2014-15 Half Year to March Chief Executive's Office Performance Report – Service Plan

CE14-01-01 Single Outcome Agreement

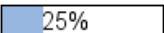| Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-01-01-01	Publish 10 Year Plan	30-Apr-2014	10 Year Plan published in March 2014.	100%	✅
CE14-01-01-02	Produce Resource Plan through series of workshops	28-Feb-2015	Workshops on the priorities with the CP Board have been completed. The Board has completed all workshops. The Resource plan will now be incorporated into the prevention plan.	50%	🟥
CE14-01-01-03	Produce Prevention Plan	28-Feb-2015	Cancelled from Chief Executive's Office Service plan. Action is now being led by the Corporate Director of Education and Social Care	80%	🟥
CE14-01-01-04	Revise 10 Year Plan for 2015-16	31-Mar-2015	10 Year plan has been revised and was approved by the CPP Board in February 2015 and published soon after.	100%	✅

CE14-01-02 Support Community Planning Partnership

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-01-02-01	Develop governance arrangements for community planning board and strategic partnership groups	30-Sep-2014	Partnership Agreement finalised and sent to CP Officer Group for comments prior to being submitted to CP Board on 02/10/14 for approval. Agreement was approved and published.	100%	✅

CE14-01-03 Support Best value audit process

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-01-03-01	Collect evidence for review of AIP 2014-15	31-Dec-2014	Evidence collection complete and sent to auditors 11/11/14	100%	✅
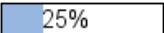
CE14-01-04 Support tsiMoray to participate in Community Planning Partnership

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-01-04-01	Agree TSI work plan 2014-15	31-May-2014	Agreement reached by all involved in work plan. Report to approve agreement submitted to P&R in Feb.	100%	✅
CE14-01-04-02	Contribute to 6 monthly progress report	30-Sep-2014	Agreement reached by all involved in work plan. Report to approve agreement submitted to P&R in Feb.	100%	✅
CE14-01-04-03	Compact with TSI/Compact with voluntary sector	31-Mar-2015	Agreement reached by all involved in work plan. Report to approve agreement submitted to P&R in Feb. This Action has been transferred to tsiMoray.	25%	🟧
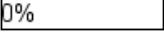
CE14-02a-01 Produce Public Performance Reports (PPRs)

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-02a-01-01	Single Outcome Agreement PPR	30-Nov-2014	CPOG approved PIs for PPR on SOA- Sept 2014	100%	✅
CE14-02a-01-02	Complaints PPR - Collate statistics reflecting national PIs	31-Mar-2014	Statistics collected using national PI's and used as initial benchmarking at LACHN meeting.	100%	✅
CE14-02a-01-03	Complaints PPR - Develop reporting template based on national best practice guidance and local requirements	30-Jun-2014	Complaints PPR developed using national PI's and incorporating ideas and best practice from other local authorities. CMT approved and was submitted to SPSO in Dec.	100%	✅
CE14-02a-01-04	Complaints PPR - Produce report	30-Jun-2014	Annual Report was submitted to SPSO on Friday 12th December and published on the Council's website (a decision was made to report statistics only this year).	100%	✅
CE14-02a-01-05	Equalities PPR - Equality impact assessments annual report 2014	31-Mar-2015	Report drafted in March and published by April deadline to comply with national timescales. Action complete.	100%	✅
CE14-02a-01-06	Progress report equality outcomes	30-Apr-2014	Progress report on equality outcomes was presented to CMT on 18 August 2014. Progress on individual themes (bullying, domestic violence, access to streets) is reported under the relevant actions (CE13-4-2; CE14-03-02; CE14=05-03) within the annual report.	100%	✅
CE14-02a-01-07	Performance Indicators - To meet statutory requirements, publish a range of information, sufficient to demonstrate that it is securing Best Value in relation to corporate and service headings	30-Sep-2014	2012/13 Local Benchmarking Summary Overview Report (following the format of the National Overview Report) reported to A&PR on 8th October 2014 (Item 10a of the Agenda refers). 2013/14 updates anticipated early November 2014. Council Key Indicators 2013/14 report agreed by CMT on 2nd November 2014 and will be published online. Consideration to merging these two report to be given. With the publication of 2013/14 Local Government Benchmarking Framework data, comparator data in the Council Key Indicators document has been updated and published on the Council's webpage.	100%	✅

CE14-02b-01 Implement Complaints Policy & Procedures

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-02b-01-01	Complaints E learning modules available on corporate learning network	30-Apr-2014	Complaint e-learning modules are now available on LearnPro on the Corporate Learning Management System.	100%	✅
CE14-02b-01-02	Roll out/test e learning in Chief Executive's Office	30-Jun-2014	All CE staff asked to complete training. Issue with system is causing problems in tracking who has completed the training. 43 members of the Council have definitely completed the training however the modules have been accessed 351 times (this could be people completing modules they feel are relevant or completing the whole course it is unclear due to the problems)	25%	🛑
CE14-02b-01-03	Roll out e learning throughout Council	30-Sep-2014	Having tested the system with pilot groups there are a few problems. Employee Development is working with the system provider and SPSO in order to fix these. Further roll out will take place once all amendments have been done. This should be completed in March; there so far have been 20 participants.	25%	🛑
CE14-02b-01-04	Develop Investigators Training	30-Sep-2014	Approval from CMT to go ahead and arrange investigators training. SPSO delivered training to 20 investigators in Moray mid March. A member of the training team will also be trained in order to then create our own in house training programme going forward	100%	✅
CE14-02b-01-05	Roll out Investigators Training to initial 20 delegates.	31-Mar-2015	SPSO has delivered training to 20 members of staff in mid March. A member of the training team will also be trained in order to then create our own in house training programme going forward.	100%	✅

CE14-02b-02 Implement Service Improvements through learning from complaints

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-02b-02-01	Improve capture of complaint outcomes on database	30-Jun-2014	Further analysis has been done to develop a business case to replace the current database. This action will be undertaken in 2015-16.	30%	🛑
CE14-02b-02-02	Develop processes through the Customer Service Working Group to link learning from complaints to service improvement.	30-Sep-2014	Not started. This action will be undertaken during 2015-16.	0%	🛑

CE14-03-01 Develop the Community Planning Presentation prevention Strategy

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-03-01-01	Draft Strategy & Action Plan completed & presented to Policy & Resources	31-Dec-2014	The Corporate Director of Education and Social Care took over this role.	0%	

CE14-03-02 Link with protection services and schools to address hate crime

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-03-02-01	Complete corporate policies on anti-bullying approach in schools	31-Dec-2014	Depute Head Teachers; Head of Curriculum Development and Corporate Director have agreed that there should be a consultation during 2015. Planning meeting to be held on 21 February 2015. Steering group for consultation established. Consultation to be held ending October 2015. This action will be continued in 2015-16.	75%	
CE14-03-02-02	Develop reporting systems (included in anti-bullying policies for schools)	31-Aug-2014	Depute Head Teachers; Head of Curriculum Development and Corporate Director have agreed that there should be a consultation during 2015. Planning meeting held on 21 February 2015.This action will be continued in 2015-16.	75%	
CE14-03-02-03	Develop portal to streamline current reporting systems	31-Mar-2015	This will not be continued.	0%	
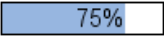
CE14-03-03 Link with all services to develop equality impact assessments as part of policy development

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-03-03-01	Monitor all committee reports; ensure equality impacts are considered as appropriate. Ensure mitigating actions are followed up within set timescales	31-Mar-2015	485 reports were monitored, with 153 (31%) identifying an impact. This is a slight percentage increase on 2013 when 23% of all reports identified an impact.	100%	
CE14-03-03-02	Undertake impact assessment on newly identified budget proposals	28-Feb-2015	EIA started on review of Moray Resource Centres.	100%	
CE14-03-03-03	Develop guidance and support for including Human Rights in Equality Impact Assessments	31-Aug-2014	New guidance is to be published by April 2015. Draft guidance and form complete. To be submitted to Equality and Diversity Corporate Advisory Forum May 2015.	90%	

CE14-03-04 Link with protection services and the Licensing Board to address domestic violence

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-03-04-01	Ensure that current reporting systems link in with Multi Agency Risk Assessment Conferences as appropriate	31-Dec-2014	This has been established through the Public Protection Partnership's Public Protection in Moray Action Plan.	100%	✅

CE14-03-05 Link with community groups to address access to streets in Moray

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-03-05-01	Establish community groups for street audits in 4 main towns in Moray	31-Aug-2014	New network meeting held in January 2015. Groups now established.	100%	✅
CE14-03-05-02	Identify and access funding for street audit training	31-Oct-2014	Application for Change Fund was approved on 5 June 2014.	100%	✅
CE14-03-05-03	Community groups start carrying out street audits	30-Nov-2014	Groups to start audits in spring 2015	75%	🔴
CE14-03-05-04	Start awareness campaign on responsible parking	31-Aug-2014	In September 2014, two training days were held, delivered by Living Streets Scotland. It was attended by over 30 people, representing community councils as well as other community organisations and council officers. A follow-up meeting with the participants was held on 28 January 2015. An application was made in partnership with the sustainable travel officer to Smarter Choices, Smarter Places funding in December 2014. The funding applied for will assist in providing promotional material for the awareness raising campaign. This application was successful.	100%	✅

CE14-04-01 Assist Service Managers and partners to monitor and report performance in line with the Council's Performance Management Framework

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-04-01-01	Monitor and report on the - Community Plan and PIs Service Plan, PIs and Complaints	31-Mar-2015	Quarter 4 Monitoring Statements due for publication in May 2015 and anticipate that timescales will be met. All monitoring reports due within the year were produced on time.	100%	✅

CE14-04-02 Undertake detailed analysis/ research as requested to assist in managing the service to include area profiling; referencing all relevant internal and external statistical sources

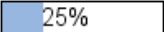| Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-04-02-01	Provide corporate analysis following release of national data sets (i.e. SIMD, Census, LGBF, Scottish Govt)	31-Mar-2015	During the period Jan to March, Research and Information Officers provided the following support - provide analysis on health and safety incidents reported to inform annual report submitted to the Policy and Resources Committee in April 2015. Provision of education / socio economic data to be used during development day and for prevention planning. Comparison of ASN funding for Moray and comparator authorities to support service delivery. Collation and analysis of data to inform Elgin school rezoning consultation. Research to identify success of social work interventions and impact on lives of children to inform integrated social care. Biannual parental survey on school performance, results relayed back to schools to inform their forward planning and strategies. Tracking of children looked after, mapping educational achievement against placement changes to investigate impact. Compilation and publication of Educational Services PPR, summarising school performance on attendance, teacher/pupil ratio, secondary school attainment and school leaver data. Automate complaints performance reporting by using Covalent.	100%	✅

CE14-04-03 Analyse nationally published data to provide a local perspective to assist in managing services, i.e. SIMD, SOLACE, Census, Viewstat, etc.

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-04-03-01	Undertake quality checks to include population of Covalent fields across all committee reported indicators	31-Mar-2015	Currently 26% of Committee indicators have been reviewed. This will be undertaken during 2015-16	26%	🔴

CE14-05-01 Implementation of The Council's Community Engagement strategy

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-05-01-01	Community engagement group action plan	31-Oct-2014	Progress reports given to Community Engagement Group. Last update on progress given to CEG 29/01/105 Fabio Villani appointed lead officer (tsiMORAY) by CPB Jan 15	100%	✅
CE14-05-01-02	Work alongside tsiMoray who lead on the Development Community Engagement Compact	30-Nov-2014	This action has been delegated to tsiMoray.	25%	🟧

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-05-01-03	Implementation of regeneration work within South Lesmurdie	31-Mar-2015	CPP working group on South Lesmurdie has been established. The group met on in May and September 2014. Lack of resources and workload commitments has stalled progress in 2014/15. There will be a review of Community development and the issue of South Lesmurdie will be included in this review which will be carried out in 2015/16.	50%	🔴

CE14-05-02 Support corporate / departmental consultations and integrated working – Integrated Planning Framework

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-05-02-01	School Estate public consultation completed	31-Jan-2015	Public, staff and pupil consultations have been completed, Report from external consultant with proposals for consideration received May 2015.	100%	✅
CE14-05-02-02	Review of Sports, Leisure & Recreation	31-May-2014	Review consultation with public, service users & staff completed with report submitted to committee on 2 July 2014.	100%	✅
CE14-05-02-03	Equality impact assessment of review of leisure facilities	30-Apr-2014	EIA completed	100%	✅
CE14-05-02-04	Sports, Leisure & Recreation public consultation completed	31-Jan-2015	Completed. Further consultation were carried out on the recommendations agreed at Full Council 02Jul14 between Aug-Oct 2014.	100%	✅
CE14-05-02-06	Grant Lodge public consultation completed	31-May-2014	Grant Lodge public consultation has been completed and report compiled. A steering group has been set up to develop potential uses for the building.	100%	✅
CE14-05-02-07	10 year plan engagement structures implemented	31-Oct-2014	Approved at CPP- Board in Nov 14. Draft programme outline submitted to Community Engagement Network Officers Group and the Community Engagement Group. Implementation now in 2015/16	85%	🔴

CE14-05-03 Community Capacity Building of community based groups

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-05-03-01	Support the development of 16 Community Councils in Moray	31-Mar-2015	Community consultation carried out in Dyke, enough signatures to warrant election. Report being submitted to committee. Ongoing support was provided by the CCLO ensuring their work is in accordance with the approved Moray Council Scheme.	100%	✅

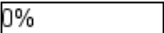| Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-05-03-02	Continuing Support to Area Forums, Federation of Community Halls and Associations and other community based groups	31-Mar-2015	Additional support to Grant Lodge Short Life working group to carry out consultation and support to the working group to develop governance structure. Grant Lodge trust established Dec 2014 Lossie Development Trust Supported Lossie CC members to participate and become actively involved in the newly formed Development Trust. – November 2014 Produced draft Code of Conduct for Area Forums with chairs of all forums (Moray Forum) November 2014 Update Moray Forum Handbook to include Moray 2023 ten year plan October 2014 Facilitated meetings between Forum and local community councils to ensure areas of responsibility are clear. Met to arrange ensure CCs are represented on local forum 10/10/14 Ongoing Liaison with Council Services on issues raised at forums to ensure communication on local issues is better understood. Support to Moray Federation of Community Halls and Association's support at Quarterly meetings throughout 2014 i.e.; May, September, November 2and February 2015	100%	✅
CE14-05-03-03	Support to 6 community based organisations to undertake and complete Keystone Award	31-Mar-2015	Two keystone Awards successfully concluded, in 2014 but due to capacity the remainder were not completed. This project will not be carried forward to the new service plan as it is not deemed a priority.	40%	🟥
CE14-05-03-04	12 groups successfully completed governance training	31-Mar-2015	5 community groups are currently being supported with a range of governance issues. 15 groups attended the SCIO charity status training seminar.	100%	✅
CE14-05-03-05	Manage Community Capacity Building element of HMIE inspections	31-Mar-2015	Will continue in 2015/16 as the national review has still to be concluded.	0%	🔴
CE14-05-03-06	Community Asset Transfers	31-Mar-2015	5 community groups completed and 9 Expressions Of Interest (EOI) being assessed and supported. Support continuing as planned.	100%	✅

CE14-06-01 Manage corporate contracts delegated to Chief Executive's Office

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CE14-06-01-01	Scottish Procurement and Commercial Directorate tender for Print and Associated Services Framework Tender	30-Jun-2014	The evaluation of the ITT took place during January 2015. The award letters was sent out during early February and the contract is now live.	100%	✅
CE14-06-01-02	Review stationery contract	31-Aug-2014	Contract extension taken until August 2015	100%	✅
CE14-06-01-03	Renew Multi-functional devices (MFDs) contract	31-Dec-2014	The notices of intent letters have gone out to the 4 companies who tendered for the contact and we are in a standstill period until the 20th April 2015. The award was be made on the 21st April. The transition from the old to the new MFDs will happen in 2015/16.	100%	✅

2014/15 Half Year to March Health, Community Care and Criminal Justice
Performance Report - Service Plan

Health and Social Care Services	2014/15	Reporting Period: Jan - Mar 2015

Community Care Service Plan Objectives
- INT - Preparation for Integration.
- EFF - Improving efficiency and cost effectives.
- ASP - Improving Adult Support and Protection performance.
- TTM - Implementing three tier model,
- CHA - Strengthening skills and capability for managing complex/challenging behaviour.
- COM - Achieve Commissioning objectives
- SPI - Increasing opportunities for, and contribution of staff and service users to service planning and performance improvement.
- SUS - Adults living healthier, sustainable independent lives safeguarded from harm.
- GRO - A growing and diverse economy.
- EMP - Employability and employment skills.

