li>• Develop a Positive Behaviour Policy for Community Care (August 2013)</li> </ul>		

<b>Consultant Practitioners: Improve professional Social Work Practice</b>						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
Implement a revised Adults With Incapacity Policy and revised guidelines to reflect delegation (July 2013)	Prior to adoption, revised Adults With Incapacity Policy and guidelines developed and agreed by the Practice Governance Board	31/07/2013	Revised policy and guidelines completed and agreed by the Practice Governance Board of 30/7/13. Agreement that policy will now go out to internal consultation.	Assessment & Care Manager/Lead Consultant Practitioner		100%
A minimum of 8 adults with incapacity and adult support and protection case files (NHS and Adult Community Care) and associated notes will be scrutinized (March 2014) (March 2014)	First draft of Social Work Practice toolkit completed	30/11/2013	Completed.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	Draft toolkit consulted on	31/01/2014	Completed. Presented to Advanced Practitioners for further development in June 2013.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	Toolkit approved by the Practice Governance Board	28/02/2014	Approved.	Assessment & Care Manager/Lead		100%

Consultant Practitioners: Improve professional Social Work Practice						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
				Consultant Practitioner		
	Handbook approved by Practice Governance Board	30/06/2013	Approved.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	Training to support the use of the handbook is rolled out across the service (4 training events to be delivered from July 2013 to March 2014)	31/03/2014	Completed. Adult Support and Protection Council Officer refresher training delivered on 7 June 2013. Training event used to support the use of the handbook.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	In service day for risk assessment will be held in September 2013	30/09/2013	Completed. Further sessions in November planned.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	Ongoing risk and multi-agency risk support provided (update report provided for each quarter)	On-going	Consult Practitioner were able to provided all requested support regarding risk assessments in 3 <sup>rd</sup> Q 3 Multi agency meeting were held during October to December.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	The number of adults with incapacity and adult support and protection case files scrutinized will be reported to the Practice Governance Board. Number to be reported quarterly	On-going	On schedule.	Assessment & Care Manager/Lead Consultant Practitioner		100%
Practice development work to be undertaken with Drug & Alcohol to establish the social work role within the team (July 2013)	Deliver 3 workshops for the Drug & Alcohol Team in relation to the role of social work within team (one a month from May 2013. i.e. May, June and July)	31/05/2013 30/06/2013 31/07/2013	Completed.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	Based on the feedback from the above workshops, develop a further training programme to support the development of social work practice within the team.	30/09/2013	Complete as original workshops delivered outcomes for this phase of the team development and a further workshop has not been required. If further team development required this will be identified by the new Team Manager and Advanced Practitioner in consultation with the Consultants.	Assessment & Care Manager/Lead Consultant Practitioner		100%
Develop a Positive	Draft Positive Behaviour Policy submitted	30/06/2013	Completed.	Assessment & Care		100%

Consultant Practitioners: Improve professional Social Work Practice						
Service Plan Objective	Action Code & Title	Due Date	Latest Status Update	Assigned To	Status Icon	% completed
Behaviour Policy for Community Care (August 2013)	to the Practice Governance Board		Consultation approach agreed at the Practice Governance Board Meeting on 30 July.	Manager/Lead Consultant Practitioner		
	Draft Policy submitted to the Health & Social Services Committee for approval to go to the consultation phase	30/09/2013	This delayed due to training programme for BSS being given priority – March governance board.	Assessment & Care Manager/Lead Consultant Practitioner		75%
	Consultation and an Equality Impact Assessment Completed. Policy approved by the Health & Social Services Committee	30/11/2013	The consultation on Equality impact is complete and no issues have been identified.	Assessment & Care Manager/Lead Consultant Practitioner		100%
	Training Programme implemented in support of policy	31/12/2013	Moray BSS Instructors in place and rolling programme commenced. Maybank staff converted from CALM to BSS Complete and commenced BSS on 10 <sup>th</sup> February 2014 Birmie Day Centre converted from GSA to BSS on 10 <sup>th</sup> and 11 <sup>th</sup> February 2014. All services using physical interventions now converted to BSS. Rolling programme in hand with Social Work Training Team for 2014 for new staff and existing staff from services not using physical interventions. Rolling programme to train Home Care Staff over the next 5 years in one day BSS course. Consultant Practitioner in training as a BSS Instructor Trainer and continuing to work with Moray council BSS Instructors and Training Team to imbed BSS Practice.	Assessment & Care Manager/Lead Consultant Practitioner		75%

## 2013/14 Quarter 3 Corporate Services Service Plan




### Financial Services - Service Priority 1 - To support and advise Elected Members and Senior Management with decision making in the financial planning process

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-08-01	Reflect approved savings in departmental budgets	31-Mar-2014	Q3 £5.068m now posted - 87%	<div style="width: 87%;"><div style="width: 87%;"></div></div> 87%	
CPS13-08-02	Monitoring achievement of savings	31-Mar-2014	Q3 Report due to Policy & Resources Committee on 18 Feb 2014	<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%	
CPS13-08-03	Identifying emerging financial pressure points and potential savings	31-Mar-2014	Q3 Revised for financial settlement & reported to Area Based Review Group Dec 2013; revised for draft cap programme - to be finalised Jan 2014	<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	
CPS13-08-04	Costing options identified by services	31-Mar-2014	Q3 No further options identified (awaiting confirmation of this) so 75% complete	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%	
CPS13-08-05	Analysing and interpreting national financial data to assess impact on the Council's finances.	31-Mar-2014	Q3 Updated for autumn statement and financial settlement	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%	


### Financial Services - Service Priority 2 - Implementation of Welfare Reforms

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-09-01	Implement Welfare Reforms in 2013/14 - Council Tax Reduction and Housing Benefit restrictions due to under occupancy	31-Oct-2013	This action is dependent on the DWP roll out and timetable. It is understood that Universal Credit is unlikely to be implemented in Moray before April 2014. Further awareness sessions are planned for services and partner organisations in the new year.	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%	
CPS13-09-02	Prepare for Welfare Reforms in respect of the benefits cap and migration to Universal Credit	31-Oct-2013	Benefit cap has been implemented in Moray from 15/07/13 and there are currently only 2 households in Moray affected.	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	





Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-09-03	The Implementation of the Single Fraud Investigation Service (SFIS) policies and procedures	31-Oct-2013	There is still no decision by Department of Work and Pensions(DWP) lawyers in respect of staffing and TUPE considerations. It is now expected that SFIS will be implemented during 2014/15 but this relies on DWP timetable.	0%	


### Financial Services - Service Priority 3 - Implementation of the Scottish Welfare Fund




Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-10-01	Implement the Scottish Welfare Fund	30-Nov-2013	Permanent staffing arrangements in place with the exception of the Senior Discretionary Award Officer post; temporary arrangements still in place pending the DWP's SFIS arrangements (Senior Fraud Officer continues to manage the SWF team on a temporary basis).	85%	

### Financial Services - Service Priority 4 - Structure review of Banking Services

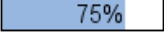



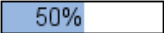

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-11-01	Structure Review: Banking services and taxation provision within Payments and Taxation Services to identify efficiencies	02-Mar-2014	Three structure options have been identified and evaluated for pro's and con's. The preferred option will be decided by the Corporate Director by the end of October.	62%	
CPS13-11-02	Accountancy Service	31-Mar-2014	Review undertaken and savings identified – these will be presented to the Area based Review Working Group in November 2013.	66%	

