





# 2015/16 Quarter 3 Performance Report – Service Plans











## 2015/16 Quarter 3 - Chief Executive's Office




Chief Executive's Office					
Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CE15.01	Respond to follow up audits by Audit Scotland	31-Oct-2015	Follow up on BV audit now complete. Awaiting for the publishing audit findings due in October. Any actions required will be with CMT. Follow up on CPP audit also complete. CP Board approved the submission to the auditors outlining actions taken against the areas for improvement identified.	100%	
CE15.02	Publish Annual Public Performance Report	31-Oct-2015	Now with designers for layout	85%	
CE15.03	Implementation of Performance Management/Continuous Improvement Framework	31-Mar-2016	Data being collected to provide quarter 3 Statements, Single Page Reports and Continuous Improvement Framework charts and tables; publication date week commencing 8 February 2016.	75%	
CE15.04	Publish annual report on equality outcomes	30-Jun-2018	Report published 30/4/2015. Next report and revised equality outcomes due 30/4/2017. Health and Social Care Integrated Joint Boards are now included in the list of authorities subject to the duty to report but with different timescales. Awaiting notification of timescales. This information has been fed back in comments about revised Health and Social Care Joint Integration Scheme.	100%	
CE15.05	Assist Moray Community Planning Partnership's self assessment	31-Mar-2016	Self-assessment complete. Actions incorporated into other activities within the CPP.	100%	
CE15.06	Assist with the production of locality profiles	31-Dec-2015	Drafted for Dufftown, Lossiemouth, Aberlour and Keith, Forres progressing. Schedule to complementing PB exercises as advised by CSU staff.	60%	
CE15.07	Establish seven reference groups	31-Mar-2016	The Community Engagement Group (CEG) decided to review the need for reference groups at its meeting on 12th January 2016. Following discussion, decision deferred meantime and will be reviewed at next meeting of the group in February 2016.	10%	
CE15.08	Support Participatory Budgeting/ 'Planning for Real' pilots	31-Mar-2016	Four days consultancy support awarded from Scottish Government. Participatory Budgeting (PB) Awareness Raising session with consultant and Elected members / Community Planning Officers' Group (CPOG) delivered 29th Nov 2015. Planning meeting between CPOG and consultant took place in November also. Committee awarded £120k over 2 years to develop economic development in rural areas utilising PB processes in awarding grants. Successfully applied to Scottish Government for £65k to develop PB in Moray in 2016. PB agenda forming part of Community Engagement Group Short Life Working Group. Planning For Real Pilot: Dufftown Planning For Real Pilot completed within timeframe and Local Action Plan produced by local resident action group. (100%)	60%	










Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CE15.09a	Complaints - Develop annual report on complaints	30-Sep-2015	Completed and to be presented at next P & R Committee on 19 Jan 2016	100%	
CE15.09b	Complaints - Implement framework to improve learning from complaints	31-Mar-2016	Currently looking to move to a new Complaint database. This will incorporate a section detailing learning from individual complaints. This will allow management to assess common trends and implement improvement through sharing and briefings.	35%	
CE15.09c	Complaints - Roll out the e-learning complaints module	31-Mar-2016	To be progressed with Training Department.	20%	
CE15.10	Review internal and external communications	31-Mar-2016	Communications are still being progressed as part of the overall Culture Working Group action plan. Final changes have been put into the branding document. This will be submitted to the Corporate Management Team (CMT) in Jan for approval.	75%	


## 2015/16 Quarter 3 - Corporate Services











Committee, Election, and Registrar Services					
Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS15CM.01a	Review circulation list for service committees agenda and reports with a view to reduced printing costs	30-Sep-2015	Following review of circulation lists, have removed all Libraries and Keith Access Point from all lists.	100%	
CPS15CM.01c	Introduce procedure for checking Committee papers, complimentary to the Legal Services action.	31-Jul-2015	Action now completed	100%	
CPS15CM.01d	Implement digitisation of burial ground records.	30-Nov-2015	Image capture complete. System build in progress. Delays due to reconciling manual system entries with electronic programme. Conference call held with Contractor on 18 December 2015 raising concerns re delay and action plan agreed to bring project on track.	80%	
CPS15CM.01e	Investigate promotion of the marriage service	30-Nov-2015	Senior Registrar to arrange meeting with Angus McNicholl (Designer) to discuss display boards for use at wedding fairs etc. Revamp of webpages still to be undertaken but progress slow due to other workload issues.	50%	