Function: Commissioning

Action Code	Action Title	Due Date	Latest Status Update	Status Icon	% completed
CC14-CO1 (COM, EFF)	Through reviewing internal and external commissioning activities, savings of £150,000 are identified by March 2015.	31/03/2015	Main area for potential savings identified as being the review of respite commissioning. A report was presented to the November Health & Social Care Committee who requested a revision of the proposals. A revised report will be presented at the August Committee.	🔴	75%
CC14-CO2 (COM)	Review Respite commissioning.	30/09/2014	The review was presented at Service committee in November 2014. It was requested that the review be revised to incorporate the retention of a service in Buckie. A report on the revision of the respite review will now be presented to Service committee in August 2015.	🔴	90%
CC14-CO3 (COM)	Physical and Sensory Disability Strategy (2015-25) is submitted for approval to the Health & Social Services Committee.	30/06/2014	The development of the stategy is underway. Funding was secured to appoint posts to take forward the strategy and to ensure robust engagement and needs assessment took place. In order to accommodate the needs of adult and children's services we extended the deadline. The strategy is currently in final draft. We are holding a large engagement event in early March and will then forward to May committee to seek approval to go to wider consultation, action and distribution.	🔴	95%

Function: Commissioning						
Action Code	Action Title	Due Date	Latest Status Update	Status Icon	% completed
CC14-CO4 (COM)	Develop a Mental Health Commissioning Strategy.	31/03/2015	The strategy is in final draft but there is a need to spend additional time reviewing the needs assessment data.	🔴	95%
CC14-CO5 (COM, EFF)	Support, maintain and review Care at Home commissioning.	31/03/2015	Transition to new contract complete	✅	100%
CC14-CO6 (COM)	Implement, support and maintain the Specialist Care and Support Framework.	31/03/2015	Framework fully implemented	✅	100%
CC14-CO7 (COM, CHA)	Complete the tender process for housing for people with complex needs (Maybank Replacement).	31/03/2015	Service users have been identified. Environmental specifications for each bungalow to meet the needs to each person are underway. The architect is has developed a timeline and we envisage completion to be the summer of 2016.	🔴	90%
CC14-CO8 (EMP, GRO)	Develop the community capacity by increasing the number of volunteers by 20%	31/03/2015	Numbers of volunteers has increased from 92 to 160 = 74% increased.	✅	100%
CC14-CO9 (EMP, GRO)	Develop community capacity by maintaining the amount of volunteering opportunities matched with a volunteer to 60%	31/03/2015	Number of opportunities matched has increased – 337 requests and 235 filled = 69.7%, target of 60% maintained	✅	100%
CC14-CO10 (SUS)	Maintain and Expand the Shared Lives Service	31/03/2015	There are currently 32 service users using the service. We currently have 13 Shared Lives carers. 8 are providing a service and the rest are all passed through panel and should be starting over the next few months.	▶	100%
CC14-CO11 (EFF)	Pending Scotgov direction; redesign the Carers' Assessment Tool	31/03/2015	The final form has been agreed has been given the green light by ICT. Discussions on the web page design and construction are underway. Howeever, IT will be unable to complete this work until mid August as the online software for forms will be finishing in July.	✅	100%
CC14-CO12 (EFF)	Implementation of Software for CareFinancial Systems Integration Project	31/12/2014	The CareFinancials Project was suspended at the end of Stage 1 at the end of Oct 2014 – the project manager was seconded to manage the staffPlan Project. It is planned that the CareFinance Project will resume at the end of April 2015.	🔴	80%
CC14-CO13 (EFF)	Implementation of the Workstreams for CareFinancial Systems Integration Project	09/05/2015	The CareFinancials Project was suspended at the end of Stage 1 at the end of Oct 2014 – the project manager was seconded to manage the staffPlan Project. It is planned that the CareFinance Project will resume at the end of April 2015.	🔴	60%

	Function: Commissioning					
Action Code	Action Title	Due Date	Latest Status Update	Status Icon	% completed
CC14-CO14 (EMP, GRO)	Create a process to support micro-providers to provide more choice for service users.	31/03/2015	The pilot trail at Findhorn is going extremely well with 80% of current services users wishing to continue this as a regular service. Development is continuing to support SDS budgets and purchasing services out with The Moray Council commissioned services. Online data base is still under discussion with TSi Moray to hopefully be the platform to deliver a database of community services.	✅	100%
CC14-CO15 (SPI)	Review information provision to Service Users across the service.	31/03/2015	The Living it Up portal at www.livingitup.org.uk continues to evolve and have more content added. Significant work was undertaken during 2014 which added local information to the ALISS database. This information is automatically available via LiU. A local marketing plan has been developed and links made with key stakeholders to help raise awareness of LiU. *As information provision is a vast area, it is likely that work will continue beyond the due date determined here and in fact be subject to continuous review and refinement.	✅	100%
CC14-CO16 (INT)	Integration Plan Facilitators submit the outcome of their sub-groups by end of September 2014.	30/09/2014	Complete. The Co-Chairs of each of the 5 integration sub groups presented the output of the 5 worl stream groups to the Integration Management Group on 2.10.14 All 5 work stream groups continue to meet and are making progress in relation to the different elements of the Intefgration Scheme.	✅	100%
CC14-CO17 (INT)	A single draft Integration Plan is completed by end of October 2014.	31/10/2014	Ongoing. As outlined in the report to Full Council on 22.10.14, the development of the Integration Scheme (Plan) is approximately 1 month behind schedule. This slippage is partly due to the Scottish Government delaying the publication of the Regulations which will determine the scope of Council and NHS functions and services that will be in scope as part of the Integrated Joint Board. Slippage has also resulted from complexity of issues confronted as part of the process of preparing the Scheme. Full Council have now approved a revised timescale where the draft Integration Scheme will be presented for approval by the end of November 2014. Draft Integration Scheme approved by Full Council on 18 November 2014. Permission given to initiate the consultation exercise.	✅	100%
CC14-CO18 (INT)	Consultation plan for the draft Integration Plan is agreed by the Transitional Leadership Group.	01/11/2015	The Communication and Engagement Officer was appointed and in post by 1 November 2014. Consultation progress to plan with the revised Scheme to be submitted to Full Council on 4 March 2015.	✅	100%

Function: Performance

Action Code	Action	Due Date	Latest Status Update	Status Icon	% completed
CC14-PE1 (SPI)	Pending Scotgov direction, CCPMG to agree on a revised process for Carer and Respite data recording and retention.	31/03/2015	Assessment forms have been adjusted to more accurately record data that is required. Processes in place to ensure data is centralised.	✅	100%
CC14-PE2 (SPI, EFF)	Complete a programme of workforce and manager engagement concerning data quality on carefirst.	31/03/2015	Meetings with teams are in place, and team managers receive periodic reports on data quality issues. Managers are now responding to data quality requests. The Information Services Team are now handing over data quality issues to be dealt with within the teams.	✅	100%
CC14-PE3 (SPI, EFF)	Develop and Introduce Exception style Monthly Report to CCPMG, to be reviewed at six month intervals.	30/09/2014 (Implement) 31/12/2014 (review)	The CCPMG report is now presented by exception and the content of the report is now constantly under review to ensure managers are being presented with the most relevant data.	✅	100%
CC14-PE4 (SPI)	Develop, implement and review an approach to ensure that all teams have relevant performance data quarterly.	31/03/2015	Performance Officer now more integrated in Team Management meetings and is in contact with all Team Managers assisting in creating team indicators.	✅	100%
CC14-PE5 (INT, SPI)	Performance reports will be generated and submitted on a monthly basis to the Joint Performance Management Group	31/03/2015	Monthly report was submitted to the group for October. Due to the lack of updates in national and local performance at the time of the meeting no exception report was submitted in November. December meeting was cancelled. January report has already been presented to the Leadership group.	✅	100%
CC14-PE6 (INT)	The Joint Performance Management Plan for 2015/16 is generated and then agreed by the Health & Social Care Leadership Group (March 2015)	31/03/2015	This has been delayed due to waiting for national proposals of new performance indicators and outcomes to be finalised. A list has now been published and the writing of the draft plan is now complete and is to be presented to the Joint Performance Management Group on Wednesday 20th May for any changes before presenting to the Integrated Joint Board.	🔴	50%
CC14-PE7 (INT, SPI)	Develop an Integrated Service Plan and related Performance measures for 2015/16, to be agreed by the Shadow Integrated Joint Board	31/03/2015	The Health & Social Care Leadership Team decided that in light of the Integration Scheme still being subject to approval by Scottish Government Minister (as of April 2015) and work only being initiated on the Partnerships Strategic Plan, that on reflection it would be premature to submit a joint health and social care service plan for 2015/16.	🔴	0%
CC14-PE8 (EFF)	Ensure Workforce Planning risks identified in the Risk Register are raised and addressed appropriately.	31/03/2015	This is being managed through the Risk Register.	✅	100%
CC14-PE9 (INT, SPI, EFF)	Undertake a self evaluation of Moray Health and Social Care services which involves the joint workforce.	31/03/2015	This action has been carried forward to 2015/16 Service Plan	🔴	0%

Function: Provider Services

Action Code	Action Title	Due Date	Latest Status Update	Status Icon	% completed
CC14-PS1 (EFF)	Carry out a management review and redesign of Day Services structure and management. Report to H&SC Committee November 2014.	30/11/2014	Management review and redesign of Day Services structure is complete.	✅	100%
CC14-PS2 (SPI)	Develop and implement Performance Reporting around the new Home Care Monitoring and Scheduling System.	31/03/2015 (Ongoing)	This task has been picked up by the Staffplan Project. The relevant officers are being assessed for suitability of advanced reporting options. Basic reports are now available thorugh Staffplan Exchange.	✅	100%
CC14-PS3 (CHA)	Maybank staff to be trained in BSS	31/03/2015	Complete	✅	100%
CC14-PS4 (SUS, EFF)	Monitor compliance with care inspectorate standards and where necessary implement corrective actions.	Ongoing	Completed for the quarter.	✅	100%
CC14-PS5 (SUS, EFF)	Improve care inspectorate grading for units below grade 4	Ongoing	Complete	✅	100%
CC14-PS6 (EFF)	Carry out a management review and redesign of re-ablement and Home From Hospital service. Report to H&SC Committee March 2015.	31/03/2015	Have now re-assessed the service and will have a full report and change plan to committee in June 2015	✅	100%
CC14-PS7 (SPI, SUS)	Moray Resource Centre will continue to progress towards becoming a service user led facility by March 2015.	31/03/2015	User led service now operating all direct access at Moray Resource Centre. Complete	✅	100%
CC14-PS8 (EFF)	Ensure the Joint Equipment store is self sustaining.	31/03/2015	A change management plan was implemented and is currently being reviewed for sustainability. Complete	✅	100%
CC14-PS9 (TTM, EFF)	Develop a revised suite of re-ablement performance measures.	31/03/2015	These will be revised in light of report going to committee and new change plan.	🔴	50%

Assessment and Care

Action Code	Action	Due Date	Latest Status Update	Status Icon	% completed
CC14-AC1 (EFF, SPI)	Ensure there is a mechanism in place to monitor and feedback the number of outstanding reviews to teams and for the number to reduce consistently over the year.	30/08/2014 (Ongoing)	Teams have now agreed a recording method and from July 2014 the number of outstanding review activities will be used as a measure for this. The overall number of outstanding reviews is consistently decreasing.	✅	100%
CC14-AC2 (EFF, SPI)	Monitor the cost for providing minor adaptations.	31/03/2015 (Ongoing)	Minor adaptations monitoring meeting held weekly.	✅	100%

Assessment and Care

Action Code	Action	Due Date	Latest Status Update	Status Icon	% completed
CC14-AC3 (SUS, TTM)	Working in partnership with health colleagues, ensure that the 4 week standard for delayed discharge from hospital is consistently met.	31/03/2015 (Ongoing)	Additional training relating to the discharge legal framework, the Choosing a Care Home Policy, the Moving On Policy and Risk Assessment is being delivered to all NHS and Council staff directly involved in the discharge process. A weekly management 'huddle' meeting regarding the co-ordination of the timely discharge of people. An increase in The OT complement in the Home From Hospital Team to allow greater reach in the acute setting at A&E. This is to assist in preventing unnecessary admissions to hospital. A reorganisation of the Social Work staff to increase the capacity for assessing the needs of acute hospital patients. Generating comprehensive discharge data is to be submitted to the Health & Social Care Leadership Group on a monthly basis.	✅	100%
CC14-AC4 (TTM)	Submit the Contributions Policy to the Health & Social Services Committee for final approval.	10/09/2014	Report submitted to HSC committee 5/11/14	✅	100%
CC14-AC5 (SPI, EFF)	Produce easy and meaningful Performance reporting and feedback structure to the teams.	31/03/2015 (Ongoing)	A workshop with the Team Managers and Performance Officer identified a number of issues to work on. Team managers receive daily and weekly reports that are continually being refined.	✅	100%
CC14-AC6 (SUS)	The number of self sustaining community groups for older people is increased	31/03/2015	There are now 20 BALL groups. With 3 new projects being developed. In total there are 50 groups throughout Moray.	▶	100%

Specialist Services

Action Code	Action	Due Date	Latest Status Update	Status Icon	% completed
CC14-SS1 (EFF, SPI)	Carryout a management and workforce review in Mental Health Services and progress service delivery in line with the implementation of the new Strategy.	31/03/2015	This is awaiting completion of the Mental Health Commissioning Strategy. (CC14-CO4)	🔴	0%
CC14-SS2 (SUS, INT)	Develop Mental Health outcomes in line with the new 10 year plan and present at the CHSCP.	31/10/2014	Working with Partners in the Third Sector and NHS and have had to delay slightly in order to ensure complete inclusion from education and health. This will align with the new strategy delivery plan. This has been delayed to allow more time for services to give input.	🔴	75%
CC14-SS3 (SPI, EFF)	Develop and Implement a Mental Health Board to increase user interaction.	16/06/2014 ongoing	Have implemented the conversation café and this will develop into the Board – completed June 2014.	✅	100%

Specialist Services

Action Code	Action	Due Date	Latest Status Update	Status Icon	% completed
CC14-SS4 (EFF, CHA)	Review the Recovery Orientated System of Care in place within Drug and Alcohol Services and implement changes as required.	31/10/2014 ongoing	Timescales have slipped slightly in relation to the work requested from the Third Sector. We are working with Turning Point Scotland and Quarriers to deliver the required ROSC. The review has been completed and implementation will begin in April 2015. This will be signed off at the ADP meeting in early February 2015.	🟢	100%
CC14-SS5 (EFF, SPI)	All drug and alcohol staff to be trained in the use of Outcome Star.	31/10/2014	This has now been completed	🟢	100%
CC14-SS6 (EFF, SPI)	Implement a mechanism in Learning Disability Service to monitor and feedback the number of outstanding reviews and for the number to reduce consistently over the year.	30/07/2014 ongoing	Mechanism implemented and showing a continued reduction month on month – further redesign will be implemented in November/December 2014 to further reduce outstanding reviews.	🟢	100%
CC14-SS7 (EFF)	Monitor the cost for Learning Disability packages of support, including implementing a process to project future cost to the authority.	30/06/2014 ongoing	Identified the projected cost for next two years	🟢	100%
CC14-SS8 (INT)	Develop further the Autism Strategy Action Plan in partnership with Integrated Children's Service and NHS Grampian.	31/03/2015	Complete – Action plan developed and in place and will be available on line from May 2015.	🟢	100%

Function: Consultant Practitioners

Action Code	Action	Due Date	Latest Status Update	Status Icon	% completed
CC14-CP1 (ASP)	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.	31/03/2015 (ongoing)	8 cases identified and date for audit set for mid June – findings tobe presented at Practice Governance Board at end of June. Audit delayed because file audit tool has been updated and is being piloted currently.	🔴	50%
CC14-CP2 (ASP)	Revise the Adult Protection training and implement new practices.	31/12/2014	New ASP training strategy is compleate and has been agreed by ASP committee , will move on to the impementation phase which will take effect in 2015 amendment have been made to training module new training is now being role out	🟢	100%
CC14-CP3 (CHA)	Enable existing provision to better meet the needs of Service Users with Complex Needs.	31/03/2015	Measure for this is failing placements. Providers have not requested involvement of Consultant Practitioner in placement failure. No new individuals receiving support from providers locally have been moved to alternative placements because of a difficulty in providers meeting needs.	🔴	0%
CC14-CP4 (ASP)	Introduce ASP guidance for provider services to differentiate between ASP issues and Incidents.	31/03/2015	Complete	🟢	100%

Function: Consultant Practitioners

Action Code	Action	Due Date	Latest Status Update	Status Icon	% completed
CC14-CP5 (ASP)	Engage in a public awareness campaign in order to raise the profile of Adult Protection.	31/03/2015	Public Awareness Campaign complete. Adult Protection Committee to evaluate impact. Completed	✅	100%
CC14-CP6 (EFF)	Hold an event with Social Work practitioners in order to improve their knowledge and skills	30/09/2014	4 practitioner event have been held over September and October 2014 to improve knowledge and skills in ethics and decission making base on auditing outcomes and MWC reports. This included skills traning on risk analysis.	✅	100%
CC14-CP7 (CHA)	Increase CCO and Assistant CCO knowledge and competence in working with Adults with Incapacity.	31/03/2015 (Ongoing)	CCO and Assistant CCO are advised that they can meet with either consultant regarding any active AWI case. Ongoing Individual support on a case by case basis has been offered to CCO and Asistant CCO on the use of AWI Act. AWI evnts have been held during 2014. This is an ongoing need for guidance as new staff join. regular meetings though the year are therfore in place.	✅	100%

Function: Allied Health Professionals

Action Code	Action Title	Due Date	Latest Status Update	Status Icon	% completed
HE14-AP1 (SUS, INT)	Full implementation across Health and Social Care of the Minimum Standard for FALLS Prevention and Management.	31/03/2015	Minimum standards publicised. SBAR to be sent to AHPAD re strategic implications for AHP professions	✅	100%
HE14-AP2 (INT, EFF)	AHP Skills and capacity gap closed, as evidenced by successful quality improvements which have been approved by AHP Director, relevant National Lead and NES Lead.	31/03/2015	Scoping exercise to be conducted in conjunction with NES re AHP skills in QI. Further opportunity for skills development in 2015 / 2016	✅	100%
HE14-AP3 (SUS)	Ongoing evaluation of people's experience of personal footcare.	31/03/2015	Personal footcare implemented therefore no further evaluation required	✅	100%
HE14-AP4 (INT, SPI)	Measurement systems for tracking unnecessary referals into secondary and unscheduled care have been agreed by all parties.	31/03/2015	MSK redesign implemented within Moray. PMS system in place and waiting times audited	✅	100%
HE14-AP5 (INT, SUS)	Ensure Acute Medical Units have dedicated access to physiotherapy, occupational therapy and access to appropriate services.	31/03/2015	Implementation plan for redesign to support EDD achievement / flow through hospital. Funding sourced for temporary increase in capacity. Measurement plan agreed	✅	100%