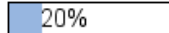

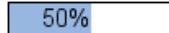

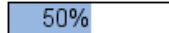

### Human Resources and ICT - Service Priority 1 - Transforming Council Services

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-04-01	Mobile and Flexible Working – continue to develop technologies that help our employees to work „anywhere, anytime? to deliver council services more efficiently.	31-Mar-2014	Tranche 6 Procure technology – technology provision agreed by Core Board. All equipment ordered and delivered. Tranche 6 Rollout Technology – all of the mobile phones have been rolled out and all of the Vasco tokens have been set up. Rollout of dedicated laptops is ongoing – these are predominantly for ICT. Once these have been rolled out the pool laptops will be configured and allocated.	75%	

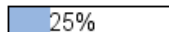

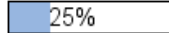



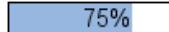

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-04-02	DBS Implementation – support the ICT aspects of the programme	31-Mar-2014	The revised target date to finalise the T5 implementation approved by the core project board is Dec 2013. All aspects of the Lagan implementation together with web developments are on target. Started trial using alternative technology to provide access to back office systems “in the field” using the NetMotion product. Product installed and testing underway but issues being experienced with mobile network coverage – testing Orange and T-Mobile / Vodafone 3G services. Some early proof of concept work has been tackled with the building standards back office application. Although the project is behind schedule at this stage it is hoped that some of the discussions and testing of integration with the back office system will bring the project back on track. Until a design is agreed it is not possible to determine if any slippage will be likely.		
CPS13-04-03	DBS Implementation – support the HR aspects of the programme	31-Mar-2014	Tranche 7 commenced with initial Project Board meeting held and HR implementation plan has been drafted.		
CPS13-04-04	Transform – developing and implementing the internal jobs market	31-Mar-2014	Live from September 2013, development of the support elements is on hold pending further budget decisions.		
CPS13-04-05	Workforce reduction and re-alignment – managing the impact of the reducing budget	31-Mar-2014	Next phase of proposals developed for consultation purposes – proposals are currently been finalised in relation to Lands & Parks, Cafes and Building Cleaning.		



### Human Resources and ICT - Service Priority 2 - Engagement and Leadership

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-05-01	Employee Engagement Programme – continued implementation and development to improve and sustain engagement in difficult employment situation	31-Mar-2014	Follow up work from survey underway with departments. Conference being planned. Development of employee engagement programme (Section A and B) done, implementation being planned.		
CPS13-05-02	Leadership development	31-Mar-2014	All milestones have been reached and this action is now complete.		
CPS13-05-03	Improving Health and Safety Culture to engender improved leadership from managers and better ownership by employees	31-Mar-2014	Environmental model working well. Decision deferred on moving all departments to same system until report by SL working group on H&S. Pilot course organised for November based on risk assessment & compliance.		






Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-05-04	Consider technology to support communication between remote workers, for example social networks within council and recommend solution. (unified communications)	31-Mar-2014	Reviewed products available in the marketplace but the functionality available varies and to establish our requirements we will be seeking to get an understanding of our requirements by implementing a trial of Microsoft Lync		
CPS13-05-05	Council website – to support channel shift and customer focused service delivery, implement more digital services	31-Mar-2014	The SOCITM annual survey was used as the basis for reviewing the web site and identifying several developments to take forward. This included the identification of services that could avoid contacting the Council for information and/or provided a true end to end process for transacting with the council. Other options include collapsible style sheets which will size automatically depending on the screen resolution of the device accessing the site, improved FAQ database, improved find my nearest and new navigation for ease of finding information on the site		
CPS13-05-06	Performance Appraisal	31-Jan-2014	The review of performance appraisal is underway with responses from 1st and 2nd tier officers requesting refinements to the form used. Further information has been requested from 3rd tier officers.		

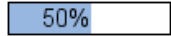

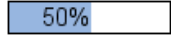

Human Resources and ICT - Service Priority 3 - Enabling Service Improvement and reducing costs

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-06-01	Bring Your Own Device – investigate options and benefits, including schools and recommend approach for Council distinguishing between services if appropriate.	31-Mar-2014	Investigate options for staff / pupils – reviewing how the solution for Libraries is working before assessing options further.		
CPS13-06-02	Telecare – undertake work to support development within Community Care.	31-Mar-2014	Video Conferencing (VC) Pilot – plan of work now identified. Initial pilot is to implement further use of corporate VC system for staff. Next phase is to consider how this might be further enhanced by using MS Lync.		
CPS13-06-03	Absence Management – to support the implementation of the Council's Health and Work policy in order to deliver ongoing improvements in absence levels	31-Oct-2013	Agreed revised arrangements for scheduling capability hearings and referral to Occupational Health. The criteria for referrals to Occupational Health, to deal with short term absence, have been drafted and presented to PDG on the 5th September. Roll out thereafter.		
CPS13-06-04	Review of terms and conditions with view to reducing costs	31-Mar-2014	Service managers with support from HR, as appropriate, commence a review of working practices/arrangements with view to reducing costs. These proposals are to be drafted, consulted on and implemented at the earliest opportunity.		

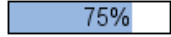







Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-06-05	Improved access to (HR&ICT) service information and use of self services	31-Mar-2014	Revised plan to Core Project Board in December 2013 with start date for portal of April 2014 and completion date of August 2015	0%	
CPS13-06-06	Health and Safety audits – implementation and development of appropriate actions	31-Jan-2014	Audit format re-designed and schools signed up to completion by Dec 13. All other high risk areas now audited. Action plans developed & being addressed in 2 areas.	50%	








**Human Resources and ICT - Service Priority 4 - Partnership and Collaborative working**



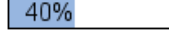

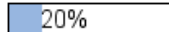

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-07-01	Participate in the national development of infrastructure via PFN/SWAN to provide sustainable broadband provision for council services.	31-Mar-2014	Detailed Solution for SWAN – contract awarded. PFN Contract Extension – no defined actions as yet. Contract extension has been negotiated with C&W / Vodafone.	66%	
CPS13-07-02	Citizen Account – investigate technologies (in line with national developments if possible) that create links between data held by council services to provide a whole picture of the citizen and their requirements	31-Mar-2014	This action forms a part of a 3 year service plan and has yet to be allocated a project start date.	0%	
CPS13-07-03	Intelligent information management - Present options to co-ordinate how we segment our customers and how we gather the data required to make decisions on how we deliver services	31-Mar-2014	This action forms a part of a 3 year service plan and has yet to be allocated a project start date.	0%	
CPS13-07-04	Data centre/storage – determine final position	31-Mar-2014	Document Options and Risks – preliminary meetings with Property to establish continuity arrangements for the Annexe / Data Centre. Risk Assessment next.	25%	
CPS13-07-05	Corporate review of training to ensure targeted at council priorities	31-Mar-2014	Proposals have been considered by CMT/SMT and further work requested. Work is underway to bring this forward but may require a review of the August milestone depending on the preferred option. No further action has been undertaken in quarter 3.	33%	

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-07-06	Integration of Health and Social Care – support the workforce implications of the new service model	31-Mar-2014	Completed the matching of third and fourth tier officers. Further stages of integration at more junior levels under development.		
CPS13-07-07	DBS Implementation – HR&ICT service implementation	31-Mar-2014	We have implemented the savings required for the DBS programme and that the implementation of SharePoint will be scheduled to suit the availability of the SharePoint implementation team. Equipment is in the process of being rolled out to facilitate new ways of working including flexible working.		