Customer Services/Revenues/Benefits					
Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS15CS.01	Work on merger between Customer Services, Revenues and Benefits.	31-Mar-2016	Action completed this quarter	100%	
CPS15CS.02	Develop management information indicators for email enquiries and return call service.	31-Mar-2016	Technology has been implemented to assist the return call service and, with some further work, provide better analysis of the return call service.	50%	
CPS15CS.03	Review telephony strategy including use of automatic voice recognition technology and adjusting Service groupings	31-Oct-2015	Review complete and changes have been implemented. This is reflected in recent improvements to performance in the contact centre	100%	
CPS15CS.04	Prepare for and implement Universal Credit in Moray	31-Mar-2016	Action completed this quarter	100%	









Finance					
Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS15FN.01a	Reflect approved savings in departmental budgets	31-Mar-2016	All savings posted	100%	
CPS15FN.01b	Monitoring achievement of savings	31-Mar-2016	No issues noted in quarter 2. Reported to P&R 24 November 2015 - savings target exceeded as additional savings identified.	75%	
CPS15FN.01c	Identifying emerging financial pressure points and potential savings	31-Mar-2016	Updated October, November, December and following Scottish settlement on 16 December 2015	75%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS15FN.01e	Analysing and interpreting national financial data to assess impact on the Council's finances.	31-Mar-2016	December update following Scottish settlement forecasts savings requirement of £16.4m, due to cut in SG grant to local authorities being higher percentage than anticipated from national metrics.	75%	
CPS15FN.02a	Establish an integrated budget for the new Joint Board	31-Mar-2016	TMC budget agreed, NHS budget core services agreed, a paper proposing the split of Hosted Services has been distributed. Still has Mental Health to be disaggregated. And the set aside has yet to be agreed.	60%	
CPS15FN.02b	Develop supporting financial processes and financial guidance to ensure sound governance and financial management of Council resources.	31-Mar-2016	Final version of the financial regs is out to the Grampian Wide group to agree all the amendments, once agreed then will go to IJB for approval	60%	
CPS15FN.03a	Successful implementation of the Financial Management System (FMS) upgrade and the provision of improved budget manager information.	31-Mar-2016	Testing nearing completion. Go live now scheduled for end of January.	65%	
CPS15FN.03b	Standardisation of how the public can make payments to the Council by cash and card payments.	30-Jun-2016	Handover from Revenues complete. Project plan being developed for long term actions.	30%	
CPS15FN.03c	Successful development of budget manager training and FMS user training included in Council's training system (CLIVE).	30-Sep-2017	FMS user training: list of training guidance provided to HR some time ago. Awaiting their direction on how to convert our material to online course.	5%	
CPS15FN.04a	Implementation of the Scottish Government solution for e-invoicing and identify efficiencies.	31-Mar-2016	Go live with pilot supplier in January	70%	
CPS15FN.04b	The Council meeting all the statutory requirements of the Procurement Reform (Scotland) Act 2014	31-Mar-2017	Preparation completed as far as we are able. Scottish Government guidance has not been issued as yet, and the action cannot complete until this is available.	45%	
CPS15FN.05a	Successful implementation of new system which reduces the level of manual intervention and produces effective management information	30-Jun-2017	During Quarter 3 the project completed the procurement process achieving a significant milestone with awarding a Supplier off the Local Framework. One of the key decisions was to decide on whether to host the new solution in-house or have the solution externally hosted by the Supplier. The Project Board considered the options and made an informed decision agreeing to host the new solution in-house. The next period (Quarter 4) will be to finalise the contract documentation for signature and commence the initiation process with the appointed Supplier. The implementation plan will also be finalised and agreed between the Project Board and the Supplier. The remaining resources for the Project Team will be appointed to commence the implementation work for the new solution.	16%	