Function: Health Improvement Team						
Action Code	Action Title	Due Date	Latest Status Update	Status Icon	% completed
HE14-HI1 (TTM, SUS)	**Healthy Eating Active Living** Implementation and evalauation of HEAL projects and programmes: • Early Years CHW Intervention Pilot • CHW Interventions in School Settings • Play@Home • CHW Intervention - Sustainability Plan • Food Access and Skills (Food in Focus – FIF) • Weight Management Services (Healthpoint) • Staff HEAL Programme • Obesity Route Map	31/03/2015	Early Years CHW Intervention Pilot completed, programme now launched, this includes training for local pre-school nursery front line practitioners and teaching personnel; Child Healthy Weight Interventions in school settings continue with a view to sustain and adopt as part of core business; Play at Home Training Programme delivered to early years practitioners.Distribution of Play@Home programmes have increased. A number of TSi Moray organisations and groups are delivering a three year healthy weight communties pilot project, Eat Canny, via a partnership approach with the MH&SCP, the project is funded via the Moray Health Improvement Fund, to date food access and food skill activity/performance is on track ; Weight management services continue at the Healthpoint with an increasing uptake from members of the public, CPP and DGH staff; 3rd cohort of NHS Grampian personnel are to complete a 12 week intensive healthy weight programme, NHS personnel are identified/referred via NHS G OHS and HR services or can self refer; Moray 2023 CPP 10 year plan – obesity has been identified as a Healthier Citizens priority, a 10 year projection has been identified and agreed with the Community Planning Board, the outcome from this meeting will now further enable and assist the CPP to better respond to the local planning, delivery and performance of the national Obesity Route Map and related local strategy and policy drivers. CPP actions per agreed projection timeline to be identified and agreed.	✅	100%
HE14-HI2 (TTM, SUS)	**Tobacco** Implementation and evaluation of Tobacco projects and programmes: • Moray Local Tobacco Alliance • Kick Butt • Smoking Cessation Pilot DGH • Smoke Free Homes/Cars • Smoke Free Zones/Site(s)	31/03/2015	Moray Local Tobacco Alliance established, local delivery plan in place; key activty includes Review of Kick Butt, Smoke Free Grounds Policy (NHS) Smoke Free Homes to be co-ordinated by TSi Moray, prevention of illicit tobacco sales and smoking cessation services. Moray 2023, tobacco has been identified as a Healthier Citizens priority, a 10 year projection has been identfied and agreed with the Community Planning Board, the outcome from that meeting will now further enable and assist the CPP to better respond to local planning, delivery and performance of Creating a Tobacco Free Generation and related local strategy and policy drivers. CPP actions per agreed projection timeline to be identified and agreed. Continued delivery and monitoring and evaluation of the Kick Butt programme, which is delivered across all ASG`s and Gordonstoun School. A formal review of the service model is almost complete so to ensure future delivery and sustainability. Published SALSUS data reports positive health behaviour change in response to young people and tobacco in Moray	✅	100%

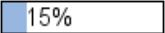| Function: Health Improvement Team						
Action Code	Action Title	Due Date	Latest Status Update	Status Icon	% completed
			Smoking Cessation Pilot Programme at DGH, continues to show a positive uptake; Smoke Free Homes ; 20k secured via NHS G for TSi Moray to plan, deliver and evaluate a range of local inputs specific to Smoke Free Homes. All NHS G sites are smoke free, signage is in place and policy is now live. Delivery Plan in place to enable and support all Community Hospital personnel to support staff/patients/visitors who require support in response to Smoke Free Grounds e.g. NRT prescribing.		
HE14-HI3 (TTM, SUS)	**Health Inequalities** Implementation and evaluation of HI projects and programmes • Mobile Information Bus (MIB) • Healthpoint Outreach • Keep Well Extension Programme • Health and Homelessness • Welfare Reform - Awareness	31/03/2015	Outreach Mobile Information Bus Service operational, delivery of service and partner and service user uptake continues to steadlily increase. MIB driving programme ongoing, to date there has been a high uptake and completion of programme by a broad range of CPP personnel; MIB Co-ordinator in post and supporting the MH&SCP to better respond to the increasing demmand for the Outreach MIB service. Healthpoint Outreach Services have recommenced. Sessional health improvement community workers continue to deliver public health topic activity in community settings e.g. Operation Avon (targets underage drinking). Keep Well Extension Programme: 2014-15 projection met. Staff KWEP pilot well underway to NHS G facilties personnel, positive feedback received from staff in receipt of a health check, the pilot will be rolled out to other MCHSCP low band/wage personnel in 2015-16; Health and Homelessness Guide updated and circulated widely, to be rebranded Health and Wellbeing Guide so it may be accessible and used by other population groups. Initial plans in place re: Welfare Reform awareness sessions for MCHSCP personnel.	✅	100%
HE14-HI4	**Early Years** **Implementation and evaluation of EY projects and programmes:** • Maternal Infant Nuitrtion Framework • Accident Prevention Pre-5`s	31/03/2015	Unicef Baby Friend Initiative – MCHSCP passed stage 3 assessment, accreditation to follow. 8 Peer Supporters recriuted, trained and supporting mothers Moray-wide Increased MINF activty via Early Years Collaborative working, service improvement methodology applied e.g. Let`s Feed Moray, Antenatal Education for parents . Continued local delivery of Accident Prevention for the pre-5`s training. Continued delivery and evaluation of Before Words, includes From the Beginning (ante natal information for parents promoting early communication) ;	⚠️	75%

Function: Health Improvement Team					
Action Code	Action Title	Due Date	Latest Status Update	Status Icon	% completed
			Local roll out of PEEP programme completed, number of locally based groups steadily increasing. PDSA`s and Driver Diagrams in development. Bespoke Quality Improvement Training Programme developed in partnership with Service Improvement (NHS G) and National EYC Improvement Advsior, positive uptake, all projects directly respond to local EY strategy priorities and key changes.		
HE14-HI5 (SUS)	**Sexual Health Blood Borne Viruses.** **Implementation and evaluation of SH & BBV** **projects and programmes:** • School Health Hubs • After Through Care Pilot	31/03/2015	The Loft in Keith, NHS G and TMC have developed and are to pilot a Health Hub for young people accessing The Loft. The After Through Care Pilot Programme has been delivered and evaluated. Local sexual health and BBV social awareness campiaign delivered and evaluated, included information, advice and support on testing and treatment facilities and dry blood spot testing e.g. 36 people were tested over a four hour period. NHS G review of Sexual Health and BBV clinic service at DGH near completion, on an interim basis bank nurses will be reruitment to delivery clinic sessions.	✅	100%
HE14-HI6 (INT, SUS)	**Mental Health and Wellbeing** **Implementation and evaluation of MH &WB** **projects and programmes:** • Choose Life • BOP • Stress Control • Mental Health Briefings • Moray Feelgood Festival	31/03/2015	Primary Care Mental Health Worker Work Plan updated, includes continued Stress Control and CBT and primary care pathway inputs. Plan in place to develop an integrated mental health and wellbeing delivery plan, bringing the following strans of activity together: mental health improvement, primary care mental health, Choose Life. (April 15 update provided from Health and Wellbeing Lead)	✅	100%
HE14-HI7 (SUS)	**Substance Misuse** **Implementation and evaluation of:** • Alcohol Brief Intervention – Support Mechanisms • Operation Avon • Substance Misuse Tool Kit for Schools	31/03/2015	Continuation of bespoke support mechanisims to increase local ABI delivery and performance in primary care, a pan Grampian approach is being taken in response to improving unscheduled care service delivery and performance of ABI, a steering group has been established to take this forward and is chaired by Dr Andrew Fraser. At year end (2015-16) 59% of the Moray ABI target has been achieved. Survey Monkey Survey to primary care personnel Moray wide to aid to ascertain any challenges and constraints in terms of ABI delivery and performance has been completed and evaluated, findings have informed additional service improvement actions for 2014-15 and beyond. Operation Avon continues Moraywide, following a recent rapid resonse in the Keith locality a de-brief took place and highlighted the need for additional policy and procedure(s) for multi-agency personnel delivering	✅	100%
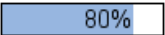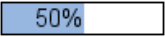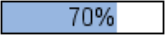
Function: Health Improvement Team						
Action Code	Action Title	Due Date	Latest Status Update	Status Icon	% completed
			Op Avon, NHS G PH (Health Improvement) component has been completed. Led by the MADP, a tender is currently being developed with a focus on early intervention and prevention for children and young people, it is antcipated that the tender will go on the portal by May 2015.		
HE14-HI8 (SUS)	**Healthy Working Lives** **Implementation and evaluation of:** • Healthy Working Lives Strategy • Health Working Lives Action Plan	31/03/2015	HWL Strategy and supporting delivery plan in place, Gold standard maintained, continued and increased delivery, monitoring and evaluation of a broad range of HWL inputs, MCHSCP identfied as an exemplar sector by NHS Grampian. Local HWL Steering and Operational Groups in place and progressing well. HWL Advisor (Moray)0.4 wte appointed, fixed term 11 months, focusing on current HWL portfoios across Moray and providing input and support to local SME`s (small and medium enterprises). National HWL Hubs to be confirmed in due course, this will have an impact of HWL advisor workforce resource and alloaction beyond 2015/16.	✅	100%
HE14-HI9	**Health Promoting Health Service** **Implementation and evaluation of:** • CEL 01	31/03/2015	Moray Sector submitted annual report as part of NHS G CEL01 annual report , still awaiting national feedback; areas of improvement include local monitoring and evaluation systems and infrastructure for terminations and Long Acting Reversible Contraception (LARC) - to date this has been applied at ARI /Acute level only, a Pan G Sexual Health and BBV meeting will take place in late February to address this and related matters; Delivery of Alcohol Brief Interventions in unscheduled care setting(s) as per HE14-17 update supplied. Healthy Working Lives as per HE14-H18 MCHSCP update supplied. Maternal and Infant Nutrition as per HE14 – H14 update supplied. Smoking Cessation as per HE14 –H12 update supplied.	✅	100%

2014-15 Half Year to March Corporate Services
Performance Report – Service Plan

CPS14-01 Legal and Democratic Services - Service Outcome 1 - Customers receive high quality services which meet their needs.

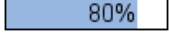| Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS14-01-01	All Services in LDS - Fully implement Share Point converting server to read only and keeping reliance on paper records to a minimum.	31-Dec-2014	Share Point fully implemented. Server converted to read only in relation to 90% of data. Reliance on paper records at a minimum although some records management issues remain outstanding.	100%	✅
CPS14-01-02	All Services in LDS - Review Service Web Page contents using public satisfaction survey results and by reference to approach in other authorities	31-Mar-2015	Work on the website has started. This action has been taken forward to next year's service plan.	15%	🛑
CPS14-01-03	Legal Services - Repeat Customer Satisfaction Survey for Legal Services including survey of elected members and also for Licensing Services, reporting results and Action Plan	30-Sep-2014	Survey and action plan arising were reported to the Policy and Resources Committee on 9 September. Action complete	100%	✅
CPS14-01-04	Legal Services - Improve links with neighbouring authorities to share expertise, good practice and training	30-Nov-2014	Partial success through SOLAR groups and some training opportunities, thought sufficient to improving links with other authorities. No further development is planned against this action.	30%	🛑
CPS14-01-05	Legal Services - Review use of Standard Instruction/Contact Form using satisfaction survey results	31-Oct-2014	Carried forward to 15/16 Plan.	40%	🛑
CPS14-01-06	Legal Services - Implement Digital Dictation	30-Jun-2014	Fully implemented.	100%	✅
CPS14-01-07	Legal Services - Implement consolidation of licensing administration within Legal Services and software migration	31-Aug-2014	Transfer is now complete albeit we still have ongoing snagging issues to address.	100%	✅

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS14-01-08	Legal Services - Implement Administrative Review Actions including merger of Members Support within the LDS Administration Team	31-May-2014	The Administrative Review Actions have been implemented including the merger of Members Support within the LDS Administration Team.	100%	✔
CPS14-01-09	Committee Services - Repeat Customer Satisfaction Survey, reporting results with Action Plan	31-Dec-2014	Customer Satisfaction Survey completed in Oct 2014 and reported to P&R Committee January 2015.	100%	✔
CPS14-01-10	Committee Services - Work with Members ICT Group/nominated representatives to conduct a follow up review of the Members Portal and consider whether further reconfiguration or training is necessary	31-Oct-2014	Completed. Portal reviewed and changes implemented following discussions with Members. The portal will be kept under review and updated as and when required.	100%	✔
CPS14-01-11	Registrars - Publish annual GRO Inspection Results on web pages and in central office	31-May-2014	The Moray Registration Service Annual Examiners Report Results have been published on the Moray Council website and displayed in Central Office.	100%	✔
CPS14-01-12	Registrars - Implement Digitisation of Burial Ground Records	30-Nov-2014	Digitisation of all burial records completed. Building of the management system now well underway. Some delay experienced as a result of data capture taking longer than expected and to some differences in how lair information is currently held on the paper documents which will need adjusting within the management system. Staff training has been delayed but contractor has given assurance that priority is being given to resolve issues to get project back on track.	80%	🛑
CPS14-01-13	Customer Services - Repeat Customer Satisfaction Survey, reporting results and Action Plan	31-Dec-2014	Report to P&R on 12th May 2015	100%	✔
CPS14-01-14	Customer Services - Improve service by developing and piloting initially as management information indicators relative to email enquiries and return call service	31-Mar-2015	Upgrade to key systems underway which it is hoped will enable improved reporting for e-mail management. Delays to a Lagan system upgrade have pushed the implementation of improvements into the next financial year. Carried forward to 2015/16 plan	50%	🛑
CPS14-01-15	Customer Services - Review Telephony Strategy including use of automatic voice recognition technology and adjusting service groupings	31-Mar-2015	A phased introduction of changes to the telephony set up is being introduced from September 2014 but will not be completed by 31st March 2015. However good progress continues to be made with 70% of project complete. Carried forward to 2015/16 plan.	70%	🛑
CPS14-01-16	LDS Administration and Support - Conduct Informal Satisfaction Survey of Elected Members and develop Action Plan for any outstanding concerns	30-Nov-2014	Completed and actions identified.	100%	✔

CPS14-02 Legal and Democratic Services - Service Outcome 2 - Through strong governance and probity arrangements, corporate decisions are robust, transparent and compliant with legislative requirements.
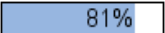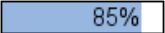
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS14-02-01	Legal Services - Complete a Review of Standing Orders	31-Oct-2014	Now an annual review to be carried out in December each year.	100%	✅
CPS14-02-02	Legal Services - Provide refresher training for members on the Councillors Code of Conduct with additional session on planning issues	31-Dec-2014	Refresher training provided.	100%	✅
CPS14-02-03	Committee Services - Review agenda setting process introduced for Full Council and Policy and Resources Committees to examine whether it has met objective of reducing late reports	31-Oct-2014	Review completed Sep 14. Whilst there were still instances of late receipt of reports only 2 instances of the late issue of agendas was recorded. The introduction of Agenda Setting meetings whilst useful for Chairs does not appear to have impacted significantly in the late receipt of reports with the main reasons being cited as late notification that report was required, no one available to sign off final version of report, awaiting responses from consultees, timing of when information was available prior to committee.	100%	✅
CPS14-02-04	Committee Services - Review Committee Actions Database set up to track progress on completion of committee instructions to examine whether it has met objective of improving communications between CMT, SMT and Committee Chairs on this issue	31-Oct-2014	Completed. Following initial trial of action sheet spreadsheet, CMT agreed to a revised template which is populated from Committee Services Action Sheet by Hub Secretaries. Spreadsheet is update following each meeting and updated copy is made available to the Chair at each agenda setting meeting.	100%	✅

CPS14-03 Legal and Democratic Services - Service Outcome 3 - Legal and Democratic Services provide best value for our customers.
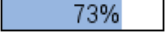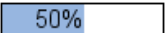
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS14-03-01	Legal Services - Continue to work with SOLAR benchmarking Group to refine new benchmarking data and review cost efficiency of service	31-Oct-2014	Benchmarking return has now been submitted. Awaiting receipt of collated info and analysis will follow that.	80%	🔴
CPS14-03-02	Customer Services - Progress phased implementation of Merger of Customer Services and the Taxation and Benefits Services	31-Mar-2015	Progress is in line with overall two year project plan	100%	✅

CPS14-04 Human Resources and ICT - Service Priority 1 - Transforming Council Services

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS14-04-01	Mobile and Flexible Working – continue to develop technologies that help our employees to work „anywhere, anytime? to deliver council services more efficiently.	31-Mar-2015	VDI - Legal Services migrated to the VDI environment and additional hardware and associated software purchased. All VDI milestones are now complete. DBS Tranche 7 – all of the Tranche 7 equipment has been procured. 95% of the equipment has been configured and some of this has been rolled out. The rollout of the remaining equipment is dependent upon input from the service department. The residual work has been carried over to the 2015/16 Service Plan.	93%	🔴
CPS14-04-02	DBS Implementation – support the ICT aspects of the programme	31-Mar-2015	All DBS projects are managed by the DBS Core Board. The requirement to upgrade the Lagan system resulted in delays to the project. The Lagan upgrade itself has been delayed due to inconsistencies with the product which have now essentially been resolved with a test plan to be documented before moving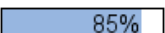 the upgrade live. The work for CPU will then continue. The core project board approved the removal of customer services work related to NDR/CTAX as this is now being picked up by the Revenues and Benefits merger project.