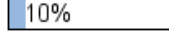







**Legal and Democratic Services - Service Outcome 1 - Customers receive high quality services which meet their needs.**





Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-01-01	Legal Services - Assist successful implementation of SharePoint by developing a Document Indexing Protocol for Legal Documents	31-Oct-2013	Work here is still ongoing and a protocol will be in place for SharePoint implementation mid February. This will be subject to review according to usage post implementation.		
CPS13-01-02	Legal Services - Facilitate flexible working by presenting a Business Case on Digital Dictation to the DBS Project Board	30-Apr-2013	A business case has been presented on Digital Dictation to the DBS Project Board and the project has been approved.		
CPS13-01-03	Legal Services - Develop staff skills and promote workforce planning by extending the pilot of Personal Development Plans to all Solicitors and Paralegals	31-Jul-2013	Personal Development Plans have now been extended to all Solicitors and Paralegals.		
CPS13-01-04	Legal Services - Promote an appropriate balance between efficiency and proportionate risk management by reviewing authorised signatories to legal documents	31-Jul-2013	A review of the authorised signatories has been completed and a report was submitted to Full Council on 7 Aug 13.		

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-01-05	Committee Services - Improve service to elected members by conducting a customer satisfaction survey, analysing the results and preparing an Improvement Plan for implementation	31-Aug-2013	Customer satisfaction report now combined with Registrars customer survey for submission to Policy & Resources committee in Feb 14.	<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	
CPS13-01-06	Committee Services - Launch Petitions Process	30-Apr-2013	Petitions Process approved March 2013 and is now live. No petitions received to date.	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	
CPS13-01-07	Registration Service - Improve service by conducting a post-centralisation satisfaction survey with external customers, analysing the results and preparing an Improvement Plan for implementation	31-Oct-2013	Customer satisfaction report now combined with elected member's customer survey for submission to Policy & Resources in Feb 14.	<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	
CPS13-01-08	Registration Service - Complete, analyse and prepare Action Plan for implementation relative to PSIF self evaluation to further inform service improvements	31-Mar-2014	Public Service Improvement Framework self evaluation is due to be undertaken on 8 Jan 14.	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	
CPS13-01-09	Registration Service - Review opening hours in light of customer satisfaction survey results, considering whether flexible staff working could improve the customer experience	31-Mar-2014	Opening hours have been reviewed and were extended to 5pm with effect from November 2013.	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	
CPS13-01-10	Registration Service - Assess opportunity to improve service by offering personalised citizenship, baby naming or renewal of vows ceremonies for an appropriate fee	30-Jun-2013	Met Following investigation with other local authorities those who already undertaken baby naming ceremonies, renewal of vows etc. usually undertake these on Sunday's with no demand for them between Mon - Fri. As staff currently work on Saturdays to cover weddings there is no appetite for them to also work on Sunday's. Therefore it is not proposed to pursue this further. Renewal of marriage vows may be undertaken on a Saturday so could be possible to offer this service, this will be considered further.	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	
CPS13-01-11	Registration Service - Together with ICT and Environmental Services, to prepare a business case for digitisation of burial ground records for submission to the DBS Project Board	31-Oct-2013	Tender process underway with publication of tender due 24 Jan 14 with view to contract start date of 7 Apr 14.	<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%	



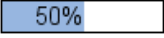





Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-01-12	Members Support - Improve service to elected members by conducting a customer satisfaction survey, analysing the results and preparing an Improvement Plan for implementation	31-Aug-2013	Customer satisfaction report now combined with Registrars customer survey for submission to Policy & Resources committee in Feb 14.	 90%	
CPS13-01-13	Customer Services - Improve service by analysing PSIF results, preparing an Improvement Plan and implementing plan.	31-Jan-2014	Customer satisfaction surveys underway, quality monitoring system upgrade installed, proposals to introduce improvement group also in progress.	 40%	
CPS13-01-14	Customer Services - Improve service by developing and monitoring a suite of performance indicators relative to efficiency and quality in the contact centre, mail room and access points, assessing which are appropriate for onward reporting to Committee	31-Mar-2014	Focus on e-mail and voicemail processes. Analysis work to determine most efficient ways of working and ability to report on performance progressing.	 20%	

Legal and Democratic Services - Service Outcome 2 - Through strong governance and probity arrangements, corporate decisions are robust, transparent and compliant with legislative requirements.





Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-02-01	Legal Services - Complete review of Scheme of Delegation	31-Jul-2013	A review of the Scheme of Delegation has been carried out and a report was submitted to Full Council on 7 Aug 13 for comments from members.	 100%	
CPS13-02-02	Legal Services - Complete Review of Standing Orders	31-Mar-2014	The review of Standing Orders has begun and an initial meeting took place on 4 Jul 13. There has been no further progress on this action.	 10%	
CPS13-02-03	Legal Services - Submit Monitoring Officer Annual Report	30-Apr-2013	The Monitoring Officer annual report has been submitted.	 100%	
CPS13-02-04	Legal Services - Submit Annual Report on Covert Surveillance Activity	30-Apr-2013	The Covert Surveillance Report has been submitted.	 100%	
CPS13-02-05	Legal Services - Review suite of Governance documents approved in July 2012	31-Jul-2013	The review of Governance Documents has been carried out and a report was submitted to Full Council on 7 Aug 13.	 100%	

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-02-06	Committee Services - Review styles used by Committee Clerks to ensure a uniform style, promoting clarity and consistency	31-May-2013	The review of styles used by Committee Clerks has been completed.		
CPS13-02-07	Committee Services - Review arrangements relative to the issue of agendas to better identify the reason/source underlying any delay in submission of routine items with a view to increasing accountability for that delay	31-Jul-2013	A new scheduling process is under development and will be reported to CMT before the end of October for consideration.		

**Legal and Democratic Services - Service Outcome 3 - Legal and Democratic Services provide best value for our customers.**

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-03-01	Legal Services - Commence benchmarking with other authorities across a broad range of value for money Indicators through the SOLAR Group	31-Dec-2013	Benchmarking information in now (was adjusted as confusion re some of the information sought - this was clarified to ensure we are all providing information on same basis) and 18 authorities are participating. Detailed analysis to follow and group needs to agree how this will be done and don't meet to discuss until Feb 2014 so it is unlikely benchmarking results will be available until summer 2014.		
CPS13-03-02	Committee Services - Review Committee paper distribution arrangements to minimise postal and printing costs and promote access to electronic papers	31-Mar-2014	Survey of committee paper distribution undertaken with Directors, poor result with little changes. Review now being undertaken with external organisations/local press to promote electronic access.		
CPS13-03-03	Committee Services - Move to full electronic Committee agenda preparation	31-Mar-2014	Move to full electronic agenda preparation completed.		
CPS13-03-04	Members Support - Review distribution of mail for members with a view to minimising postal costs	31-Dec-2013	Review completed and no change to mail distribution as a result of feedback from elected members.		






Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS13-03-05	Customer Services - Working with the Head of Financial Services, compare and evaluate proposals for service consolidation with the Revenues Service, recommending best value to the Service Development Group and securing Committee approval	31-Aug-2013	Proposal agreed at officer level and members briefing given and covered in Designing Better Services Tranche 6 report at Policy and Resources Committee on 21 Jan 2014. Dedicated report on proposal will go to Policy and Resources committee in Feb or March 2014.	 90%	
CPS13-03-06	All Services within Legal and Democratic Services - Review opportunities for savings and assess future work styles and technology provision	31-Jul-2013	The review of opportunities for savings and to assess future work styles and technology provision has been completed. Implementation awaits ICT and other equipment.	 100%	












## 2013/14 Quarter 3 Development Services Service Plan





















### Development Services Service Plan 2013/14

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Development 13.01	Customer Feedback The methods of obtaining customer feedback will be reviewed to improve response rate where this is needed.	01-Sep-2013	<p>Development Management New methods of information gathering and contact with customers were introduced in 2012/13, we will be reviewing these and seeking to improve the quality of the information gathered. 100% reviewed and updated survey</p> <p>Environmental Health: We now incorporate an invitation to provide feedback on all emails but responses are still low. Environmental Health will explore ways of improving responses. progress 80%</p> <p>Strategic Planning: feedback is provided at each stage of the plan making process. No further action required.</p> <p>Economic Development: Feedback is provided on a project ne project basis as part of funding monitoring/audit process No further action required.</p> <p>Trading Standards: Current responses rates are sufficient - no further action required.</p> <p>Building Standards: In quarter 3 Building Standards focus has been with DBS and so work against this action has been delayed</p> <p>Building Standards also already invite feedback from customers when they are responded to by email. The section has found the response rate unsatisfactory using with this method and has decided to explore additional methods.</p> <p>The Building Standards Division of Scottish Government has engaged Pye Tait Consulting to carry out a national customer survey on their behalf. Pye Tait are currently carrying out telephone interviews with all Building Standards Managers and the timetable is as follows:            January 2014 - establish methodology            March-April 2014 - carry out survey            June 2014 - completion of survey with analysis of responses.</p>	80%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Development 13.02	Manage Change from Designing Better Services Programme to improve service provision and efficiencies. Deliver regular, open and frank communications to staff on the change process.	31-Mar-2014	We are in the implementation phase of DBS with Development Plans, economic Development and Building Standards progressing well and in preparation for implanting Development Management, Environmental Health and Trading Standards	50%	
Development 13.03	Public Service Improvement Framework will be used by service managers to assess the services with regards to service planning, people, partners, leadership, processes and performance.	01-Dec-2013	<p>Development Management 50% complete with the follow up session booked for mid January and action planning for end of January so should be all complete by end of January 2014.</p> <p>Trading Standards 50% Completed most of the team meetings with review meeting arranged for 4th February</p> <p>Strategic Planning groups formed and trained to carry out 15% complete</p> <p>Building Standards: - PSIF - Team briefing agreed for early January. PSIF review dates set for 18 and 21 February</p> <p>Environmental Health has carried out the process and a Consensus meeting is scheduled for 28/1/14. 90%</p>	40%	
Development 13.04	Benchmarking will be used to examine service provision from a quality and cost viewpoint.	31-Mar-2014	<p>Benchmarking work with each service is progressing examining quality and cost comparisons using national statistics and direct comparisons with other local authorities</p> <p>Environmental Health: We will use the CIPFA PI to benchmark cost and the FSA return to benchmark quality in respect of food safety. A Benchmark Training session for Environmental Health will be attended by management on 15/1/14 80%</p> <p>Development Management: 100% PPF (Planning Performance Framework) completed and feedback received in Dec 2013. Benchmarking groups of LPA's for DM to be set up and first meeting planned for early Spring</p> <p>Trading Standards: National standards are currently being developed by COSLA.</p> <p>Economic Development: Participating in SLAED Annual returns for Performance Indicators 100% complete PPF completed and feedback received in Dec 2013. Benchmarking groups of LPA's for DM to be set up and first meeting planned for early Spring</p>	60%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Development 13.05	Local Development Plan Submit Plan to Ministers, with action plan and participation statement. Request Examination.	01-Apr-2014	The Planning and Regulatory Services committee at its meeting on 15 October (item 6 on the agenda) agreed that the due date for this action be put back to September 2014.	45%	
Development 13.06	Lossie Green Master plan Scope for master plan.	01-Sep-2013	The scoping process for this major development has been slowed to take into account guidance on master plan development from the Scottish Government. The January 2014 ED&I committee agreed that a workshop/stakeholder event should take place in financial year 2013/14. The event will lead to wider consultation with stakeholders and the public. It is envisaged that scoping will be completed this calendar year.	80%	
Development 13.07	Economic Development Master Class for Councillors	01-Oct-2013	Joint master class with Aberdeenshire Council held Oct 4, 2013 facilitated by the Improvement Services	100%	
Development 13.08	Elgin BID ballot	01-Nov-2014	Preparations underway	20%	
Development 13.09	Elgin Conservation Area Regeneration Scheme commences	01-Jul-2013	The Elgin Conservation Area Regeneration Scheme (CARS) is progressing on time & target. The management group has been set up including procedures with the Elgin CARS Officer having started on the 29th May. Application forms, procedures including logo, and website are ready for the 13th August official launch.	100%	
Development 13.10	2011 Census publication of information.	01-Sep-2013	The final release of data from National Records Scotland was at the beginning of January. The data is being processed for wards and other geographies. It is hoped that the Census will be published in March.	35%	
Development 13.11	The Planning Performance Framework to be produced annually.	01-Sep-2013	Draft completed and formatting in place – ready 7/10/13 to be submitted	100%	
Development 13.12	Review of Format of Planning Committee Reports	01-Dec-2013	Representations to be reviewed – report to committee Oct 2013 P & RS, conditions & reasons layout reviewed. Report format to follow. Feb 2014	75%	
Development 13.13	Planning Conditions Review of model conditions to be undertaken in consultation with internal consultees and legal services.	01-Mar-2014	Focus to start on transport and then the other sections to follow.	0%	
Development 13.14	Investigate criminal allegations in line with the Enforcement Policy The number and complexity of investigations is unpredictable – estimated at 40.	01-Mar-2014	Investigations progressing as planned. 26 investigations commenced since 1 April 2013, with previous investigations continuing to place demands on officer time. A number of complex / large investigations completed and reported to Procurator Fiscal. Complex and large investigations are placing high demands on officer time – more than anticipated. Investigations stem from identified problems and are given priority.	75%	
Development 13.15	Complete animal feed law enforcement programme including business inspections and sampling of feed products produced in Moray.	01-Mar-2014	Animal feed enforcement progressing as planned.	50%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Development 13.16	Test all weighbridges for weights and measures compliance	01-Jan-2014	Weighbridges tests progressing as planned.	70%	
Development 13.17	Compliance checks at all petrol filling stations – weights and measures and petroleum safety.	01-Mar-2014	No further progress. This work is behind schedule. The nominated officer with required skills has been tasked with leading a large investigations. It is likely that this work will not be completed by the end of March. In this case, the work will be put back to the next service plan.	25%	
Development 13.18	Minimise consumer detriment through non-compliance of companies offering high risk credit e.g. Payday loans, pawn brokers, cash for gold shops.	01-Mar-2014	Project is being coordinated with a national project which is scheduled for the last quarter.	0%	
Development 13.19	Compliance of Moray Based online traders with distance selling legislation	01-Mar-2014	Project has been postponed. Investigations are taking priority. This will be picked up in the last quarter depending on the demands of investigations.	0%	
Development 13.20	Review and advise Caravan Parks on their terms and conditions	01-Mar-2014	Project has been postponed to next year. Investigations are taking priority.	0%	
Development 13.21	Action to minimise proxy sales of cigarettes	01-Mar-2014	Now coordinated with national project. Work scheduled for last quarter	20%	
Development 13.22	Enforcement of ban on tobacco displays and vending machines	01-Aug-2013	All businesses advised of requirements. All but 3 inspections completed.	100%	
Development 13.23	eBuilding Standards In addition to the DBS changes a system of submitting Building Warrant applications electronically will be reviewed and developed.	01-Apr-2014	A mandate has been passed to ICT regarding eBuilding Standards – awaiting response	5%	
Development 13.24	Reasonable Inquiry Review the method in which site visits are carried out and develop service to meet national framework and make efficiency savings.	01-Sep-2014	Project yet to start - The Building Standards section has been focusing on DBS work.	0%	
Development 13.25	Building Standards Charter to reviewed and revised in line with National Charter.	01-Sep-2014	Project yet to start - The Building Standards section has been focusing on DBS work.	0%	
Development 13.26	Liaison Groups were formed in principle in 2012 but these need to be further developed to engage agents in improving the service.	01-Dec-2014	Project yet to start - The Building Standards section has been focusing on DBS work.	0%	
Development 13.27	Health and Safety risk assessments and procedures to be reviewed and developed.	01-Aug-2014		80%	
Development 13.28	The Councils Contaminated Land Strategy will be reviewed and updated to establish progress, current resource and adequacy of approach.	01-Aug-2013	The strategy has been reviewed and updated and will be reported to Committee in August for approval	100%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Development 13.29	A constructive dialogue will be maintained with Moray Flood alleviation and its contractors to help ensure that contaminated land work related to flood alleviation schemes is progressed timeously.	01-Aug-2013	Contaminated Land requirements on the flood schemes have been satisfactorily addressed, and without impact on the progress of the flood schemes. Remediation works in Elgin are ongoing. Dialogue is being maintained so that any issues are promptly resolved as they arise.	100%	
Development 13.30	Environmental Health will apply the guidance issued by the Food Standards Agency Scotland to control the risk of food becoming contaminated by E Coli O157.	31-Mar-2014	This is being implemented. At present there are 285 premises included in the strategy. These premises are being prioritised for inspection based on risk. Progress will be reported to Committee as part of the Food Law Service Plan Review.	100%	
Development 13.31	Environmental Health will comply with the National Local Authority Enforcement Code when it is issued by the Health and Safety Executive.	31-Mar-2014	The Code and Supplementary guidance have only recently been issued and will be assessed. Due to DBS and other pressures no further work has been progressed.	40%	
Development 13.32	Implement the new structure identified within the new Community Safety Strategy.	01-Mar-2014	The structure identified within the new Community Safety Strategy is now in place and links into the Public Protection Partnership and the Community Planning Partnership.	100%	
Development 13.33	The performance management of the outcomes identified in the Community Safety Strategy to ensure the Partnership achieves the targets and are in a position to identify trends early.	01-Mar-2014	The identified outcomes are monitored and reported 6 monthly.	100%	