Tranche 7 Mobile / Homecare Scheduling is live in all areas of scheduling care but the testing of the interface to automate the data transfer for paying carers and billing clients is still progressing. | 81% | 🔴 |
CPS14-04-03	DBS Implementation – support the HR aspects of the programme	31-Mar-2015	HR supporting aspects of the programme; flexible working complete, Change Management Plan for Legal and Admin complete and the Plan for Revenues and Benefits Merger progressing as planned.	85%	🔴
CPS14-04-04	Workforce reduction and re-alignment – managing the impact of the reducing budget	31-Mar-2015	All milestones have been completed in this reporting period; budget proposals were reviewed in terms of their workforce implications. HR led on consultation relating to workforce issues and supported the implementation of changes as a result.	100%	✅
CPS14-04-05	Transform – developing and implementing the internal jobs market	31-Mar-2015	The implementation of Transform went live in September 2014, managing the required changes in the Council's workforce. The support elements will come on board as and when required.	100%	✅
CPS14-04-06	Taking account of the integration of health and social care, re-organise training resources into a corporate resources to ensure these are effectively managed and aligned to corporate priorities	30-Nov-2014	This re-organisation is being considered by CMT as part of their work in various organisational issues. It is anticipated that this will progress after the summer recess	20%	🔴
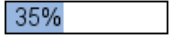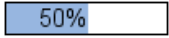
CPS14-05 Human Resources and ICT - Service Priority 2 - Engagement and Leadership

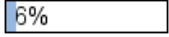| Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS14-05-01	Employee Engagement Programme – continued implementation and development to improve and sustain engagement in difficult employment situation	31-Mar-2015	Modified plan approved at CMT/SMT in March 15. All established elements of EE plan continue to progress. MMM developed, approved and format being finalised for July 2015. Other actions in 2015/16 Service Plan.	100%	✅
CPS14-05-02	Provide an improved intranet facility with a clear focus on corporate communication that support the council's culture and the employee engagement programme.	31-Mar-2015	Action will be carried to 2015/16 Service Plan.	0%	🛑
CPS14-05-03	Consider technology to support communication between remote workers, for example social networks within council and recommend solution. (unified communications)	31-Mar-2015	The pilot of Microsoft Lync utilising a free 30 day trial of their cloud based solution has been delayed due to resourcing issues. The documentation outlining the trail and how this will be approached has been finalised but the trial has been incorporated into the latest Service Plan with a revised date of December 2015	73%	🛑
CPS14-05-04	Leadership development (Includes: Public Sector Leadership Programme with UHI, First Line Managers Programme for middle managers, Engagement Workshops for 3rd tier managers and bespoke sessions as required.)	30-Nov-2014	New programme approved: Pg.Cert (2nd cohort) and new Pg.Dip PSLP plus a more condensed FLMP to commence Autumn 2015. Further Management Development work to be approved in relation to Moray Management Methods. Intention to support Employee Engagement Activity with Resilience Workshops for operational managers	50%	🛑
CPS14-05-05	Improving Health and Safety Culture to engender improved leadership from managers and better ownership by employees	31-Dec-2014	Operational demands and a small team mean progress is sporadic, although there has been movement of activities. Close working relationships with services ensures as far as practicable that assessment of health and safety risks is included in any development plan. Incident reporting, inspection that include high risk work activities where common areas of weakness are discussed with management and audit also afford the team the opportunity to reflect and reinforce arrangements and make clear expectations. The Health and Safety Annual report was submitted to P&R in April which reaffirms the Council's commitments to improving health and safety culture.	85%	🛑
CPS14-05-06	Develop council approach to enhance Digital Participation in council provided services.	31-Mar-2015	Completed on the basis that was referenced in the Digital Services report which was approved by Policy & Resources Committee on 14th April.	100%	✅

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS14-05-07	Council website – to support channel shift and customer focused service delivery, enhance website to enable implementation of more digital services	31-Mar-2015	Completed on the basis that was referenced in the Digital Services report which was approved by Policy & Resources Committee on 14th April.	100%	✓
CPS14-05-08	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	30-Nov-2014	Completed on the basis that was referenced in the Digital Services report which was approved by Policy & Resources Committee on 14th April.	100%	✓
CPS14-05-09	Big Data - 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	30-Nov-2014	Completed on the basis that was referenced in the Digital Services report which was approved by Policy & Resources Committee on 14th April.	100%	✓
CPS14-05-10	Develop a corporate approach to information sharing that supports partnership working within council services and with partners in the best interests of service users.	31-Mar-2015	Completed on the basis that was referenced in the Digital Services report which was approved by Policy & Resources Committee on 14th April.	100%	✓

CPS14-06 Human Resources and Infrastructure - Service Priority 3 - Enabling Service Improvement and reducing costs

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS14-06-01	Work with schools ICT Strategy Group to develop long term vision and delivery plan for technology to enhance education.	30-Sep-2014	Strategy – The ICT Strategy has been prepared and is currently out to consultation with a view to reporting to Children and Young People's Services Committee on 27th May, 2015. The detailed ICT planning that will arise from the strategy has been included in the 2015/16 Service Plan. Schools' Equipment Replacement Programme – all of the orders for primary schools were placed prior to the year end and 95% of the 602 devices allocated via the programme were rolled out prior to year end. In addition to this, approximately 200 additional devices were rolled out that were purchased from devolved budgets.	98%	⬤

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS14-06-02	Bring Your Own Device – investigate options and benefits for schools and recommend approach for Council distinguishing between services if appropriate.	31-Mar-2015	Public wi-fi system in Libraries – procurement completed system installed and operational. BYOD – the only progress that was made in quarter 4 was in relation to the access to Microsoft products for pupils. This has been enabled but is not operational yet. As part of the renewal process for the schools' Microsoft agreement, this facility has also been enabled for teachers. BYOD will be picked up as part of the 2015/16 Service Plan.	6%	🛑
CPS14-06-03	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-2014	An alternative plan has been put in place to reinvigorate the Council's Healthy Working Lives activity. In addition, group membership has been refreshed. Despite a more targeted approach to reducing teacher's sickness absence, it has been challenging to maintain steady improvement. Further measures to prevent or minimise absence levels remains an ongoing objective.	100%	✅
CPS14-06-04	Keep terms and conditions under review with view to reducing costs	31-Mar-2015	Work with service managers on identifying where changes to working practices and arrangements can realise savings are continually under review, particularly in light of recent holiday pay ruling.	35%	🛑
CPS14-06-05	Improved access to (HR&ICT) service information and use of self services	31-Mar-2015	Proof of concept process due to be piloted week commencing 2 February beginning with Customer Services and rolling out to Corporate Services by 2 March. To be reported to Core Project Board after that with efficiencies reviewed and decision on whether to continue with rest of project or not. Limited progress a result of resources available and commitment to maintenance thereafter that the service would find challenging to meet. Unlikely to be carried forward to 2015/16 Service Plan.	50%	🛑
CPS14-06-06	Investigate potential for use of Open Source solutions	31-Dec-2014	Initial review of options, risks and benefits complete and recommendation for future use of Open Source within the Council documented.	100%	✅
CPS14-06-07	Consider business case for replacement/upgrading of ICT service desk	31-Dec-2014	This is still behind schedule but a project mandate will be going to the Gateway Review Group at the end of April 2015. A project to cover the upgrade / replacement of the system is on the 2015/16 Service Plan.	36%	🛑
CPS14-06-08	Data centre/storage – determine final position	30-Jun-2014	All national strategy documents reviewed. Current Data Centre environment needs no major investment and environmental systems are fit for purpose with appropriate resilience and continuity. Backup centre storage does not fit with National Strategy therefore recovery service (commercial and shared service) will be investigated. Due to current pressures in the ICT Infrastructure Team, presentation for final position has been extended to March 2015. There has been no progress made in Q4.	37%	🛑
CPS14-06-09	Implementation of Learning Management System	31-May-2014	The Learn Pro Learning Management System booking system went live on 11 July 2014 with the offer of corporate courses as e learning modules from 31 July 2014.	100%	✅

CPS14-07 Human Resources and ICT - Service Priority 4 - Partnership and Collaborative working
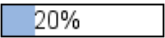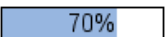
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS14-07-01	Participate in the national development of infrastructure via PFN/SWAN to provide sustainable broadband provision for council services.	31-Mar-2015	Work is proceeding to plan and has been completed to the stage required to meet the 2016 transition date.	100%	✅
CPS14-07-02	Integration of Health and Social Care – consider the technology support requirements on interim and long term basis	31-Mar-2015	It has been agreed via the Integrated Management Group that there will be no requirement for ICT work in this area prior to March 2015 and so this item will be on hold until work is required.	10%	🛑
CPS14-07-03	Integration of Health and Social Care – support the workforce implications of the new service model	31-Mar-2015	Meetings taking place with Learning and Development Team NHS Grampian to design and deliver a Development Day for H&SC Leadership Group. This action will be carried forward to 2015/16 service plan. Workplan has been agreed at Grampian level and joint resource appointed to undertake work.	10%	🛑

CPS14-08 Financial Services - Service Priority 1 - Support Financial Planning Process

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS14-08-01	Reflect approved savings in departmental budgets	31-Mar-2015	Q3 £4.142m savings (exc DBS) posted - additional savings achieved	100%	✅
CPS14-08-02	Monitoring achievement of savings	24-Mar-2015	Q4 - February report submitted	100%	✅
CPS14-08-03	Identifying emerging financial pressure points and potential savings	31-Mar-2015	Q4 financial review updated for approved budget and pressures noted since then - updated mid Feb and end March	100%	✅
CPS14-08-04	Costing options identified by services	31-Mar-2015	Q4 Savings proposals for Chief Exec service; holiday pay revised arrangements re allowances etc	100%	✅
CPS14-08-05	Analysing and interpreting national financial data to assess impact on the Council's finances.	31-Mar-2015	Q4 data published kept under review	100%	✅

CPS14-09 Financial Services - Service Priority 2 - Integration of Health and Social Care - Implement Joint Financial arrangements

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS14-09-01	Establish scope for an integrated budget for the new partnership.	30-Sep-2014	Still awaiting NHS Grampian to finalise the budget and specifically for hosted services. As the integration deadline has been pushed back then this will be required to be completed by 31.3.16	90%	🛑

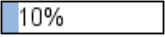| Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CPS14-09-02	Agree budget process for the partnership (e.g. cost pressures, savings, uplifts, virements and treatment of any surplus/deficit balances).	30-Sep-2014	The Integration deadline has been pushed back to 31.3.2016. We are still awaiting the revised IRAG guidance and the response back from Scottish Government on the scheme. Work is ongoing between all the members of the CHP'S in Grampian to get a uniform process agreed. The detailed finance section is currently being worked on and there will be work looking at due diligence.	85%	🔴
CPS14-09-03	Agree how charging will be managed within the new arrangements	31-Mar-2015	As agreed with COSLA, the charging process will not be delegated to the Integrated body but will remain as it is currently with the Council.	100%	✅
CPS14-09-04	Agree how capital planning can be developed to produce synergies	31-Mar-2015	Initially the Integrated Joint Board (IJB) will not own any assets. Capital Planning will be considered as part of the Strategic Plan, which is in its early stages of development. As the Integration deadline has been pushed back, the plan is not expected to be completed until 31.3.2016.	10%	🔴
CPS14-09-05	Develop Financial reporting arrangements for budget control and management	30-Sep-2014	The deadlines for Integration have been pushed back to 31.3.16, however, for 2015.16 the existing joint report will be compiled which will expand as services are agreed and disaggregated by NHS Grampian. Monthly reports and exception reporting have been agreed with the Chief Officer	90%	🔴
CPS14-09-06	Develop Financial reporting arrangements to meet External Audit requirements	31-Mar-2015	The Integration deadline has been pushed back to 31.3.16. Discussions have been had between Internal Audit and External Auditors about reporting on assurance but this will be to the IJB, which is required to be established before audit arrangements can be confirmed. There are internal audit days included within the audit plan of work for 2015.16 for the Moray Council.	10%	🔴
CPS14-09-07	Develop financial governance arrangements including financial regulations, Internal Audit and Following the Public Pound principles	31-Mar-2015	The Integration deadline has been pushed back to 31.3.16. Internal Audit and governance arrangements will need to be agreed with the IJB, which is yet to be established. Work is already underway on the developing the financial governance and following the public pound arrangements.	20%	🔴
CPS14-09-08	Review Insurance arrangements for the new partnership	31-Mar-2015	The Integration deadline has been pushed back to 31.3.16. A piece of work has commenced with Zurich to consider the current arrangements and future implications.	10%	🔴
CPS14-09-09	Review VAT arrangements and compliance for the new partnership	31-Mar-2015	The Integration deadline has been pushed back to 31.3.16. The Scottish Government had instructed Ernst & Young to look into the VAT status of NHS and Local Authority. The view is to ensure that the VAT issues remain cost neutral. Some guidance has been published but there are still issues relating to staffing and the joint contracts for which guidance is awaited.	70%	🔴

2014/15 Half Year to March Development Services Performance Report - Service Plan

Administration

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS14.18	Consolidate temporary arrangements for management into permanent posts	31-Jul-2014	This work has been completed with temporary management posts being made permanent	100%	✅
DevS14.20	Development Services - Seek to reduce the number of temporary staff within the service. Develop workforce plan 2015-2019	31-Mar-2015	Reduction of temporary staff has been achieved with the completion of DBS; workforce plan will be incorporated into the service plan 2015-18. The remaining temporary staff are due to operational reasons rather than DBS.	100%	✅
DevS14.27	Refresher training for emergency planning - April 2014	30-Apr-2014	The Emergency Planning Officer provided refresher training for the Head of Service and the Environmental Health Manager.	100%	✅

Building Standards

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS14.23	Building Standards – In addition to DBS and in the interim period before the National e-Building Standards initiative is introduced, develop a system to allow applications to be submitted electronically	31-May-2014	The system has been developed and is operational. A pilot is currently being run involving four of our regular agents to identify areas requiring further development.	100%	✅
DevS14.24	Building Standards – Review and revise Charter in line with the National Charter	30-Sep-2014	The existing charter has been reviewed. The new target date for revisions is 30 June 2015	25%	🔴
DevS14.25	Building Standards – Review and improve Customer Satisfaction Survey system	31-Aug-2014	Methods to collect feedback have been identified. The process will now be introduced by June 2015.	50%	🔴
DevS14.26	Building Standards – (PSIF Action Plan) develop better team working	31-Aug-2014	Team Development session was held on 23 September 2014.	100%	✅

Development Management

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS14.03	Development Management - Review model conditions	31-Mar-2015	Because of workload pressures the review of Standard Planning conditions will continue into the 2015/16 Development Services Service Plan. The new timetable for the various elements is: April 2015 – Transport July 2015 – Wind farm Sept 15 – Environmental Health/Contaminated Land/Private Water Nov 2015 Landscaping/Planting/Waste Report to committee if needed – December 15	20%	🛑
DevS14.04	Development Management - Review and improve procedure for Section 75 agreements	30-Jun-2014	legal have reviewed their procedures along with DM and this is now complete	100%	✅
DevS14.05	Development Management - Benchmarking and shared learning with other local authorities	31-Dec-2014	Benchmarking is now ongoing with meetings twice a year.	100%	✅
DevS14.06	Development Management - Improve preliminary enquiry process for local developments	31-Dec-2014	Preliminary Enquiry Form for local developments now can be completed on the web site or in a standard paper form.	100%	✅
DevS14.08	Development Management - Implement High Hedges Act 2013 - April 2014	30-Apr-2014	The act is implemented. Templates haven't been set up but this is outwith the service's control	100%	✅
DevS14.09b	Development Management – facilitate town centre investment and local area regeneration	31-Mar-2015	A new guide to Elgin centre's food and drink venues has been produced by Elgin Business Improvement District (BID) with support from Moray Council and financial support from the Scottish Government as part of their Town centre Action plan. The protocol now needs to be finalised.	50%	🛑
DevS14.15	Development Management - Review of Committee reports style for planning applications	30-Nov-2014	Committee reports reviewed and style/location plan changed – ready for first committee in January 2015	100%	✅
DevS14.16	Development Management - Produce a customer standards Charter	31-Jul-2014	Completed on the web and monitoring set up	100%	✅
DevS14.17	Development Management - Review and improve Customer Satisfaction Survey system	31-Aug-2014	The desk duty survey was set up and implemented. Feedback from major developers competes.	100%	✅

Environmental Health

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS14.10	Environmental Health - Review of Joint Health Action Plan with Grampian NHS, Aberdeenshire and Aberdeen City to produce a Joint Action Plan for 2014-2016	31-Mar-2015	Completed. Now published on the Council Website	100%	✓
DevS14.12	Environmental Health - Moray to pilot new PI's for Private Water Supplies	31-Mar-2015	The Drinking Water Quality Regulator (DWQR) has a supervisory role in overseeing the activities of local authorities in the fulfilment of their duties. The DWQR are developing indicators for type A water supplies. Type A means more than 10m3 per day or supplies water for more than 50 people. The indicators piloted by Moray are: KPM 1. Measure: The percentage of Type A supplies which have valid risk assessments in place KPM 2. Measure: Level of compliance with the statutory monitoring frequency for check samples from Type A supplies. (presently 100% for Moray) In discussion with family group of local authorities to agree relevant targets.	100%	✓
DevS14.13	Environmental Health - Progress benchmarking with local authority family groups	31-Mar-2015	Negotiations with other authorities in the family group are taking longer than expected. Establishing like for like comparisons is something that the Association of Public Sector Excellence helps with for the other authorities in the group.	60%	●
DevS14.14	Environmental Health - Improve rate of customer satisfaction responses	31-Mar-2015	Response rates to email invitations to take part in satisfaction survey remain low. Work on this is ongoing.	50%	●
DevS14.19	Environmental Health - Review workloads and impact of DBS on service	31-Dec-2014	Four fifths of this has been done. Progress against this has been interrupted because the officer doing the review was reassigned. However the introduction of the data capture devices is going ahead and the action will now complete by the end of the calendar year 2105.	80%	●
DevS14.22	Environmental Health - Review prioritisation of Contaminated Land and associated risk.	31-Mar-2015	The review resulted in a short-list of priority higher risk historic land use categories for further investigation. Sites with possible acute risk to the public (e.g. ordnance) will be addressed urgently as new information arises; otherwise, prioritisation within these land use categories will be based on likely nature of contamination, the number of residential properties affected, and the likelihood of exposure to contaminants on each site.	100%	✓

Strategic Planning and Economic Development

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS14.01	Planning & Development and Economic Development - Review staffing to deliver the economic development priority (to fit in with the workforce plan)	31-Mar-2015	Workshop with Council to establish economic development priorities was held September 8. A review of the operation of the ED Core Budget was discussed with the Service Delivery Group in February 2015 and a report setting out that review was considered by ED&IS Committee April 7, 2015, which advised in Appendix 1 the need for staffing is to be kept under review, should significant input be required on number of pipeline projects such as Barmuckity Business Park, Buckie Harbour, Spaceport, charrette delivery plan and business support. Recruitment of graduate planner and GIS CAG for the Planning and Development Team was completed in July 2014.	100%	✅
DevS14.02	Planning & Development - Master planning to improve the quality of development and quality of life in Moray	31-Mar-2015	All masterplans within phase 1 are now up and running and the process established. Findrassie Masterplan is programmed to be reported to P&RS Committee in June 2015.	100%	✅
DevS14.07	Planning & Development - Encourage early engagement of developers in Master planning process for specific sites	31-Mar-2015	March 2014, met with Springfield, Robertsons and Scotia Homes to discuss Local Development Plan and future house building proposals and collaborative working. Altyre Estates and Pitgaveny Estates fully engaged in process. Initial meetings have been held with Scotia Homes and contact established with Springfield Properties regarding Elgin South. Meetings have also been held with Robertson's at Elgin north east. Most of the major house builders have now been engaged in terms of work on masterplans with the exception of Tulloch of Cummingston. Other proposed masterplans for employment land have to be progressed as a later phase of work to be undertaken during late 2015/2016.	94%	🛑
DevS14.09a	Economic Development – facilitate town centre investment and local area regeneration	31-Mar-2015	All the following items have been delivered during 2014-15:- Moray Town Partnership Programme, BID Ballot November 2014, Lossie Green (Elgin Town Centre) Charette Stage 2, Town centre challenge fund bid June 2014, Elgin CARS programme 2013- March 2018 and Keith CARs programme 2011- March 2016.	100%	✅
DevS14.11	Planning & Development - Partner with Aberdeenshire and others to create a Strategic Energy Action Plan - April 2015	31-Mar-2015	The brief for tender will be issued by the end of April 2015 with the final report to be delivered in January 2016. The delay with this is outwith Moray Council's control. The procurement is being led by Aberdeenshire.	20%	🛑
DevS14.21	Planning - Representation on Scottish Public Services Ombudsman sounding board	31-Mar-2015	The Head of Development Services now sits on the Board	100%	✅

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS14.28	Economic Development – Put systems in place to provide annual return on economic performance to the Scottish Local Authorities Economic Development Group	31-Mar-2015	2014-15 Annual return submitted July 18 2014. Feedback will be provided to all LAs at the end of November 2014. The Scottish Local Authorities Economic Development Group (SLAED) has established a performance group and knowledge hub to carry the work on indicators forward identifying further actions for 2014-15 for future returns.	100%	
DevS14.29	Planning & Development – Engage with the development community about the implementation of the Local Development Plan. Meet main house builders during April 2014 to discuss LDP.	31-May-2014	Completed, officers met with house builders in March 2014.	100%	
DevS14.30	Planning & Development – Engage with the development community about the implementation of the Local Development Plan. Devise outreach and feedback tools.	31-Mar-2015	Work has begun. A rolling programme of contact and engagement to be implemented. A group is being set up to implement the systems and engagement required to introduce the new Plan. This is an internal group which will meet at the end of January 2015 to identify the actions required. The Plan is currently subject to Examination by Scottish Ministers and this determines the timescale for implementation. The Plan is likely to be adopted in late July 2015 and engagement if programmed to take place prior to this date to raise awareness of the new policies and processes.	50%	

2014/15 Half Year to March Direct Services Performance Report - Service Plan

Administration

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct14.D1	Direct Services - ISO 9001 Assessments and Internal Audits are planned and conducted to ensure that our processes are controlled and managed effectively and communicate outcomes to staff.	31-Mar-2015	SGS Assessments carried out on 17-19 November 2014. No no-conformances found. Round 2 Internal Quality Audits carried out Aug- Nov.	100%	✅
Direct14.D2	Direct Services - Review and rationalization of the depot portfolio	31-Mar-2015	A report is now going to the June meeting of ED&I to seek approval for depot review.	80%	🔴
Direct14.D3	Direct Services - Responding to feedback from the 2013 Employee Survey / Employee Engagement -Investigate outcome of 2013 Corporate Employee Survey in consultation with staff and identify and implement actions.	30-Sep-2014	The Corporate Employee Survey 2013 highlighted that only 13% of staff in Direct Services took part in the survey against an overall response rate for the Council of 25.3%. Senior managers held meetings with their staff to discuss results with staff early in the year. There were no actions arising from this.	100%	✅
Direct14.D4	Direct Services - Act on customer feedback and make service improvements to ensure that customers are satisfied with all aspects of our services and aware of service improvements	31-Mar-2015	This has now been incorporated into the service plan for 2015/16 approved at ED&I Committee 7.4.15.	100%	✅

Consultancy

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct14.C1ai	Consultancy - Elgin Western Link Road - Achieve planning consent.	30-Nov-2014	Planning permission refused for the overall project. Approval received to prepare a fresh application. This is likely to be submitted in early summer 2015. Planning permission for Edgar Road Section achieved	10%	🔴

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct14.C1aii	Consultancy - Elgin Western Link Road - Acquire necessary land	31-Mar-2015	Compulsory Purchase Orders and negotiation progressing. Only one CPO Statutory Objector left. There will be a determination by Scottish Ministers once planning is decided. Land for Edgar Road Section owned by the Council	80%	🛑
Direct14.C1aiii	Consultancy - Elgin Western Link Road - Obtain consents and approvals	31-Mar-2015	A fresh planning application is to be submitted and many of the actions arising are dependent on the outcome. Achieved for Edgar Road Section	10%	🛑
Direct14.C1aiv	Consultancy - Elgin Western Link Road - Finalise design with contractor input	31-Mar-2015	A planning application has been submitted and many of the actions arising are dependent on the outcome of the planning hearing. Finalised for Edgar Road section.	10%	🛑
Direct14.C1av	Consultancy - Elgin Western Link Road - Undertake value engineering and risk management processes	31-Mar-2015	Value engineering workshop held in June 2014. Further workshops held for Edgar Road and more at next stage. It is not possible to proceed further until the planning stage has been completed	40%	🛑
Direct14.C1avi	Consultancy - Elgin Western Link Road - Develop a target cost for acceptance by the Council	31-Mar-2015	A fresh planning application is to be submitted and many of the actions arising are dependent on the outcome. Complete for Edgar Road Section.	10%	🛑
Direct14.C1avii	Consultancy - Elgin Western Link Road - Award contract and commence construction	31-Mar-2015	A fresh planning application is to be submitted and many of the actions arising are dependent on the outcome. Edgar Road Section at advanced stage	5%	🛑
Direct14.C2ai	Consultancy - Improving Flood Risk Management Planning - Agree initial objectives in Findhorn Nairn and Speyside (FNS) Local Plan District (LPD) and support Aberdeenshire in the same for North East (NE) LPD	31-Oct-2014	Draft initial objectives agreed by ED&I on 6 May	100%	✅
Direct14.C2aii	Consultancy - Improving Flood Risk Management Planning - Support SEPA in consulting on draft local strategies	31-Dec-2014	Consultation rescheduled by Scottish Ministers for 2/3/15 and arrangements were reported to ED&I on 25/11/14	100%	✅
Direct14.C2aiii	Consultancy - Improving Flood Risk Management Planning - Agree Surface Management Plan (SWMP) areas in Moray and Co-ordinate SWMPs for FNS LPD.	31-Dec-2014	Agreed by ED&I on 5 May (as initial objective in the appendix). Coordination in progress.	100%	✅
Direct14.C2bi	Consultancy - Conclude outstanding issues at Rothes and Forres (Burn of Mosset) Flood Schemes and develop Elgin and Forres (River Findhorn & Pilmuir) Flood Schemes to operational stage	31-Mar-2015	Rothes - Outstanding issues are complete. Elgin -slightly behind, operated on 11 August flood and almost fully operational at 31/03/2015. Findhorn operational on target.	97%	🛑

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct14.C2bii	Consultancy - Obtain consents and approvals for Newmill (2) Flood Scheme	31-Mar-2015	Report has been delayed due to hydraulic modelling uncertainties, FPO to be considered by ED&I at next Meeting in April 2015	70%	🔴
Direct14.C2biii	Consultancy - Produce business case report for Arradoul (2) Flood Scheme	31-Mar-2015	Report sent to ED&I in February '15 for prioritisation. Work to be included in brief to JBA consultants for completion August 2015. Following Flood on 11/08/14 competing priorities were reported to ED&I. What is being done at the request of ED&I and P&R is studies into four areas by JBA Consultants (£150k) and a report back in Autumn 2015.	10%	🔴
Direct14.C2ci	Consultancy - Asset Management - Continue development of WDM system linked to Government's Digital River Network so that is operational and partially populated	31-Mar-2015	Commenced input of data to WDM database and progressing. Awaiting OS/Scottish Government GIS "Water Layer"	25%	🔴
Direct14.C2cii	Consultancy - Asset Management - Progress population of the system as the condition of assets and liabilities are recorded, understood and can inform the statutory schedule of clearance and repair.	31-Mar-2015	Commenced input of data to WDM database starting with the major flood schemes. Progressing. Resources have been reallocated to support this process.	100%	✅
Direct14.C2ciii	Consultancy - Asset Management - Review resourcing internally following reduction in staff resources (budget saving to take account of redistribution of duties and the above and wider workload.)	31-Mar-2015	Completed - Workload redistributed and jobs redesigned to cover the gaps resulting from staff reduction.	100%	✅
Direct14.C2civ	Consultancy - Asset Management - Manage the planned decline in bridge condition so as to reduce disruption to road users in the medium- to long-term.	31-Mar-2015	There are some issues due to long term staff illness. Presently we are behind programme on inspections.	50%	🔴
Direct14.C2d	Consultancy - Innovative Procurement - Establish core project management and governance arrangements	30-Sep-2014	Civil Engineering Construction contract awarded to Balfour Beatty in March 2014 following a comprehensive and innovative procurement exercise. Since the award of the contract, core project management and governance arrangements were finalised with the contractor and are now in place.	100%	✅
Direct14.C3i	Consultancy - Flood Risk Management Planning – Develop, in tandem with SEPA and other partners, a customer engagement plan for the Flood Risk Management Process to include how protection measures are more widely understood and taken up	31-Mar-2015	Complete This is ongoing action sustained over long-term. It is linked to Flood Risk Management Plans.	100%	✅
Direct14.C3ii	Consultancy - Flood Risk Management Planning – Engage customers, with public events planned for Elgin Western Link Road (post statutory process conclusion), major Flood Schemes and Newmill (2) flood scheme.	31-Mar-2015	Complete except for Western Link Road as statutory processes are not complete	75%	🔴

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct14.C4i	Consultancy - Improve support for staff under training through ICE or other appropriate professional body by senior staff taking a direct role beyond ERDP.	31-Mar-2015	Arrangements are complete and operational with quarterly progress meetings to support staff under training.	100%	✓
Direct14.C4ii	Consultancy - Developing capacity within the team to reduce reliance on consultants through continuous professional development.	31-Mar-2015	Working on hydraulic model capability and staff development but in house resources may be directed towards less specialised activities.	100%	✓

Environmental Protection

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct14.EP1a	Environmental Protection - Meet government recycling targets through continued and sustained monitoring together with enhanced promotional and publicity materials	31-Mar-2015	Current Government targets met. Comprehensive monitoring and promotional programme ongoing to meet future targets.	100%	✓
Direct14.EP1b	Environmental Protection - Investigate alternative to Landfill. High level report and presentation to Committee on potential options	31-Aug-2014	High Level Feasibility Study report complete and was presented to a Special ED&I Committee Meeting on 19th August	100%	✓
Direct14.EP2a	Environmental Protection -Litter Campaign as a catalyst for future promotional activities	30-Jun-2014	Litter Campaign complete consideration of future activities ongoing	100%	✓
Direct14.EP2b	Environmental Protection - Review staffing structure within the Lands & Parks operations to maximize the efficiency of reduced resources and meet revised service specifications	31-Mar-2015	All remaining staff positions filled at 31st March 2015.	100%	✓
Direct14.EP2c	Environmental Protection - Implement Free School Meals for all Primary 1 – Primary 3 pupils	31-Jan-2015	In place for start of school term 05 January, 2015	100%	✓
Direct14.EP2d	Environmental Protection - Publish, implement and monitor new Building Managers Manual to streamline operational procedures throughout Council Buildings.	31-May-2014	Document complete and circulated	100%	✓

Roads Maintenance

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct14.RM1a	Roads - Develop a business case to replace inefficient lanterns with LED light sources	30-Jun-2014	Case developed – to be considered by the Communities and Sustainability Partnership.	100%	✓

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct14.RM2e	Roads - Continue to work with SCOTS to develop Roads Asset Management Planning.	31-Mar-2015	ongoing	100%	✓
Direct14.RM2f	Roads - Develop further business cases for covered salt storage (e.g. Dufftown Depot).	31-Oct-2014	Progress on hold due to staff vacancy.	0%	⬣
Direct14.RM2g	Roads - Convene workforce based group to review reactive maintenance practices in relation to pothole repairs	31-Oct-2014	Review completed. Fed into Transport and Road Research Laboratory work being undertaken at national level on behalf of SCOTS	100%	✓
Direct14.RM2i	Roads - Consider the business case for increasing the size of the pool car fleet	31-Oct-2014	Reported to Audit & Performance in December and ED&I in February	100%	✓

Transportation

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct14.T1a	Transportation - Promote active travel in Elgin and other towns in Moray	31-Mar-2015	An award of £83328 has been made through the Smarter Choices Smarter Places programme, which will be match funded to give a total value of £166656 for behaviour change measures that result in more Active Travel journeys throughout Moray. Funding through the Bus Improvement Fund will deliver a new Bus & Bike service starting on April 20th. It will run for 2 years and will introduce new services between 1) Elgin to Forres and Findhorn (including the new health centre at Forres), and 2) Elgin to Hopeman and Burghead (which includes a new Sunday service). The Give Me Cycle Space Campaign will run at Forres Academy and 5 of its primary schools this summer. Bids have been made to Sustrans for the 2015/16 Community Links funds.	100%	✓
Direct14.T1b	Transportation - Within HITRANS make representations to Transport Scotland to prioritise improvements to the Inverness – Aberdeen rail service and help to promote a new rail station for Inverness airport.	31-Mar-2015	Complete. Network Rail has planned works over the 2014-19 period to enable service improvements.	100%	✓
Direct14.T1c	Transportation - Work with officials from Transport Scotland to ensure that Moray sections of the A96 are prioritized in the A96 duelling project.	31-Dec-2014	Discussions are ongoing and high level draft strategies have been discussed with Transport Scotland	100%	✓

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
Direct14.T1d	Transportation - Assist the HITRANS project to enable and encourage rail freight out of Elgin.	31-Mar-2015	Lifting the Spirit project is complete. Findings to be reported to ED&IS committee	100%	
Direct14.T1e	Transportation - With HITRANS procure a study of the A95 route to attract funding from Transport Scotland for road improvements.	31-Mar-2015	First draft of the study complete and comments have been returned to Jacobs for final completion. Discussions ongoing with HITRANS on a publicity campaign and submission to Transport Scotland	88%	
Direct14.T1f	Transportation - Promote development in Buckie Harbour, including the Buckie Shipyard area, whether with Offshore renewable companies or local companies.	31-Mar-2015	Master plan is completed. Discussions ongoing with potential operators for the Shipyard	100%	
Direct14.T3	Transportation - Continue to improve customer engagement, particularly with Dial-a-Bus and use of Community Transport	31-Mar-2015	Transport Guide has been published and issued to all residents of Moray	100%	

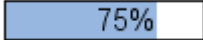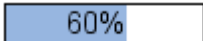# 2014/15 Half Year to March Education & Social Care Performance Report - Service Plan

Integrated Children's Services
1. Fully embedding the new structure for Integrated Children's Services across Moray