## 2013/14 Quarter 3 Direct Services Service Plan






### Administration








Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct13.5.01	Annual Reviews of Risk Register	01-Jun-2013	Completed	100%	
Direct13.5.02	Meet Targets set in Procurement Action Plan	31-Mar-2014		50%	

### Consultancy














Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct13.1.01	Complete Elgin and Forres (River Findhorn & Pilmuir) Flood Alleviation Schemes	01-May-2015	Both Schemes remain on programme	60%	
Direct13.1.02	Small flood schemes and maintaining assets	31-Mar-2014	Work on the revenue programme, which includes small measures to reduce flood risk, is broadly on target. For small capital schemes business cases have been prepared and will be reported to the appropriate Committee for consideration and decision whether to proceed.	50%	
Direct13.1.03	Develop asset management system for Flood Risk Management (including the coast)	31-Mar-2014	Work has begun populating the WDM system. It is a massive but indeterminate task because new assets/liabilities emerge in time and there is still no national guidance on clearance and repair.	20%	
Direct13.1.04	Raising awareness of flooding issues: In collaboration with partners developing a strategy for implementation.	31-Mar-2014	The Consultancy Service is working with SEPA to develop a plan for engaging stakeholders. Delays by SEPA in developing flood risk management plans have led to delays in engaging stakeholders. The Council made a presentation to the national flooding conference on 5 February 2014 on this subject.	10%	
Direct13.1.05	Communication- New Service Plans to be presented to staff to raise awareness of SOA, Community Plan and higher level priorities and linking these to the work of the section to the team	31-Mar-2014	Undertaken at meeting of all staff on 4 October 2013.	100%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct13.1.06	Establish improved methods of customer engagement for Consultancy Service	31-Mar-2014	Consultancy have carried out an exhibition in Elgin Library on Elgin FAS, January 2014, with around 400 people attending, and engaged the public to assess support for the River Lossie Cycleway, which was reported to TMC on 5 February 2014. The exhibition reports will be submitted to Flood Alleviation Sub-Committee with feedback analysis. Feedback is being sought from the small number of people inconvenienced by closure for refurbishment of Newton Bridge, Cabrach, where engagement was seen by the team as a major factor in the smooth running of a problematic project.	5%	
Direct13.1.07	Improve and make consistent our Project management / Financial Planning and Risk Review	31-Mar-2014	On-going improvements, especially in financial monitoring and thereafter planning. Staff advised of need to adopt proper project management processes on all, rather than only the more significant projects	30%	
Direct13.1.08	Address issues/improvements raised in internal and external 9001:2008 Quality Assessments /Service Reviews in Consultancy	31-Mar-2014	The main issue from Audits relating to Consultancy replicates the above 13.1.07	30%	