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-ICS-1.1	Embed new teams through team meetings and development opportunities	31-Mar-2015	Review completed and presented to SMT	100%	✅
ESC14/15-ICS-1.2	Communicate new structure to wider workforce	31-Mar-2015	Structure communicated	100%	✅
ESC14/15-ICS-1.3	Clearly communicate the vision, aims and ambitions of Integrated Children's Services across the workforce	30-Sep-2014	Service and Team Improvement Plans all reflect the vision, aims and ambitions of the ICS	100%	✅
ESC14/15-ICS-1.4	Hold an ICS Management Team development day	30-Sep-2014	ICS Management Team Development Day held on 19th March 2015.	100%	✅

Integrated Children's Services
2. Embedding a culture of self evaluation and continuous improvement across ICS

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-ICS-2.1	All teams to create Improvement Plans	30-Jun-2014	All teams will be asked to update the ICS management team on progress in October 2014	100%	✅
ESC14/15-ICS-2.2	Establish for each team a named contact with the Continuous Improvement Team	30-Jun-2014	Completed	100%	✅
ESC14/15-ICS-2.3	The Continuous Improvement Team conducts regular reviews within Integrated Children's Services	31-Mar-2015	In light of reduced capacity within the CIT this target cannot be met in the future, however there has been a full review of ICS, a review of ASN and a review of transitions.	100%	✅
ESC14/15-ICS-2.4	Establish benchmarking for outcome data and performance indicators	31-Mar-2015	Meetings held with all ICS managers regarding benchmarking and revised performance indicators. Current indicators will largely remain for 2015/16, and work will continue on developing new outcome based indicators, which will be reported against from October onwards.	60%	🛑
ESC14/15-ICS-2.5	Teams use benchmarking data and performance management information appropriately	31-Mar-2015	Meetings held with all ICS managers regarding benchmarking and revised performance indicators. Current indicators will largely remain for 2015/16, and work will continue on developing new outcome based indicators.	60%	🛑

Integrated Children's Services 3. Further developing early engagement and early intervention services to meet the needs of children, young people and families					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-ICS-3.1	Review and develop approaches to risk assessment, integrated assessment, chronologies and action plans	31-Mar-2015	National CP Risk Assessment Framework is being adopted across Moray, this includes chronologies. The Partnership Officer (GIRFEC) is leading on the integrated assessment and actions plans. Sub groups from the GIRFEC strategic group are working on a single planning process and future training will be delivered in a multi-agency way regarding planning and assessment through the Inter-agency training group.	75%	🛑
ESC14/15-ICS-3.2	Engagement team review of other developments in other local authorities, e.g. Dundee Early Intervention Team	31-Mar-2015	Various members of the Engagement Team visited Highland Council (4th August 2014), Dundee Early Intervention Unit (22nd August 2014) and Stirling SBDN Team (23rd September 2014). The focus of the visits was to observe the processes that are in place to support children and families to ensure that interventions are appropriate, proportionate and timely. The information gathered will help inform the current review of the restructure of Integrated Children's Services and will ultimately lead to improvements in the Engagement Team service provision. Some of the outcomes from the visits included: - Increased clarity on the role of the Senior Social Worker posts in the Engagement Team based on the Integration Support Officer posts in Highland, whose key role is facilitating the child's planning process. - The supervision format used in Dundee within their multi-agency team provides a useful template for the Engagement Team supervision template. - The flexible use of support staff in Stirling's SEBN provision provides a useful template for consideration in the Outreach/Beechbrae/Pinefield Parc provision to provide a more preventative, timely and school specific response.	100%	✅
ESC14/15-ICS-3.3	Develop and enhance communication methods with children, young people and families	31-Mar-2015	Questionnaires have now been identified for children and young people on the CP register and LAC children living at home. A new questionnaire for LAAC (Looked After and Accommodated children) and young people has been identified. These will go live shortly and children and young people will be offered the opportunity to complete them. Further work has been completed to address barriers to using Viewpoint.	60%	🛑

Integrated Children's Services 4. Further developing early years services through the Early Years Collaborative					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-ICS-4.1	Work streams will become effective	31-Mar-2015	Work stream activity has increased for a variety of reasons: - new chair for work stream 1 has given renewed energy - a MADAP social worker is now due to join work stream 1 with a focus on parents with drug and alcohol problems - the Quality Improvement project for Moray led by key members of the national team has introduced 9 new projects, many of which fit into work streams 2 and 3.	90%	🛑

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-ICS-4.2	Each work stream will identify 3-4 small tests of change	31-Mar-2015	A monthly update is now sent to the Scottish Government and there has been a sharp increase in projects starting since January.	100%	✅
ESC14/15-ICS-4.3	Deliver 4 development days per year	31-Mar-2015	One seminar and three delivery days held. Early Years Conference / Quality Improvement Training days x2 completed.	100%	✅
ESC14/15-ICS-4.4	Agree a communication strategy	31-Mar-2015	Communication Strategy completed. Early Years Strategy first draft is complete and ready for consultation.	100%	✅

Integrated Children's Services
5. Fully contributing to the Integrated Children's Services Plan developed through the Children & Young People's Partnership and Community Planning Board
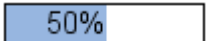
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-ICS-5.1	Community Planning Partners take an active and informed role in the development of future services	31-Mar-2015	ICS Plan 2013-16 presented to CPP. EYC paper presented. 10 yr plan targets reviewed. Corporate Parenting Board established. Children & Young People's Partnership is now an active and effective committee	100%	✅
ESC14/15-ICS-5.2	Regular reports are made available to Community Planning partners and Moray Council committees	31-Mar-2015	Papers presented on: . ICS Plan . MCPC Annual Report . EY Collaborative . Autism Strategy Partnership Hub Corporate Parenting event held and a new Board created	100%	✅
ESC14/15-ICS-5.3	Each group contributing to the delivery of the Integrated Children's Services Plan has a clear delivery plan, which is regularly updated	31-Mar-2015	All plans in place including an action plan for the newly created Corporate Parenting Board.	100%	✅

Lifelong Learning, Culture & Leisure
Educational Resources

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-LL-1.1a	Enhance marketing of services with particular focus on target groups and young people	31-Mar-2015	Sports Development – Continue to use social media e.g. Facebook for marketing and access to twitter has enabled marketing through this mechanism also. Posters, brochures and email databases are used to market the service. Currently liaising with Chief Exec's dept regards potential promotion of services on the sides of refuse lorries, mini buses, roundabouts etc. Further innovative opportunities for marketing will continue to be investigated.	85%	🔴

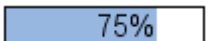| Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-LL-1.1b	Enhance opportunities for volunteering and the development of key skills	31-Mar-2015	**Sports Development** – Close liaison with Moray College in relation to volunteering opportunities with their students, development opportunities offered to volunteers. Volunteer information updated through TSI Moray website for Sports Development opportunities. New volunteering scheme launched through Volunteer Scotland so hopefully will be able to engage with this scheme which will identify those interested in sport/physical activity. Through improved marketing of our services this has also resulted in an increase in volunteers within our team. Work will continue to enhance opportunities for volunteering with sport/physical activity. **Active Schools** continues to recruit and support a network of volunteers to delivery sport and physical activity before, during and after school. In Spring term 2014/15 alone, Active Schools deployed 239 volunteers, 142 of whom held a qualification relevant to their activity. In sheer numbers, parents make up the bulk of Active Schools' volunteers (28%), followed by teachers & school staff (20%), and community club coaches (15%). Active Schools creates opportunities for volunteers from community sports clubs to promote their sports through one-off taster sessions in schools, regular blocks of activity sessions and/or through delivery of various events, e.g. the Active Schools Primary Cross Country Competition, held annually in March, involves club members from Forres Harriers, Moray Road Runners and Keith & District Amateur Athletics, and allows them to promote their own programmes to potential new junior members.	100%	✓
ESC14/15-LL-1.1c	Review charging structure to optimise balance between income generation and accessibility	31-Mar-2015	New membership scheme and related charges introduced on 3rd January 2015. Increase in all admission charges for Sport and Leisure Facilities was approved at the Policy & Resources Committee on 2nd December 2014.	100%	✓
ESC14/15-LL-1.1d	Enhance partnership working to strengthen service provision and development of new events	31-Mar-2015	**Sports Development** – greatly increased partnership working throughout 2014 to strengthen service provision involving public, private and voluntary agencies. No new events but enhancement of existing events due to increased partnership working. With Review of Sport, Leisure and Recreation Provision in Moray having recently been undertaken opportunities have arisen to further develop partnership working across services. With creation of new Physical Activity, Sport and Health strategy currently being written this should also be an opportunity to enhance partnership working. **Active Schools** is a key partner driving the PEPAS (PE, Physical Activity & Sport) agenda locally. Most critically, this involves forming partnership s with school staff and PE colleagues in order to ensure that what a child receives vis-à-vis sport and physical activity in the curriculum is built upon on the extra-curricular. The local PEPAS Steering group is chaired by the Active Schools Manager and comprises the PE Lead Officer, the QIO for health & Wellbeing, the Sports Development Officer, the Community Sports Hub Officer and representatives from Sportscotland and Education Scotland.	100%	✓

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-LL-1.1e	Use the profile and opportunities available through the Commonwealth Games, Ryder Cup and year of Homecoming in Scotland to encourage greater participation in sport, leisure and recreation	31-Mar-2015	Sports Development - Queens Baton Relay a great success in Moray. Linked existing events to these events/themes throughout the year. Obtained additional funding to provide more opportunities for greater participation and develop innovative ideas to progress. Implemented as many national legacy programmes into Moray as possible.	100%	✅
ESC14/15-LL-1.2a	Enhance partnership working to maintain/increase number and range of venues	31-Mar-2015	Sports Facilities – Review of Sport, Leisure and Recreation Provision in Moray will impact on this action. Community Asset Transfer option offered to groups/organisations in relation to Moray Council Sport, Leisure and Community facilities. Range of Sport, Leisure and Community facilities has been maintained for 2015/16. Improved partnership working across Council departments and voluntary groups since the Review. Discussions have been taking place over recent months on facility developments with private and voluntary sector organisations, which will continue into 2015/16.	90%	🔴
ESC14/15-LL-1.2b	Review facility provision in consultation with users and wider community to optimise range, number and location of venues	31-Mar-2015	Completed	100%	✅
ESC14/15-LL-2.1a	Enhance the provision of opportunities for young people to become involved in volunteering and development of leadership skills	31-Mar-2015	Active Schools administers the main school-based sporting youth leadership programmes in Moray's secondary schools, including: . the Young Ambassador scheme which uses young people to raise the profile of sport in schools; . the YDance Active programme, which supports a network of secondary-aged dance leaders to deliver activities to younger children across Moray; . the LEAD 2014 programme, which trains secondary pupils in sports event planning and delivery. Many of these young leaders were involved in events locally to celebrate the Commonwealth Games, and a number of them were selected to take part in official games ceremonies in Glasgow. In addition to the programmes targeted at secondary-aged children, Active Schools Coordinators also deploy on some activities students from Moray College undertaking sport-related courses. In academic year 2013/14, Active Schools supported 89 young volunteers to deliver activities across Moray, helping 56 of them to gain relevant activity qualifications along the way. A budding P7 leadership programme in the Buckie HS ASG primary schools involved the local Active Schools Coordinator there and has been successful in addressing behavioural issues in the playground.	100%	✅
ESC14/15-LL-2.1b	Increase the delivery of Positive Coaching Scotland modules	31-Mar-2015	Positive Coaching Scotland 'Double Goal Coach' workshops are promoted and delivered to clubs working with both Active Schools and MC Sports Development in order to instil the ethos of rewarding effort in sport rather than winning at all cost. The last workshop, delivered before the summer holidays, saw attendees from sports as varied as table tennis, swimming and gymnastics. The Positive Coaching values are embedded within all Active Schools activities and promoted by the Active Schools Coordinators to the partners we work with.	100%	✅

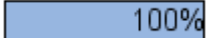| Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-LL-2.1c	Enhance partnership working with community organisations and partner agencies where this benefits young people	31-Mar-2015	A key focus of Active Schools remains the development of pathways from school to community sport, which means working with community sports clubs in order to provide an outlet for children to further develop their skills and benefit from increased opportunities for sport by joining a club. This academic year to date, Active Schools has worked with clubs in netball, rugby, hockey, cricket and golf to do this and have delivered three Moray-wide championship events in co-operation with the local orienteering, mountain biking , and athletics club.	100%	✓
ESC14/15-LL-2.2a	Raise the overall condition and suitability ratings for school buildings	31-Mar-2015	Programme on target within financial constraints. 4 primary schools (Seafield, Millbank, St Gerardine and Applegrove) on target for complete refurbishment. Elgin high replacement on programme.	100%	✓
ESC14/15-LL-2.2b	Undertake a review of school buildings in order to identify the optimum configuration for the future delivery of the service	31-Mar-2015	Final report of the Sustainable Education Review was submitted to a Special meeting of The Moray Council on 3rd November 2014	100%	✓
ESC14/15-LL-2.2c	Progress the replacement of Elgin High School - Development Phase	31-Mar-2015	Programme on target. Guaranteed Maximum Price received from hubco. Report prepared for Council consideration. Stage 2 report prepared for SFT consideration. Programme risks remain in relation to ESO10 and planning.	100%	✓
ESC14/15-LL-3.1a	Undertake Leisure Review to identify demand for and supply of activities and develop options for future provision	31-Mar-2015	Leisure Review complete with findings reported to a Special meeting of Full Council on 2nd July 2014.	100%	✓
ESC14/15-LL-3.1b	Work with partners to create a new strategy for Physical Activity, Sport and Health in Moray	31-Mar-2015	Sports Development - Physical Activity, Sport and Health in Moray strategy has started to be drafted involving key agencies prior to circulating for wider consultation. Revised timescales for strategy to be drafted consulted on and launched for December 2015.	50%	🛑
ESC14/15-LL-3.2a	Undertake Leisure Review to identify demand for and supply of facilities and develop options for future provision	31-Mar-2015	Leisure Review complete with findings reported to a Special meeting of Full Council on 2nd July 2014	100%	✓
ESC14/15-LL-3.2b	Raise the overall condition and suitability ratings for educational resources premises	31-Mar-2015	Awaiting the outcome of the Leisure Review led to a delay in the commencement of works to upgrade facilities, meaning that only 2 of the 5 intended projects could commence during 2014/15. Works at Forres and Speyside swimming pools initiated during quarter 2 are progressing according to schedule.	75%	🛑
ESC14/15-LL-3.2c	Enhance option appraisals for heating replacement proposals	31-Mar-2015	Full option appraisal now undertaken for all heating replacement projects.	100%	✓

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-LL-3.2d	Work with partners to enhance awareness and understanding of carbon issues and decrease energy usage	31-Mar-2015	Wide range of energy related activities at schools undertaken throughout Moray across the year. In quarter 4 the following events took place: ~ Conducted energy audits at Botriphnie PS, Hopeman PS and Portknockie PS. ~ Carried out audit follow up visits at Logie PS, Milnes PS and Mosstowie PS. ~ Mentored Elgin HS team in Go4SET programme. ~ Worked with CIFAL Scotland on an awareness raising programme for schools. ~ School assembly at Bishopmill PS. ~ Eco group meetings at 3 schools. ~ Training session for Hall caretakers (Jan 15). ~ Graduate teachers briefing at Moray College.	100%	✅
ESC14/15-LL-3.2e	Undertake review of school buildings and develop proposals for configuration to optimise educational benefits	31-Mar-2015	Final report of the Sustainable Education Review was submitted to a Special meeting of The Moray Council on 3rd November 2014	100%	✅
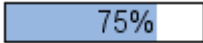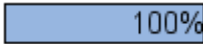
Lifelong Learning, Culture & Leisure
Libraries & Museums Service

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-LM-1.1a	Through partnership activity welfare information provision is further strengthened and targeted, leading to increased uptake	31-Mar-2015	Welfare portal launched at Elgin library, awareness session carried out for libraries staff and liaison continues with welfare staff to ensure current information/referral is made available through libraries and at job clubs. Relevant libraries info is being included on welfare portal.	100%	✅
ESC14/15-LM-1.1b	Effective participation in "Health Matters" initiative delivers agreed outcomes, including 'Books on Prescription scheme', 'Mood Boosting' and 'Healthy Reading' book collections	31-Mar-2015	Funding for licence for Books on Prescription has been agreed by Health Improvement. Libraries staff has been trained to deliver the 2 new health initiatives and bookmarks promoting the range of health info available from libraries have been circulated to all libraries. Autism Drop-In sessions continuing in Elgin, Buckie and Keith libraries.	100%	✅
ESC14/15-LM-1.1c	Appropriate health and welfare related events and initiatives are delivered through libraries leading to improved understanding and improved health	31-Mar-2015	Autism Drop-In sessions are continuing in Elgin, Buckie and Keith libraries. Healthy Living Week events/quizzes encouraged good participation from public and schools. Events included health style checks by NHS staff, talk and demo on healthy food, talk on dementia by Sally Magnusson which sold out and had a long waiting list. Alzheimer's Scotland launched their book of poetry in the Gallery. Health agencies 'manned' information stalls in Elgin library and leaflets/info was made available in all libraries.	100%	✅
ESC14/15-LM-1.1d	Participation in Moray Feelgood Festival achieves agreed outcome	31-Mar-2015	Partnership working developed through the Feelgood Festival has continued and led to displays by community groups in libraries e.g. Volunteers, SAMH and Parkinson's UK	100%	✅