## Environmental Protection

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct13.2.01	Implementation of new kerbside refuse collection and recycling service across Moray	01-Jun-2013	50% completed by 31st March and 100% completed by June 2013	100%	
Direct13.2.02	Implementation of trade waste recycling collection	01-Jun-2013	Fully implemented in June 2013. Ongoing monitoring compliance	100%	
Direct13.2.03	Review of Local Access Strategy	01-Dec-2014	Draft document complete, prepared jointly with Moray Local Outdoor Access Forum. Limited public consultation exercise to be carried out early in 2014.	5%	
Direct13.2.04	Review and implement new Burial ground Structure and methods of work	31-Mar-2014	Reduction in staffing levels approved by Full Council Meeting 26th September 2013. Currently part of transform consultation with staff involved	90%	
Direct13.2.05	Review Management of bookings and subsequent caretaking staffing in Elgin Town Hall	31-Mar-2014	Review nearing completion.	90%	
Direct13.2.06	Review and agree Service Level Agreement between Waste and Fleet Services	01-Jul-2013	SLA agreed in use between Fleet and waste sections	100%	
Direct13.2.07	Improving Communications - Ensure all KPI's and quarterly Performance Reports are made available to all Parks & Countryside staff	31-Mar-2014	Was discussed at the Charge hand meeting on 5th November 2013 and circulated to all depots.	100%	













Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct13.2.08	Annual Customer Survey - Advise residents of the outcome of 2013 survey by publishing on web page	01-Jan-2014	Results published on the Moray Council Website.	100%	
Direct13.2.09	Annual Customer Survey - Consult with specific stakeholder on individual projects/service changes	01-Jan-2014	Being Progressed in consultation with Quality Management Systems Officer	75%	
Direct13.2.10	Annual Customer Survey - Actions taken to address any concerns assuming any changes would not have budget implications	01-Jan-2014	Budget reductions in 2014/15 will have considerable implications for service therefore no action taken.	0%	
Direct13.2.11	Annual Programme to Review Environmental Protection Risk Assessments	31-Mar-2014	Lands and Parks and Waste Management nearing completion. Catering and Cleaning at an early stage. New style of assessment being progressed as Risk Assessment Method Statements that will also include vibration assessment. Ongoing programme.	60%	
Direct13.2.12	Representation on The Moray Councils Carbon Management Plan Group	31-Mar-2014	Ongoing participation by Waste Management Officer	75%	
Direct13.2.15	Address issues/improvements raised in internal and external 9001:2008 Quality Assessments /Service Reviews in lands & Parks	31-Mar-2014	Next Quality Assessment to be carried out on 29 May 2014 with a visit from SGS (UK).	100%	
Direct13.2.16	Review of complete service in respect of range of functions, methods of service delivery and staffing structure	31-Mar-2014	Early stages of review following 2014 budget reductions agreed at Council on 25th September 2013.	5%	
Direct13.2.17	Reduce office cleaning to 2 days a week in non school buildings where possible (following Council approval)	31-Mar-2014	Cleaning frequencies reduced to two days in all non school buildings	100%	
Direct13.2.18	Outsourcing of Community Centre Coffee Bars and Elgin library Café or close facilities if no interest received	31-Mar-2014	Tenders circulated to interested parties closing date 31 January 2014.	50%	
Direct13.2.19	Report to Committee on provision of food waste collection from Commercial Properties	31-Mar-2014	Report presented to ED&I Committee on 29 October 2013.	100%	
Direct13.2.20	Improving Communications - Ensure all Community and Corporate Plans are made available to all Parks & Countryside staff	31-Mar-2014	Community and Corporate Plans discussed at Foreman level and circulated to all depots.	100%	
Direct13.2.21	Improving Communications - Establish a closer working relationship between the Catering Team, Cleaning Team and Janitorial Team	31-Mar-2014	Complete but will remain under review. All staff now working as team including sharing of equipment, working on joint projects, sharing resources etc	100%	
Direct13.2.22	Improving Communications - Publish Good Communication Code of Practice to all Environmental Protection Employees	31-Mar-2014	Has been issued to all Environmental Protection Services.	100%	

## Roads

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct13.3.01	Improving Communications – Convene a roads maintenance and fleet employee forum twice per annum chaired by the Roads Maintenance Manager	31-Mar-2014	One meeting has been held. There won't be another meeting this financial year but there will be two meetings per year thereafter	50%	
Direct13.3.02	Internal Systems and Processes - Convene short term focus groups to consider process improvements including health, safety and welfare aspects	31-Mar-2014	Small groups and individuals tasked with reviewing: Guidance on safe reversing, manual handling in relation to kerbing operations, signing of mobile off let cleaning works.	100%	
Direct13.3.03	Address issues/improvements raised in internal and external 9001:2008 Quality Assessments /Service Reviews in Roads Maintenance	31-Mar-2014	Regarding quality system – audited at the beginning of October – no non conformances. Next audit May 2014	100%	
Direct13.3.06	Training - Review service training needs and develop a delivery plan including improvements to recording employee training	31-Mar-2014		25%	
Direct13.3.07	Customer Engagement Publish roads contact number on roads maintenance vehicles.	31-Mar-2014		0%	
Direct13.3.08	Customer Engagement Conduct satisfaction survey amongst users of Council fleet.	31-Mar-2014		0%	
Direct13.3.09	Street lighting -Adopt further various energy saving measures such as part time dimming.	31-Mar-2014	All schemes presently being constructed use very efficient white light. Part time dimming will be introduced for most schemes once existing lighting stocks have been depleted.	50%	
Direct13.3.10	Winter Maintenance Provision of covered salt store in Ashgrove Depot will reduce salt usage with immediate environmental and later economic benefits (spend to save)	31-Mar-2014	Procurement of the salt store is out to tender. Construction will not start until late spring 2014.	0%	

## Transportation


Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct13.4.01	Promote active travel and expand the cycling walking facilities in Elgin to other towns in Moray	31-Mar-2014	Work progressing despite long term staff vacancy. After a number of stakeholder meetings for public and elected members, various cycle – related projects are on-going in Buckie and Keith.	50%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct13.4.02	Continue to develop School Travel Plans	31-Mar-2014	A range of schools continue to be supported in the development or review of their School Travel Plans. All schools were invited to review their travel plans. Long term vacancy in post of Sustainable Travel Officer limits input or assistance from Transportation staff in this area of work at present.	50%	
Direct13.4.03	Publicise the Dial-a-Bus service provision better to increase patronage	31-Oct-2013	Poster and roadshow exhibitions have been carried out.	100%	
Direct13.4.04	Provide improvements at Buckie Harbour to facilitate a possible Operations and Maintenance (O&M) company to establish a base for servicing of-shore windfarms	01-Mar-2015	Report to ED&I Committee 3 September. Still awaiting a response from O&M companies regarding their plans for establishing harbour base(s). Expected early 2014. Speculative provision of building space for other enterprises if O&M does not come to Buckie using ERDF grants and Council funding. Subject to approval of ED&I a planning application will be prepared with planned construction during 2014. Awaiting outcome of HIE feasibility study on Buckie Harbour.	15%	
Direct13.4.05	Pursue other harbour-related improvements to generate economic development in Buckie for existing and new companies to do business and create further employment	31-Mar-2014	This work will continue well beyond target date of 31 March 2014. Discussions progressing with a local company on oil-related business expansion. A planning application has been received and investigations of operational matters to accommodate this within Buckie harbour are underway.	60%	
Direct13.4.06	Establish improved methods of customer engagement for Transportation Service	31-Mar-2014	Examined different customer engagement methods to implement for a wide variety of Transportation functions in late 2013/early 2014. In particular Dial-a-Bus services, parents using the school transport service, harbour users, car park users and some aspects of traffic works.	60%	
Direct13.4.07	Negotiate the delivery of a daily bus service between Moray and Central Belt with HITRANS ( requires Government Grant)	31-Mar-2014	The Council has been informed by Transport Scotland that the bid for Government grant to support this project has been unsuccessful. If there are future rounds of bidding a renewed application will be made, but in the meantime this project is deleted. - Action cancelled.	0%	
Direct13.4.08	Road Construction Consents – Introduce Charging for Road Construction Consents	01-Sep-2013	Contact Centre (LAGAN) customer handling went live on 25 September 2013. Web pages updated. Fee payment system (via invoice to the applicant) is now in place	100%	
Direct13.4.09	House naming and numbering - Introduce charging for work associated with new house naming and numbering	01-Sep-2013	Contact Centre (LAGAN) customer handling went live on 25 September 2013. Web pages updated. Fee payment system is in place with Contact Centre and Mail Room.	100%	
Direct13.4.10	Address issues/improvements raised in internal and external 9001:2008 Quality Assessments /Service Reviews in Transportation	31-Mar-2014	No outstanding issues	100%	