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-LM-1.1e	Through partnership and refocusing resources the targets of the Public Social Partnership (PSP) project based on primary prevention work and early engagement will be met	31-Mar-2015	Partnership working continues through Governance and Operational groups. Additional staff have been trained to deliver Bookbug programmes. Increased co-operation between Millbank Primary School and the local library with many visits from classes to the library and library staff to the school. Funding awarded from SLIC to enable partnership working with Registrars to ensure every baby is gifted a library membership card when the birth is registered.	100%	✅
ESC14/15-LM-1.2a	Partnership with community care ensures appropriate targeting of resources and skills, removal of duplication of activity and appropriate and effective new initiatives	31-Mar-2015	A large uptake of reminiscence boxes during the reporting year (April 14 to March 15) with 83 boxes borrowed, and the licence for the My Life Digital software was extended by Community Care to ensure continued delivery of targeted reminiscence events.	100%	✅
ESC14/15-LM-1.2b	Improved promotional and outreach programmes lead to an increase in library membership	31-Mar-2015	Wide range of promotions and events used during year to attract new members, of note this year has been the 254 new 'Over 60s' borrowers joining the library service and 165,515 items were issued to 4,665 borrowers over 60 years.	100%	✅
ESC14/15-LM-1.2c	Learning and digital literacy provision is targeted, promoted by all staff and leads to increased uptake	31-Mar-2015	Citizens Online sessions for basic ICT targeted at over 60's has been a marked success this year with 35 sessions taking place in the quarter with 167 learners taking part. Also in quarter 4 there were 111 new learners signed up for accredited courses. *Learning Times* - first edition of this newsletter promoting learning was sent out in the second quarter and will be a quarterly publication.	100%	✅
ESC14/15-LM-1.2d	Morinfo becomes a key Council resource, is further expanded in scope, usage is increased and performance is effectively monitored and reported	31-Mar-2015	Unable to give accurate usage figures for 2014-15 due to ICT problem. Welfare portal now sitting alongside Morinfo. ICT issues have now been resolved and promotion of Morinfo continues with all staff having been trained on the upgraded system.	100%	✅
ESC14/15-LM-1.2e	Libraries are established as a dementia friendly service through effective partnerships and staff development	31-Mar-2015	Dementia awareness training completed for all libraries staff, although Environmental Assessment training for 3-4 librarians to ensure facilities is appropriate for those suffering from dementia is still to be carried out. Dementia Collections have been ordered to pilot in 2 libraries – Elgin and Forres.	90%	🔴
ESC14/15-LM-2.1a	Consultation and engagement methods improve targeting, uptake of learning and literacies opportunities and informing of local learning, literacies and skills intelligence	31-Mar-2015	First focus group for libraries, Essential Skills and ESOL staff met on 25th November. It was agreed that group would provide feedback to each participant following the focus group and one of the items agreed is that 2 focus groups will be held each year in Buckie, Forres, Keith as well as continuing in Elgin. Second joint focus group to be arranged.	100%	✅
ESC14/15-LM-2.1b	Learning and literacies marketing and promotion campaign is developed, delivered and increases uptake and impact	31-Mar-2015	Number of marketing and promotion campaigns used during the years including banners, posters and leaflets for ES located in key centres to attract new learners. First edition of the Learning Times. Plasma screen update of events promoted on public notice board, Plainstones. Car par tickets promotion completed. Services also promoted through Walkers payslips - particularly useful for ESOL.	100%	✅

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-LM-2.2a	Effective targeted and agreed appropriate level of provision for unemployed general learners, community groups, local businesses is delivered at each learning centre to agreed targets	31-Mar-2015	Citizens Online provided funding to deliver basic ICT awareness through the year. Courses have had a marked uptake of learners, resulting in a high percentage going on to sign up for an accredited course.	100%	✓
ESC14/15-LM-2.2b	Needs led, community based learning in ESOL and Basic Skills is delivered to agreed outcomes	31-Mar-2015	ESOL & Essential Skills continue to be delivered in response to demand. All learners have ILPS which identify their individual needs.	100%	✓
ESC14/15-LM-2.2c	Partner learning delivery is implemented as agreed leading to improved choices, uptake and income	31-Mar-2015	Shared working between Libraries and Moray College at Buckie and Forres commenced on 23 March. Settling in period for joint working agreed before official launch.	100%	✓
ESC14/15-LM-2.3a	The service effectively contributes to an integrated approach to information, advice, guidance and referral leading to improved progression, employability and skills	31-Mar-2015	Funding secured through SCVO to set up Digital Clubs in 5 libraries during 2015-16.	100%	✓
ESC14/15-LM-2.3b	Job clubs are further developed in partnership to meet identified need and with the involvement of volunteers	31-Mar-2015	This reporting quarter 29 job clubs attracted 177 job seekers. Additional volunteers have been recruited to assist in supporting job seekers across the 4 clubs at Buckie, Elgin, Forres and Keith (which began in October 2014). Most job seekers attending job clubs in libraries require one to one support.	100%	✓
ESC14/15-LM-2.3c	Staff are effective and appropriately trained in giving advice, guidance, information and referral	31-Mar-2015	Staff and volunteers have attended awareness sessions run by SDS staff and Welfare Reform staff in the use of My World of Work the Welfare MAP portal.	100%	✓
ESC14/15-LM-2.4a	Effective marketing is carried out with partners to promote a range of learning and literacies opportunities leading to wider uptake, progression, improved skills and qualifications	31-Mar-2015	Lifelong Learning Forum has agreed a partnership marketing event to take place at Moray College in early Autumn. Promotional materials are being made available to partner agencies on an ongoing basis. Joint working between Libraries Service and Moray College will be further developed following the launch of the new shared learning centres at Buckie and Forres. The services offered by Essential Skills and ESOL are also included in the joint working and promotions.	100%	✓
ESC14/15-LM-2.4b	Liaison with Job Centre Plus, Skills Development Scotland and other partners continues to be effective and encourages improved progression and uptake	31-Mar-2015	No statistics on the number of referrals but anecdotal evidence from learners and job centre staff that this is the case. Continued liaison with SDS and JCP through the Employability Action group and delivery of the job clubs.	100%	✓
ESC14/15-LM-2.4c	Integrated working of libraries, ESOL and Essential Skills ensures evidenced progression to positive learning outcomes	31-Mar-2015	Sharing information ensures both services have the necessary information to identify opportunities for learners and make referrals within the services.	100%	✓

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-LM-3a	A libraries digital participation strategy is prepared and delivered	31-Mar-2015	Moray libraries continue to be represented on the national digital participation group but the development of the national strategy for libraries has delayed further progress. This strategy should be presented to COSLA for approval mid May and once agreed the direction for digital participation will be agreed.	75%	🔴
ESC14/15-LM-3b	Expertise in hand held devices is developed by staff and learners	31-Mar-2015	Wifi project has been completed and iPads purchased with service level agreement with ICT developed. Funding for a new project to support digital clubs is in place.	100%	✅
ESC14/15-LM-3c	Libindx is upgraded to improve ease of use, give access to images and increase number of users	31-Mar-2015	Agreed with ICT to defer this upgrade until 2015-16	0%	🔴
ESC14/15-LM-4.1a	Agreed programme of reader development focused in widening audiences, increasing issues and supporting literacy for learning and life is implemented to intended outcomes	31-Mar-2015	All planned events have taken place with positive uptake. Programme of ongoing support for staff and public continues with printed and electronic promotional materials and handouts made available across the service.	100%	✅
ESC14/15-LM-4.1b	Summer Reading Challenge and October Reading Challenge attract new readers, exceed previous levels of uptake and support reading abilities	31-Mar-2015	The final statistical report on the achievements of the October Reading Challenge was completed and awards ceremony held with over 100 children and their parents in attendance. Positive comments were received from parents about the benefits to their children's reading skills and enjoyment.	100%	✅
ESC14/15-LM-4.1c	Book Festival attracts audiences from across Moray, attracts visitors to Moray, has increased number of attendees and strengthens Moray's cultural events calendar	31-Mar-2015	The annual Book Festival schools' programme attracted 11 schools, 62 classes of 1695 children and public programme attracted 576 people.	100%	✅
ESC14/15-LM-5a	Input into GIRFEC initiatives is integrated, effective and supports positive outcomes in relation to health, wellbeing, learning and literacies	31-Mar-2015	Libraries staff have been involved in staff/volunteer training sessions offered by NHS staff to deliver Bookbug awareness. Involvement of Libraries and Essential Skills staff in the Early Years Collaborative continues with effective partnership working with schools, nurseries, health centres and local agencies e.g. STEP by STEP, Action for Children and the Nappy Network. Libraries staff continue to provide advice/ support to schools in relation to reading recommendations, school library layout and stock and collections of materials.	100%	✅
ESC14/15-LM-5b	Family learning opportunities to encourage participation and which enable parents/carers to develop confidence and skills in supporting their own and their children's learning are effectively promoted and delivered by Essential Skills, within a continuum	31-Mar-2015	The P1 Family packs of books and ideas, suitable for parents supporting their children, were delivered to schools on schedule. Uptake continues to be on target. Bookbug training delivered to partners & ES staff . Essential Skills & Social Work in Buckie working together on a family reading project. Contributed to Scottish Learning Partnership Family Learning mapping survey. ES supporting adults to develop the skills to be able to support their children's learning.	100%	✅

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-LM-5c	Bookbug programme is effectively delivered, promoted and monitored achieving 90% uptake and positively impacts on those in greatest need	31-Mar-2015	Delivery of the Bookbug programme is on target with all playgroups and nurseries having received their Pirate packs.	100%	✅
ESC14/15-LM-5d	Agreed programmes of effective engagement achieving positive outcomes are implemented for the 0-3 age group and parents, particularly in those communities without static libraries	31-Mar-2015	Bookbug Lite sessions in Elgin now fully booked in advance and additional sessions being planned. Additional staff trained to deliver sessions in Buckie, Forres, Keith and Lossiemouth libraries where attendance is increasing. All Health Visitors, Public Health Team Leads and Practice Managers have been contacted and offered collections and Group Membership Tickets.	100%	✅

Schools & Curriculum Development
1. Curriculum Design

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-SCD-101	All schools are developing a curriculum structure for the Broad General Education (BGE) that reflects the 4 contexts for learning and the entitlements	31-Mar-2015	'How to fit CfE together' advice has been created and has been shared directly with 45% of schools via face to face meetings with the Head Teacher. This advice is about to go live on the Moray Glow website with a 'youtube' style video that teachers can use for reference. Further plans are in progress to share with the remaining 55% of schools.	70%	🛑
ESC14/15-SCD-102	Develop progressions in Maths, English and Modern Languages	31-Mar-2015	Significant Aspects of Learning and their associated progression frameworks for every curricular area have now been published by Education Scotland and have been made available to schools across the authority. Work in progress to use these to create planners for each curricular area by July 2015.	100%	✅
ESC14/15-SCD-103	Develop progressions in Science and Expressive Arts	31-Mar-2015	Significant Aspects of Learning and their associated progression frameworks for every curricular area have now been published by Education Scotland and have been made available to schools across the authority. Work in progress to use these to create planners for each curricular area by July 2015.	100%	✅
ESC14/15-SCD-104	Profiling is embedded in P7 and S3	31-Mar-2015	All schools have profiles in place for P7 and S3 and most are beginning to develop profiling in other year groups along with tracking and monitoring of pupils progress.	100%	✅
ESC14/15-SCD-105	Moderation of learning is evident across departments and across primary schools	31-Mar-2015	Moderation is being made more straightforward by the exemplification produced by Education Scotland; more is expected. Forres ASG moderation project using GLOW is going well and plans will be made to roll out across authority in 2015/16.	50%	🛑

Schools & Curriculum Development
2. Leadership, Management & Building Capacity

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-SCD-201	Carry out a consultation on a Leadership Framework and amend as appropriate	31-Mar-2015	Framework approved at September meeting of Children & Young People's Services Committee and launched at HT briefing.	100%	✅

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-SCD-202	Launch the Leadership Framework	31-Mar-2015	Launched at HT briefing in November.	100%	✅
ESC14/15-SCD-203	Pilot and evaluate a leadership and management development programme for aspiring school leaders	31-Mar-2015	The pilot programme has begun and will last a year at the end of which the programme will be reviewed.	75%	🛑
ESC14/15-SCD-204	Develop a middle leadership development programme for aspiring middle leaders	31-Mar-2015	SSSCA materials meet the requirements and programme will be ready to be piloted in May 2015. Learning Leadership programme (SSSCA materials) trainers began training in February 2015.	90%	🛑
ESC14/15-SCD-205	Develop CPD opportunities for teachers, as leaders of learning, through Gateway	31-Mar-2015	A number of training events have been provided for permanent staff, supply staff, visiting specialists and central staff. Training has been provided at ASG and school level. Further central training sessions are planned before April 2015.	100%	✅
ESC14/15-SCD-206	Flexible Route to Headship (FRH) phase 8 cohort	31-Mar-2015	Course being undertaken by 3 candidates on FRH 7, who will complete the course in April 2015 plus 7 candidates on FRH 8 thus increasing Leadership capacity in education.	100%	✅
ESC14/15-SCD-207	Raise staff awareness of professional standards	31-Mar-2015	Information has been provided on a regular basis and through a number of events. A joint update information leaflet from Education Department in Moray and EIS will be sent to all teaching staff by April 2015.	100%	✅
ESC14/15-SCD-208	Promote and support Teacher Learning Communities	31-Mar-2015	Officer has been appointed and support now in place for all schools who request it.	100%	✅

Schools & Curriculum Development
3. Learning and Teaching

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-SCD-301	Launch Learning & Teaching Policy in schools	31-Mar-2015	Learning & Teaching policy will now take form of a strategy. Format and contents has been finalised and the aim now is to launch the strategy at the beginning of session 2015/16.	70%	🛑
ESC14/15-SCD-302	Begin to populate GLOW	31-Mar-2015	GLOW continues to be populated by individual Officers, this will continue as an ongoing action.	100%	✅
ESC14/15-SCD-304	Establish ASG GLOW groups to share practice	31-Mar-2015	No progress achieved in 2014/15 – to be reviewed for 2015/16.	0%	🛑
ESC14/15-SCD-305	Continue to roll out 4 Aspects training, to be held on inset days.	31-Mar-2015	Bespoke training on the 4 Aspects and other areas of teaching learning continues to be made available to schools who request.	100%	✅
ESC14/15-SCD-306	Head teachers (HT) share good practice at HT meetings	31-Mar-2015	Number of Head teacher meetings taken place so far this academic year, with areas of good practice identified and shared with HTs.	100%	✅
ESC14/15-SCD-307	Education Support Officers (ESOs) to validate schools' moderation	31-Mar-2015	Programme of validating school moderation established with ESOs leading, meetings will take place twice per academic term.	100%	✅

Schools & Curriculum Development
4. New Qualifications

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-SCD-401	First year of new Higher - local arrangements for existing Higher. Advanced Higher implementation events	31-Mar-2015	Events attended and prelims now completed for new higher students. All in place for cohort one.	100%	✅
ESC14/15-SCD-402	Review, update and reissue employer leaflets and continue to engage with local employers in line with the Wood Commission report	31-Mar-2015	The Wood Commission: Developing Scotland's Young Workforce published their final report (Wood Report) in June 2014. In December 2014 the Scottish Government published Developing the Young Workforce - Scotland's Youth Employment Strategy, which sets out how the Scottish Government will implement the recommendation from the Commission for Developing Scotland's Young Workforce. Authorities now looking at this with a view to a local strategy to implement the recommendation. Life long learning forum has met to take forward a Moray wide strategy for implementation. This will continue to next year.	100%	✅
ESC14/15-SCD-403	Create parental leaflets for level 6/7 provision	31-Mar-2015	The trial for Advanced Higher delivery in Sciences in partnership with Moray College has now been completed with 3 subjects going ahead for session 15/16 – Biology, Chemistry and History. Biology will be delivered by Moray College, Chemistry by a Moray PT hosted at Moray College and History by Elgin High school. Plans now confirmed to take forward the three subjects for next year.	100%	✅
ESC14/15-SCD-404	Decision and guidance on study leave in place. Parents and pupils informed. Subgroup to gather and share good practice with schools	31-Mar-2015	A decision has been taken for next session and has been agreed by all schools. A review will be undertaken next year. QIO to continue to gather information from other authorities.	100%	✅
ESC14/15-SCD-405	Careers Academy Year 1 - phase one schools Speyside, Lossiemouth and Elgin High schools - review and plan sustainability	31-Mar-2015	Second year is progressing well and all schools held information evening and selection processes.	100%	✅
ESC14/15-SCD-406	Planning and development year in partnership with Moray College UHI	31-Mar-2015	Planning of the pilot project has progressed to final agreements.	100%	✅
ESC14/15-SCD-407	Second tranche of verifiers trained. Moray Internal Verification Procedures in place. Education Support Officers to review use of verifiers and appointees	31-Mar-2015	Internal verification group set up to work on authority framework. SQA has published Internal Verification Toolkit that will be used to inform the framework. Moray framework for internal verification is completed and ready to be agreed at LNCT. Currently reviewing use of verifiers and programme in place to support subject groups.	100%	✅