## 2013/14 Quarter 3 Education & Social Care Service Plan



Integrated Children's Services					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC-ICS-1	Restructure Integrated Children's Services and Embed new structure across Moray	31-Mar-2014	The teams have been established and have been running for 3 months. There are still some cases to be transferred, the delay caused by vacancies in key posts, which are currently being recruited to. The Intake and Assessment Team and the Placement Services Team will be moving to new premises once renovations and alterations are completed; this is due to be in Mar 2014.	80%	
ESC-ICS-2	Develop Early Engagement and Early Intervention Services	31-Mar-2014	The Early Engagement and Early Intervention Services are now referred to as the Children's Wellbeing Service. A new service manager has been appointed and will take up his role on 20th January 2014. The Children's Wellbeing (Engagement) Team has been established and due to the innovative nature of the team and the change in work style for many involved, this will take time to embed. The team is very involved in pursuing the GIRFEC agenda, the Early Years agenda, the Public Social Partnership and developing community capacity.	70%	
ESC-ICS-3	Develop Early Years' Service through Early Years' Collaborative	31-Mar-2014	As previously reported work is being overseen by The Early Years' Strategy Group and though in its infancy, the collaborative is already making a difference to services and is being recognised by practitioners as making a positive contribution to the development of early year's services. The first year's funding from the SG's Early Years' Change Fund has been invested in multi-agency training delivered by the Centre for Excellence for Looked After Children in Scotland (CELCIS) and Robert Gordon University; this has been well attended by colleagues across agencies and has been well received. Following a successful pilot in Lossiemouth, there are plans to roll out a parenting programme, which engages parents and communities. Other areas of work include a focus on early communication, developmental milestones, maternal and infant nutrition, maternal substance misuse and Performance Indicators in Primary Schools (PIP) scores (in areas of deprivation and comparing with academic achievement and positive destinations). Two development mornings have been held, and a full seminar is planned for February. A parenting model has been developed and will be presented to the Community Planning Board; concerns regarding capacity will also be raised at the Community Planning Board in January 2014.	75%	
ESC-ICS-4	Contribute to the Integrated Children's Services Plan	31-Mar-2014	Moray Children and Young People's Service Plan 2013 – 16 has been completed; it is due to be ratified by the Community Planning Board and launched in January	100%	

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC-ICS-5	Improve Engagement with children and families	31-Mar-2014	Due to staff changes the proposed roll out of Viewpoint by December 2013 was not achieved. The new target date is to launch the system by the end of February 2014, with an initial review by June 2014	<div style="width: 75%;"><div style="background-color: #4F81BD; width: 75%;"></div></div> 75%	

### Schools and Curriculum Development Other Priorities

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC-SCD-7.1	Early Years increase in hours	31-Mar-2014	Plans for the increase in hours have been fully developed and have been approved by Service Committee. Changes are now ready to take effect from August 2014 as planned.	<div style="width: 100%;"><div style="background-color: #4F81BD; width: 100%;"></div></div> 100%	
ESC-SCD-7.2	Phase 2 of GTCS Professional Update pilot	30-Sep-2013	The GTCS have examined Moray's Professional Review and Development processes for teaching staff and teaching and found them to meet the standards required. Moray has received full validation from the GTCS in this regard.	<div style="width: 100%;"><div style="background-color: #4F81BD; width: 100%;"></div></div> 100%	
ESC-SCD-7.3	Develop a Languages Strategy	31-Mar-2014	Our Development Officer has identified an ASG in which to pilot developments and work has started towards developing a strategy. Funding has been confirmed for this post for a further year and pilot work will inform the final strategy.	<div style="width: 70%;"><div style="background-color: #4F81BD; width: 70%;"></div></div> 70%	
ESC-SCD-7.4	Restructure of Roles and Responsibilities of Central Officers	31-Mar-2014	All roles and remits of central Schools and Curriculum Development Officers have been updated and will be issued to all the schools at the beginning of March 2014.	<div style="width: 90%;"><div style="background-color: #4F81BD; width: 90%;"></div></div> 90%	
ESC-SCD-7.5	Develop an ICT Strategy for all Schools	31-Mar-2014	A paper on the use of social media was approved by CMT in January 2014 and this will be an important aspect in developing an ICT strategy which is being led forward by our ICT group.	<div style="width: 50%;"><div style="background-color: #4F81BD; width: 50%;"></div></div> 50%	
ESC-SCD-7.6	Develop the relationship between the Schools and Curriculum Development section and the Continuous Improvement Team (CIT)	31-Mar-2014	A range of activities has been undertaken by the Continuous Improvement Team (CIT) to further develop their relationship with the Schools & Curriculum Development section. For example, - Self-evaluation reviews have been undertaken in 3 further primary schools - A group of young people has investigated the availability of extra-curricular activities across Moray's schools and reported their findings to C&YPS Committee - The CIT Manager meets regularly with the HoS&CD regarding performance management in the schools sector	<div style="width: 75%;"><div style="background-color: #4F81BD; width: 75%;"></div></div> 75%	
ESC-SCD-7.7	Progress each of the 6 Key Themes of the 5 year Strategy	31-Mar-2014	All operational groups focussing on the six key themes from the plan have been meeting to identify their key outcomes and priorities. The Curriculum Design group in particular has made a very strong start and has organised two successful curriculum-building days for Head Teachers, which have been very positively evaluated. All groups are making progress.	<div style="width: 70%;"><div style="background-color: #4F81BD; width: 70%;"></div></div> 70%	

## 2013/14 Quarter 3 Housing & Property Services Service Plan



### Service Priority 1 – Increase the Supply of Affordable Housing

<b>Golden Thread</b>			
Corporate Improvement Plan - There are high quality and affordable housing opportunities for our residents		Single Outcome Agreement 2012 - Healthier Citizens - A more prosperous and fairer Moray	
<b>Projects/Actions that contribute to this objective</b>			
<b>Action</b>	<b>Milestones</b>	<b>Responsibility</b>	<b>Progress: Quarters 1 and 3</b>
Finalise the Council's Local Housing Strategy for 2013 onwards	April 2013	Head of Service; Housing Strategy & Development Manager	Completed April 2013
Complete Council house Allocations Policy review – report to Committee	June 2013	Head of Service; Housing Needs Manager	Completed June 2013
Submit Strategic Housing Investment Programme to the Scottish Government for investment in new affordable housing for 2013-18	28 June 2013	Head of Service; Housing Strategy & Development Manager	Completed June 2013
Complete Housing Business Plan Review	October 2013	Housing and Property Management Team	Completed September 2013
Complete revisions to the Allocations Policy in light of consultation responses.	December 2013	Head of Service; Housing Needs Manager	Revised allocations policy agreed by Committee in December 2013.