Schools & Curriculum Development
5. Supporting Learners

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-SCD-501	Pilot for 'on Track With Learning' 2 and continued school engagement with support	31-Mar-2015	A small number of primary schools and several departments in secondary schools continue to use "On Track With Learning", mainly for planning purposes – support continues to be available for these schools and others wishing to trial the tool. Feedback suggests that the tool can work well for practitioners who prefer to plan in this way, and that it can be useful to track coverage of curriculum areas, although opinion is divided in terms of how useful it is to monitor and track progress. Continued to support schools with its use where required.	100%	✅
ESC14/15-SCD-502	Trialling of various methods for tracking progress in Broad General Education (BGE) and senior phase and sharing practice	31-Mar-2015	ESO, along with colleagues across the authority, has explored options for tracking and monitoring progress in the BGE, looking at developing the potential of the MIS system used in schools (which includes the monitoring and tracking application utilised in some secondary schools for Senior Phase). Work has been supported by links with ESO staff in different authorities and at Education Scotland. The suggested approach, using significant aspects of learning and Education Scotland progression frameworks, is to be shared with schools this term ideally supported by Education Scotland staff, presenting to HT at the next HT meeting. Work continues with schools on how to ensure monitoring and tracking impacts favourably on pupil attainment and achievement, which includes facilitating discussions with staff working groups. ESO has been off ill over the quarter and will return to school on return. Tracking will remain a priority for the final academic term of 2014/15.	90%	🛑
ESC14/15-SCD-503	Advice to schools on how to conduct and facilitate effective learner conversations (with a focus on transition points). Training programme established for staff.	31-Mar-2015	Work has been done to create and facilitate exemplars to accompany training materials, including video clips, to be accessed via the Moray GLOW site. ESO has worked directly with schools upon request, which includes team-teaching and providing input at staff meetings, as well as meeting with HTs and individual staff. ESO has been off during the quarter and will return to school on return. Work will be taken on by other ESOs during the final academic term of 2014/15 via learning and teaching support.	90%	🛑
ESC14/15-SCD-504	Advice on what constitutes an effective profile and how best to use them.	31-Mar-2015	Direct work with schools, including developing a pilot project from last year with P7 profiles, providing a focus for pupils to share their learning as part of an induction day at a secondary school. Presentations and support materials to be added to Moray GLOW on an ongoing basis, with alerts to practitioners. Renewed emphasis on the value of profiling and the profile in terms of monitoring and tracking pupil progress. Advice as required via ESOs.	100%	✅
ESC14/15-SCD-505	Capture attainment at P7 and S3 according to national guidance. Consider profiling from 3-18	31-Mar-2015	Continuing to support schools to embed profiling across the school to ensure pupils are sufficiently skilled to provide a snapshot of their attainment and achievements at the key transition points of P7 and S3, with the aim that pupils beyond S3 continue to be engaged in the profiling process and continue to benefit from their entitlements. Support will continue to be provided as required.	100%	✅

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-SCD-506	Collate and gather evidence of current Personal Learning Planning (PLP) practice to share with establishments	31-Mar-2015	Work is well progressed on supporting staff and pupils to see this is an integral part of the profiling process as opposed to something separate. Capturing pupil learning conversations (see above) will also provide exemplification for practitioners. Progress hampered due to extended absence of ESO, however significant progress has been made.	90%	🛑
ESC14/15-SCD-507	Deliver clear message about expectations of reporting from 3-18 and collate examples including training materials available	31-Mar-2015	In line with progress made in terms of monitoring and tracking across the BGE, and renewed focus on skills for learning, life and work, updated advice to schools on reporting is being developed. This is to reflect the focus on pupil progress using appropriate language from the significant aspects of learning and progression frameworks. ESO proposes amending the existing reporting template being used by secondary schools as there is currently no facility to record or report on progress in terms of levels in the BGE. Examples of quality reporting and training materials to support updated advice. This will be concluded through learning and teaching support and new policy guidance in the final academic term of 2014/15.	90%	🛑
ESC14/15-SCD-508	Gather and collate evidence on the role of the Named Person in Moray and deliver appropriate training	31-Mar-2015	Initial training has been completed which included a mop up in November. An operational working group has been in place to progress this further and develop supporting guidance. Further training will be in place to support the Named Person Service in schools. Work completed to date.	100%	✅
ESC14/15-SCD-509	Deliver clear message on the role of the Lead Professional and protocols for joint working between Lead Professional and Named Person	31-Mar-2015	Working group has been established to progress the developing of guidance and training for the Lead Professional. This has included defining the roles and responsibilities between the Lead Professional and the Named Person. Work completed to date.	100%	✅
ESC14/15-SCD-510	Provide Authority guidance on the use of the Health and Well Being Evaluation tool from education Scotland	31-Mar-2015	An Education Support Officer has been seconded to lead on the implementation of GIRFEC in Education and lead a pilot project for Elgin High ASG. This was extended to cover all ASG's in Moray. Work with the tool has started in schools with a follow up and feedback session held on the 26th of February.	100%	✅
ESC14/15-SCD-511	Produce authority overview on 3-18 progression within the Health and Well Being Experiences and Outcomes	31-Mar-2015	Authority overview on 3-18 progression has been provided for use within the Health and Well Being Experiences and Outcomes.	100%	✅
ESC14/15-SCD-512	Carry out awareness raising with education establishments on the new Integrated Children's Services Inspection format	31-Mar-2015	This work has yet to start. It has been delayed due to the introduction of a new format for ICS inspections, which has not yet been confirmed.	0%	🛑

Schools & Curriculum Development
6. Validated Self Evaluation

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-SCD-601	Produce simple guidelines to support reporting on the outcomes of self evaluation	31-Mar-2015	Completed	100%	✅

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-SCD-602	Carry out awareness raising of policy and guidance on self evaluation and use of 'Plan, Do, Study, Act' etc	31-Mar-2015	Work on awareness raising of policy and guidance on self evaluation continues as part of the 6 weekly meetings of the Early Years Collaborative Work stream 3 Home Team.	100%	✅
ESC14/15-SCD-603	Develop support / training for self evaluation: SE process; Writing follow-through reports; Support for school leaders	31-Mar-2015	Quality Improvement Officer (QIO) responsible for continuous improvement is working with schools in the Education Scotland Inspection process on these aspects. Schools who have requested support on these aspects have received appropriate input from QIO.	100%	✅
ESC14/15-SCD-604	Provide a Head teacher Induction Programme	31-Mar-2015	Head teachers Induction programme established.	100%	✅
ESC14/15-SCD-605	Head teachers (HT) share good practice at HT meetings	31-Mar-2015	Head teacher meetings routinely include 'Good Practice' sharing as part of school development and continuous improvement.	100%	✅
ESC14/15-SCD-606	Update Record of Inspection Findings (RIF) information	31-Mar-2015	There have been very few RIFs received due to small numbers of inspections carried out in Moray. Of the inspections carried out records updated accordingly.	100%	✅
ESC14/15-SCD-607	Carry out awareness raising of schools' role in Integrated Children's Services inspections and self evaluation	31-Mar-2015	This work has yet to start. It has been delayed due to the introduction of a new format for ICS inspections, which has not yet been confirmed.	0%	🛑

Schools & Curriculum Development
7. Other Priorities

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC14/15-SCD-701	Continued development of a Languages Strategy	31-Mar-2015	Strategy has now been launched.	100%	✅
ESC14/15-SCD-702	Produce a Moray-wide strategy for Attainment and Achievement	31-Mar-2015	The Raising Attainment Strategy has now been launched at a HT meeting.	100%	✅
ESC14/15-SCD-703	Continued development of an ICT Strategy	31-Mar-2015	A full consultation is going to take place this term.	80%	🛑
ESC14/15-SCD-704	Continued development of 2hrs quality physical education in primary schools.	31-Mar-2015	All schools are now achieving the 2 hour target. The PE frameworks and progressions have been created and launched to HTs and were rolled out to classroom colleagues on 18th November. New Elgin has been targeted for concentrated input in Better Movers and Thinkers, an Education Scotland initiative which develops pedagogy in Physical Education. This pilot is now nearing completion and it is hoped to roll out the programme over the next 14 months. CPD continues in a range of PE related activities targeting improvements in quality.	100%	✅

2014/15 Half Year to March Housing and Property Services Performance Report - Service Plan

SERVICE PRIORITY 1 - Objective: Increase housing supply and Industrial portfolio				
Golden Thread: **Moray 2023 Plan**				
A growing, diverse and sustainable community; Healthier citizens Adults living healthier, sustainable independent lives safeguarded from harm				
Projects/Actions that contribute to this objective				
Action	**Milestones**	**Responsibility**	**Progress:**	**Status**
Complete the current programme of new business units at Keith Westerton Road Keith, Waterford Circle Forres, Chanonry Road Elgin and market properties for rental income.	June 2014	HoS; DM;	Project Complete	✅
Complete a feasibility study for the development of serviced sites on ground managed by the Lawtie Trust in Cullen.

Negotiate the purchase of ground at March Road Buckie currently owned by Seafield Estates for the same purpose. | August 2014

August 2014 | HoS; DM; | Outline proposals have been drawn up and a budget estimate produced. The business case has been completed. A separate offer from an oil supply company to lease whole is being assessed by the Trustees.

Meetings held with Planning and consultees to determine any abnormal development costs. Outline proposals have been drawn up and budgets costs prepared. Negotiations with Seafield Estates have begun. | ✅ |
Approve Moray Empty Homes Strategy – report to Committee	November 2014	HoS; HSDM	Consultative draft strategy approved Communities Committee on 18 November 2014. Following consultation, final draft being presented to Committee on 3 February 2015 prior to publication on 1 April 2015.	✅
Submit Strategic Housing Investment Programme (SHIP) to the Scottish Government for investment in new affordable housing for 2015-20	December 2014	HoS; HSDM	SHIP approved by Communities Committee on 18 November 2014 and submitted to Scottish Government on 30 November 2014.	✅
Present draft Local Lettings Plan for Phase 5 of the new build programme to Communities Committee	February 2015	Hos; HSDM; HNM	Revised Lettings Plan approved by Communities Committee on November 2014 for public consultation. Final Plan being presented to Committee on 3 February 2015.	✅
Complete the delivery of the Moray Strategic Local Programme 2012-15 – achieve 183 affordable housing completions over 3-year programme period	March 2015	HoS; HSDM	Good progress made on delivery of programme. 101 houses were completed and 57 on site at end of Q3. A further 19 were programmed to start on site in January 2015 and 84 by end of March 2015. Two Council projects subject to delay due to need to provide addition surface water drainage following the flooding incident in October 2014. Hanover HA's project at Forres providing 30 houses has been delayed by statutory consent issues. Outturn expenditure on programme was significantly greater than the funding allocation with the Council taking up underspend from the programmes of other local authorities.	✅

Projects/Actions that contribute to this objective				
Action	**Milestones**	**Responsibility**	**Progress:**	**Status**
Agree with Scottish Government Moray Strategic Local Programme 2015-18	March 2015	HoS; HSDM	Draft programme was agreed with the Scottish Government in January 2015. Final programme expected to be issued by Government in May 2015, after the General Election.	✅
Implement actions for 2014/15 detailed in the agreed Local Housing Strategy	March 2015	HoS; HSDM	Updated LHS Action Plan for 2014/15 agreed by Committee on 24 June 2014. Annual Performance on LHS to be reported to Communities Committee in August 2015.	✅
Review operation of the revised allocations policy	March 2015	HoS; HNM	Review completed – Report to Committee in August 2015	✅
Complete a feasibility study to construct 3 new business units at Burghead Harbour.	March 2015	HoS; DM;	Feasibility complete. Project on site with completion due June 2015.	✅
Implementation of the Moray Empty Homes Strategy	March 2015	HoS; HSDM	Strategy to be implemented on 1 April 2015.	✅
Maintain and review a programme of projects and land acquisitions to present opportunities to Committee. Monitor opportunities identified in the draft Moray Local Development Plan.	Ongoing	HoS; DM;	Meetings held with Development Services to discuss zoning opportunities for Industrial sites in Moray. Identified sites have been programmed and submitted to the Capital Planning bid process and will be considered by the Asset Management Group.	✅

SERVICE PRIORITY 2 - Objective: Tackle homelessness				
Golden Thread: **Moray 2023 Plan**				
Healthier citizens				
Adults living healthier, sustainable independent lives safeguarded from harm				
Projects/Actions that contribute to this objective				
Action	**Milestones**	**Responsibility**	**Progress:**	**Status**
Review Homelessness Strategy actions 2013/14 and set out actions for 2014/15 – report to Committee	April 2014	HoS; HNM	Homeless Strategy Action Plan for 2013/14 presented to Communities Committee on 29 April 2014. Action Plan for 2014/15 also agreed.	✅
Annual review of Housing Options /Housing Support regarding outcomes in homelessness prevention – report to Communities Committee	June 2014	HoS; HNM	Report presented to Communities Committee on 23 September 2014.	✅
Reconfigure the supply of temporary accommodation to compensate for the return of the DHI properties	August 2014	HoS; HNM	16 properties leased from the Defence Housing Infrastructure as temporary accommodation were returned to landlord at short notice during Q1 and 2. The reconfiguration of temporary accommodation is ongoing.	✅
Develop a revised charging policy for temporary accommodation to offset the phasing out of hostel deficit grant and the onset of universal credit	September 2014	HoS; HNM	Reported will be presented to Communities Committee in November 2014.	✅

Projects/Actions that contribute to this objective				
Action	**Milestones**	**Responsibility**	**Progress:**	**Status**
Review temporary accommodation strategy for 2014/15 and set actions for 2015/16 – report to Committee	February 2015	HoS; HNM	Report delayed to consider potential budget savings for 2016/17. Revised report to be presented to Committee in August 2015.	🔴
Review structure of Supported Accommodation Team	March 2015	HoS; HNM	Due to the ongoing need to reconfigure temporary accommodation, the review of staffing cannot be completed by March 2015. It is proposed that this is considered as part of the wider review of temporary accommodation due to be completed in 2015/16.	🔴

SERVICE PRIORITY 3 - Objective: Manage our assets effectively				
Golden Thread: **Moray 2023 Plan**				
Adults living healthier, sustainable independent lives safeguarded from harm Safer communities				
Projects/Actions that contribute to this objective				
Action	**Milestones**	**Responsibility**	**Progress:**	**Status**
Full implementation of new Gas Safety Policy and new gas servicing database	May 2014	HoS; BSM; PRM; HSM	The Servitor Gas database is fully operational. Revised procedures are now live from March 2015 Staff training will take place during April/May 2015. The existing Access database will no longer be used from June 2015.	✅
Achieve target spend of £787k for Moray Home Energy Efficiency Programme (2013-14)	September 2014	HoS; HSDM	Outturn expenditure for 2013/14 was £766k. The small underspend of £21k related mainly to enabling costs associated with promotion and marketing. These costs were contained within existing programme resources.	✅
Prepare a programme of refurbishment to high priority areas in relation to the industrial portfolio.	November 2014	HoS; DM;	Completed 31 March 2015	✅
Complete a programme of priority repair work to estate roads.	November 2014	HoS; DM;	Projects complete – February 2015	✅
Provide local Home Energy Advice Service to households at risk of fuel poverty	March 2015	HoS; HSDM	This service began operating from April 2014	✅
Implement Moray Home Energy Efficiency Programme for 2014/15	March 2015	HoS; HSDM	Good progress made on delivery of programme. 2014/15 Accrual List of contractually committed measures submitted to Scottish Government on 31 March 2015. Measures to be completed by 30 September 2015 as required by Government guidance.	🔴
Achieve target of £616k spend for Private Sector	March 2015	HoS; HSDM	Outturn expenditure for 2014/15 of £455k was below target. This has been caused by a number of factors, including a shortage of staffing resources within the Home Improvement Team and the irregular flow of disabled adaptation requests. The budget continues to remain pressurised and was fully committed at year-end.	🔴
Review disabled adaptations arrangements	March 2015	HoS; HSDM	Review of Council adaptations arrangements was completed February 2015.	✅

Projects/Actions that contribute to this objective				
Action	**Milestones**	**Responsibility**	**Progress:**	**Status**
Develop Asset Management Plans for non housing property with relevant Services	March 2015	HoS; PRM	Initial focus on Buckie and Keith areas completed January 2015. Options appraisal for West Moray and outlying areas more complicated. Now scheduled for completion by October 2015 and action carried forward for completion during 2015/16.	🔴
Achieve target of £9.806m Housing Investment Programme spend in 2014/15	March 2015	HoS; DM; PRM; BSM; HS&DM	Anticipated year end expenditure is £9.549m (97% of budget), with significant under spend of £0.841m on Planned and Cyclical offset by over spend of £0.623m on Reactive including Voids. *Figures noted exclude DLO surplus return and Property Fees rebate of £0.274m	✅
Achieve target of £8m non housing property investment spend in 2014/15	March 2015	HoS; DM; PRM	Year-end Capital and Revenue non-housing expenditure is £8.2m	✅

SERVICE PRIORITY 4 - Objective: Improve service quality				
Golden Thread: Moray 2023 Plan				
Healthier citizens				
Adults living healthier, sustainable independent lives safeguarded from harm				
Projects/Actions that contribute to this objective				
Action	**Milestones**	**Responsibility**	**Progress:**	**Status**
Annual Charter Report to Scottish Housing Regulator	May 2014	HoS, HSM, HNM, AM, BSM,	Completed and submitted on 30 May 2014	✅
Service Training Plan for 2014/15 to be agreed	June 2014	H&PS MT	Training Plans in place – August 2014	✅
Review performance in 2013/14 and agree targets for 2014/15 across service activities – report to Committee	June 2014	H&PS MT	Report completed and presented to Communities Committee on 24 June 2014	✅
Prepare for publication of an annual report to tenants and service users, as required by the Scottish Housing Regulator	October 2014	H&PS MT	Annual Charter Performance Report approved by Communities Committee in September 2014. Issued to tenants and other customers on 13/10/14.	✅
Review of Service and sectional risk registers	December 2014	H&PS MT	Risk Registers Reviewed – December 2014	✅
Implementation of actions agreed relating to welfare reform changes.	March 2015	H&PS MT	Plan in place for managing UOC charges and working. Housing Management staffing review agreed by Communities Committee in March 2015. To be implemented during 2015/16.	✅
Annual review of Tenant Participation Strategy and service user involvement in performance assessment and scrutiny	March 2015	HoS; HSM;HNM	2014/15 Annual review of the Tenant Participation Strategy presented to Communities Committee in May 2015. Details of the service user scrutiny framework still to be developed.	🔴