<b>Projects/Actions that contribute to this objective</b>			
<b>Action</b>	<b>Milestones</b>	<b>Responsibility</b>	<b>Progress: Quarters 1 and 3</b>
Implement and develop the Council's new build housing programme – achieve approximately 60 completions in 2013/14	March 2014	Head of Service; Housing Strategy & Development Manager	Progress on New Build Lettings Plan to Committee in March 2014.
Implement actions for 2013/14 detailed in the agreed Local Housing Strategy	March 2014	Head of Service; Housing Strategy & Development Manager	Significant progress being made on key actions including allocations policy review, pas designation, review of affordable housing policy and review of Energy advice services.
Implement changes to the Council House Allocations Policy	March 2014	Head of Service; Housing Needs Manager	Report to Committee in March 2014 providing details of the implementation plan to allow the policy to go live from 7 April 2014.

## **Service Priority 2 – Tackle Homelessness**

<b>Golden Thread</b>			
Corporate Improvement Plan - There are high quality and affordable housing opportunities for our residents. Our most vulnerable residents enjoy a better quality of life and live as independently as possible.		Single Outcome Agreement 2012 - Healthier Citizens - A more prosperous and fairer Moray	
<b>Projects/Actions that contribute to this objective</b>			
<b>Action</b>	<b>Milestones</b>	<b>Responsibility</b>	<b>Progress: Quarter 3</b>
Review Homelessness Strategy actions 2012/13 and set out actions for 2013/14 – report to Committee	April 2013	Head of Service; Housing Needs Manager	Completed April 2013
Annual review of Housing Options Team work and outcomes in homelessness prevention – report to Committee	June 2013	Head of Service; Housing Needs Manager	Completed June 2013

<b>Projects/Actions that contribute to this objective</b>			
<b>Action</b>	<b>Milestones</b>	<b>Responsibility</b>	<b>Progress: Quarter 3</b>
Participate in Scottish Housing Regulator's thematic inspection on housing options and homelessness.	September 2013	Head of Service; Housing Needs Manager	Completed September 2013
Complete implementation of Housing Needs Review	October 2013	Head of Service; Housing Needs Manager	Completed August 2013
Complete financial appraisal of temporary accommodation provision.	October 2013	Head of Service; Housing Needs Manager	Financial appraisal completed for 2014/15. No implications for the Council in 2014/15 but further report on 2015/16 will be presented to Committee in November 2014.
Complete PSIF self assessment for the Housing Needs Team.	March 2014	Head of Service; Housing Needs Manager	PSIF commenced in October 2013. Expected to be completed by April 2014.
Review temporary accommodation strategy – report to Committee.	March 2014	Head of Service; Housing Needs Manager	Report to Communities Committee in March 2014.

### **Service Priority 3 – Manage our assets effectively**

<b>Golden Thread</b>			
Corporate Improvement Plan - Services are high quality, continuously improving and efficient		Single Outcome Agreement 2012 - Healthier Citizens - A more prosperous and fairer Moray	
<b>Projects/Actions that contribute to this objective</b>			
<b>Action</b>	<b>Milestones</b>	<b>Responsibility</b>	<b>Progress: Quarter 3</b>
Review of craft and manual staffing in Building Services – report to Committee	June 2013	Head of Service; Building Services Manager	Completed June 2013



<b>Projects/Actions that contribute to this objective</b>			
<b>Action</b>	<b>Milestones</b>	<b>Responsibility</b>	<b>Progress: Quarter 3</b>
Implementation of improvements to Gas Safety Policy, including new gas servicing database	July 2013	Head of Service; Building Services Manager; Property Resources Manager; Housing Services Manager	Completed
Review of Housing Maintenance Partnership – report to Committee	August 2013	Head of Service; Building Services Manager; Property Resources Manager; Design Manager	Completed August 2013
Review of shift patterns within Building Services	September 2013	Head of Service; Building Services Manager	Completed October 2013
Review corporate buildings maintenance plans for 2014/15 and beyond	October 2013	Head of Service; Property Resources Manager	Completed
Review the Housing Investment Plan for 2-14/15 in light of Tenant Survey 2012 particularly around fuel poverty actions and investment priorities	December 2013	Head of Service; Property Resources Manager	Completed October 2013
Develop Asset Management Plans for non housing property with relevant Services.	March 2014	Head of Service; Property Resources Manager	Ongoing
Achieve target of £785k spend for Private Sector Housing Grants in 2013/14	March 2014	Head of Service; Housing Strategy and Development Manager	Projected expenditure for 2013/14 is £763k. Small under-spend of £22k relates to lower than anticipated staff costs as a result of a vacancy in the home improvement team.

<b>Projects/Actions that contribute to this objective</b>			
<b>Action</b>	<b>Milestones</b>	<b>Responsibility</b>	<b>Progress: Quarter 3</b>
Achieve target of £9.944m Housing Investment Programme spend in 2012/13	March 2014	H&P Management Team	On target
Achieve target of £7m investment in non housing property.	March 2014	Head of Service; Property Resources Manager; Design Manager	Progress to be reported in Quarter 4.

#### **Service Priority 4 – Improve Service Quality**

<b>Golden Thread</b>			
Corporate Improvement Plan - Services are high quality, continuously improving and efficient. Our communities are more active and have influence over service design and delivery	Single Outcome Agreement 2012 - Healthier Citizens - A more prosperous and fairer Moray		
<b>Projects/Actions that contribute to this objective</b>			
<b>Action</b>	<b>Milestones</b>	<b>Responsibility</b>	<b>Progress: Quarter 3</b>
Service Training Plan for 2013/14 agreed	April 2013	Housing & Property Management Team	Completed June 2013
Review performance in 2012/13 and agree targets for 2013/14 across service activities – report to Committee	June 2013	Housing & Property Management Team	Completed June 2013
Review of Tenant Participation Strategy, incorporating the approach to increasing tenant and service user involvement in performance assessment and scrutiny.	August 2013	Head of Service; Housing Services Manager; Housing Needs Manager	Completed October 2013

<b>Projects/Actions that contribute to this objective</b>			
<b>Action</b>	<b>Milestones</b>	<b>Responsibility</b>	<b>Progress: Quarter 3</b>
Review of Service and sectional risk registers	December 2013	Housing & Property Management Team	Completed in January 2014
Implementation of actions agreed relating to welfare reform	March 2014	Housing & Property Management Team	Ongoing
Prepare for publication of an annual report to tenants and service users, as required by the Scottish Housing Regulator	March 2014	Housing & Property Management Team	Ongoing