Human Resources					
Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS15HR.01a	Implement Transform approach for change management and continue development for recruitment	31-Mar-2016	Implementation complete, contracts extended until end August 2016. Use of psychometrics tested in homecare, Maybank and Social Work. Feedback mostly positive, less so from homecare. Psychometrics will continue to be used in recruitment as requested by departments.	100%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS15HR.01b	Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes	31-Mar-2016	Budget situation is being re-assessed and workforce implications will be assessed and managed as necessary.	80%	
CPS15HR.01c	Work in partnership with the NHS on the integration of health and social care	31-Mar-2016	Work is being co-ordinated across Grampian and there appear to be barriers to progress on workforce elements from an NHS(G) perspective. Efforts will be made to progress locally with a meeting scheduled for early February. Still 20%	20%	
CPS15HR.02a	Deliver employee engagement programme	31-Mar-2016	Reviewing ERDP process to ensure engagement results in increased performance/development	75%	
CPS15HR.02b	Enhance management activity and consistency	31-Jul-2015	Moray Management Methods (MMM) on intranet and booklets published and available at Leadership Forum (LsF). Publicity now commencing.	90%	
CPS15HR.02c	Improve workforce culture so that morale is good, people are proud to work for Moray Council and would recommend it to others	31-Mar-2016	Employee charter completed and in circulation. Bullying and harassment policy re-drafted and approved by committee. Working together finalised and to move to implementation. Focus group process agreed and actions to tackle areas identified from employee survey. Work beginning with first services. Work begun on support for new starts. Communications work underway with "Selfie Competition" and proposal ready for next Working Group.	30%	
CPS15HR.03a	Provide leadership development, working with public sector partners where possible	31-Mar-2016	Aug, Sept and Oct 2015: Master Classes organised for Elected Members to promote Leadership and Community Engagement. Joint activity with Highland, Aberdeenshire and Aberdeen City Councils delivered by The Improvement Service. Nov 2015: Elected Member Master Class "Improving Economic Outcomes" in Inverness with Highland Council members. Jan 2016: First assignment due to be completed by PSLP students.	33%	
CPS15HR.03b	Develop management and supervisory training to address management standards through a programme of options that suit the whole management structure	31-Dec-2015	Number of development opportunities considered to address skills gaps identified in the Leadership Form (LsF) Training Needs Assessment (TNA). Customer Service theme to deliver identified shortfalls from Best Value (BV) Audit. Customer Focus Strategy, Customer Charter, Customer Service Excellence standards. Jan 2016: Looking at ways to broaden development opportunities for managers. TNA completed at earlier LsF indicates support required in certain areas. Introduction of Moray Management Methods (MMM) together with links to essential documents and CLIVE e-learning modules will provide standards and underpinning knowledge. Looking to integrate MMM into corporate courses.	75%	
CPS15HR.03c	Support implementation of a Leadership forum to provide an understanding of the corporate environment and council priorities	31-Dec-2015	Leadership Forum (LsF) now well established. Review of actions and outcomes to date prepared for circulation to CMT and to next LsF. Development 100% complete.	100%	
CPS15HR.04a	Establish an Organisational Development team aligned to supporting corporate priorities, including organising training into a corporate resource	31-Dec-2015	Updated draft provided for further consideration	5%	
CPS15HR.04b	Review training activity across the council to form a comprehensive view and begin to prioritise on a corporate basis	31-Mar-2016	Updated draft provided for further consideration	0%	





Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS15HR.04c	Review the training and development on offer to ensure it is aligned to the corporate and OD priorities	31-Mar-2016	No progress pending further direction	0%	
CPS15HR.05a	Support the implementation of the Council's Health and Work policy in order to deliver ongoing improvements in absence levels	31-Mar-2016	1 & 2 October Delivered Asist Course on behalf of Moray Health & Social Care Partnership (20+) This remains an ongoing task and area of service priority. New absence cases are assigned on a monthly basis and monthly review meetings are held within the HR team to discuss complex cases and areas of best practice. Some refinement to the information provided to managers re those meeting trigger levels has been provided.	30%	
CPS15HR.05b	Pursue re-accreditation at Gold level for Healthy Working Lives	30-Sep-2015	Following discussion with working group and with prior agreement from CMT, have not renewed the council's registration with the HWL scheme. Will continue to undertake Health and well-being activities but without accreditation.	100%	
CPS15HR.05c	Developing the Health and Safety Culture of the council	31-Mar-2016	The workshop planned for supervisory staff was deferred at the request of CMT until sessions had been held with senior managers from all direct service areas and agreement reached as to priority areas for action. Two action plans have been produced (H&S and Departmental,) which are currently being implemented. It is planned to hold the supervisory level workshop before year end. The climate survey is to be integrated into the supervisory workshop and the engagement activities carried out to improve workforce culture. The annual report is being developed now for publication in the beginning of the next financial year. The interim report will be programmed from that point.	55%	
CPS15HR.06a	Consider recruitment and retention solutions that promote the employment and training of young people in Moray	31-Mar-2016	Timescale – on hold at present. Jan 2016: Two apprentice vacancies within Copy Shop. Providing 'Brand You' seminar to current interns on Career Ready scheme next month.	0%	
CPS15HR.06b	Establish clear pathways for support, training and experience for professional development for professional and specialist posts (grow your own)	31-Mar-2016	Timescale – on hold at present	0%	
CPS15HR.07a	Monitor the situation with regard to the living wage	31-Mar-2016	No change this quarter. Still working with departments to see how junior posts could be supported within current budgets	0%	
CPS15HR.08a	Employment Policies – rolling review of policies (and development of new)	31-Mar-2016	Policies considered by Personnel Forum (PF) and work now progressing to make necessary adjustments. Consideration also being given to wider review of format of policies to make more accessible.	60%	
CPS15HR.08b	Respond to changes in legislation and national policy development	31-Mar-2016	No change this quarter. This is a continuing requirement and so far this year we have looked at a number of areas including pension changes; holiday pay requirements; and sleep-ins and working time. Remaining work includes travel time as work time; driving licences and medical checks; strike pay.	50%	





Information Communication Technology					
Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS15IT.01a	Mobile and Flexible working - Complete rollout of technology for Tranche 7 (Education and Social Care)	30-Apr-2015	After discussions and testing with various suppliers it has not been possible to come up with a self-service laptop locker solution based on staff id cards. A simpler self-service solution has been identified and orders have been placed for the control unit/software and the laptop lockers. Installation will be complete by the end of March.	97%	
CPS15IT.01b	Customer Services- Lagan: Continue implementation Lagan across council services	30-Nov-2015	The ICT configuration work is complete but waiting for dates / arrangements from Customer Services / Revenues for moving the processes live.	100%	
CPS15IT.01c	Information management Sharepoint: Continue implementation across council services	31-Mar-2016	3 new services migrated to the new SharePoint environment.	100%	
CPS15IT.01d	Implementation: Employee Portal: test and roll out proof of concept model to improve and simplify procedures,	30-Sep-2015	Project has been completed.	100%	
CPS15IT.02a	Channel shift: expand and enhance council digital services, including the council website to support customer focussed delivery and encourage the use of online services	31-Mar-2016	Phase 1 of the Digital Services project targeting Council House tenants has now concluded. To date, page views on the Council web site have increased by 21% on last year but as knowledge of measuring channel shift develops it is difficult to express channel shift in a single indicator. One of the main indicators however is likely to be the reduction in calls within the contact centre, for which there may be many reasons, which has dropped by 8% in the last year. Further work will be required to assess if this is a true reduction or if there are increases in other areas such as emails, number of outgoing calls etc. At the same time the use of online tools for housing waiting list enquiries and rent balance enquiries is increasing at a steady pace. On target for completion on schedule.	75%	
CPS15IT.02b	Citizen account: investigate technologies that provide a single trusted view of the customer that can link data with other systems and can be used to provide improved services to the public.	31-Mar-2016	17,000 records on Lagan have been flagged as housing tenants but this includes former tenants and new applicants and until further analysis is undertaken it is difficult to provide precise figures but confident that it will be greater than the 20% target. The Lagan Web Self Service module has been purchased which will enable the implementation of the national myAccount solution allowing residents to register for online services. Implementation planning is now underway in conjunction with the Improvement Service. Draft procedures for ongoing data management produced and to be reviewed by the Digital Public Services Working Group. On target for completion on schedule.	80%	
CPS15IT.02c	Better Use of Data: develop a pro-active approach to service delivery based on analysis of customer data	31-Mar-2016	Initial proposals for segmenting customers into 9 customer groups aligned to phases of the Digital Service project have been agreed. Customer surveys have been conducted in libraries, leisure and community centres, access points and also available on the web site. Feedback is continuously being monitored	100%	
CPS15IT.02d	Information Sharing: develop a corporate approach that supports partnership working within council services and with partners in the best interests of service users	31-Mar-2016	Revised Privacy Statement produced and approved. No specific data sharing identified in phase 1 of the Digital Public Services project. Rollout of the privacy statement to all channels is in progress. On target for completion on schedule.	85%	











Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS15IT.02e	Digital Awareness: support council staff to be familiar with the use of technology to encourage innovation and new thinking around service delivery.	31-Mar-2016	Agile training has been delivered to the wider development team and is now available from Employee Development as a standard course. The mobilisation stage within each phase of the Digital Public Services project has been amended to include an overview of the agile methods and typical outputs from the project. In addition an ICT capabilities document will be presented to the next Digital Services working group Feb 2016. On target for completion on schedule.	90%	
CPS15IT.02f	Intranet Improvement	31-Mar-2016	Options for revised intranet design produced. Design to be finalised following feedback and migration strategy agreed. On schedule for completion against revised date of March 2016.	60%	
CPS15IT.02g	Unified Communications: Options appraisal and feasibility report on technology to support communication between remote workers followed by development of pilot and implementation	31-Dec-2015	No further progress. Staff shortages and other priorities within Digital Services are causing resourcing issues for this project. No revised target date available. Behind schedule.	20%	
CPS15IT.03a	Schools Infrastructure Ensure the necessary infrastructure is in place to underpin future developments	31-Mar-2016	Project is on track. Tasks completed in quarter include installation of IP telephone systems at four secondary schools, rollout of devices for primary schools, replacement of network switches. Tasks ongoing – Windows 7 rollout, migration of primary servers, wireless access points.	75%	
CPS15IT.03b	Enable collaborative working and use of key packages	31-Jul-2015	MS Lync working for 'chat' type conferencing and Adobe Connect working for 'tutorial' type conferencing. Still to measure uptake. Will be complete by the end of March.	80%	
CPS15IT.03c	Strategy- Work with schools ICT Strategy Group to deliver the ICT Strategy for Education and Social Care to enhance and support education delivery	31-Aug-2016	Project is on track. The ICT Strategy for Schools and Curriculum Development was approved by Full Council on 11 November 2015. Costs have been identified and have been included in the Capital Plan for 2016/17. Priorities have been confirmed and preparatory work has been undertaken for the rollout of Interactive Boards. The design of the wireless network has also been completed and this has been subject to scrutiny by an external security specialist.	75%	
CPS15IT.03d	Pupil Devices: Investigate options for providing 1:1 pupil devices at key stages of education including Bring or Buy your own device	31-Aug-2016	This was originally due to start in Jan 2016. However, the ICT Strategy report highlighted that this work should be deferred for the time being.	0%	
CPS15IT.04a	Data Storage Review if current arrangements meet future demands	31-Mar-2016	Behind schedule. Work has started on the Data Storage Review. Discussions have taken place with suppliers to establish options for extending support on our primary storage array. Work has also started to assess whether our secondary storage array is sufficiently scalable to accommodate the data from the primary storage array. If viable this would be a cost effective way to move forward. Revised target date for completion is end of March.	20%	
CPS15IT.04b	Service desk Secure updated software to manage service desk	31-Mar-2016	This project is now complete. The remediation work was completed at the start of December and the PSN connection compliance certificate has been issued by Cabinet Office.	100%	
CPS15IT.04c	Information security Ensure that security control systems are adequate and up to date.	30-Dec-2015	This project is now complete. The remediation work was completed at the start of December and the PSN connection compliance certificate has been issued by Cabinet Office.	100%	
















Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS15IT.04d	Infrastructure and device management Programme to maintain ICT infrastructure and devices at the optimum level and to agreed standards	31-Mar-2016	This project is on track. Main activity in Q3 – completion of design and installation of central wireless management system including external security review, procurement of equipment for phase 2 of the corporate Local Area Network (LAN) programme, publication of quick quote for professional services for phase 2 LAN, identification of central government framework and completion of specification for antivirus replacement, and specification of hardware for virtual desktop solution for CAD machines.	70%	
CPS15IT.04e	Business Improvement projects and applications maintenance	31-Mar-2016	Progress is estimated at 67% against a target of 75% at the end of December.	67%	
CPS15IT.05a	Pathfinder North/ SWAN project	31-Mar-2016	Project is behind schedule. High level design document for migration has been completed and surveys are ongoing. Circuit for Data Centre has been installed. Transition of initial sites originally scheduled for Jan 2016 but this is looking highly unlikely given the current position.	60%	
CPS15IT.05b	Integration of Health and Social Care	31-Mar-2016	Meeting attended with Grampian wide ICT partners in December but little clarity on local requirements for April and beyond. No progress this quarter.	0%	








Legal					
Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS15LG.01a	Review use of standard instructions/contact form.	30-Sep-2015	Decision to carry forward as part of a wider review of instruction processes, as it was felt more beneficial than looking at this one element in isolation. Will carry forward into next year's service plan	0%	
CPS15LG.01b	Review webpage content, using public satisfaction survey results and reference to other authorities.	30-Nov-2015	Some updates have been made to the legal intranet pages. The licensing part of the website is being reviewed and updated as part of the Digital Services Project and this is ongoing. Expected completion date is now 30 April 2016.	50%	
CPS15LG.01c	Review implementation of Sharepoint to ensure best practice and review paper file records.	31-Dec-2015	This work is ongoing as we are continually reviewing and finding improvements to how we use Sharepoint learning from experience. Review of paper file records also ongoing, in accordance with file review/retention procedures as we gradually work through existing records. Legal are working with the Records Manager as responsibility for closed records lies with that post.	90%	
CPS15LG.01d	Follow up Legal and Democratic Services Admin team review/merging teams with Members Support	31-Jul-2015	complete	100%	






Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS15LG.01e	Develop benchmark information nationally. Carry out a detailed comparison against the 2 top performers.	31-Dec-2015	<p>The Legal Services section carries out annual benchmarking with 14 other Scottish councils. This is based on a voluntary sharing of information and is free, other than staff time costs. Moray compare favourably with the other authorities across a range of areas:</p> <ul style="list-style-type: none"> <li>•Total cost of legal function as a percentage of Council running costs: in the middle of the range</li> <li>•Total cost of legal function as a percentage of the population of the area: second quartile</li> <li>•Proportion of work outsourced: second quartile</li> <li>•Cost of training /development: lowest</li> <li>•Cost of legal staff per hour: second quartile</li> </ul> <p>Great effort is taken to ensure consistency in the way cost information is gathered in the different participant Councils; however, benchmarking is not an exact science. Benchmarking figures are useful as a general health check. They help identify areas of good practice in other Councils which can learn from. This is the second year that Moray has participated in this benchmarking exercise. We should be able to build up a picture of how we are performing year on year.</p>	100%	
CPS15LG.01f	Assist with smooth transition of Health and Social Care functions to integrated joint board.	31-Mar-2016	The Integration Scheme has been submitted to and approved by the Scottish Government. The IJB is anticipated to be established on 6 Feb 2016. with responsibility for functions anticipated by 1 Apr 2016	85%	
CPS15LG.01g	Prioritise resources on corporate projects and strategic infrastructure projects identified in the 4 year plan eg Western Link Road, harbour developments, Bogton Road development, Barmuckity Business Park, Elgin High School	31-Mar-2016	Action continues.	75%	
CPS15LG.01h	Monitor and react to areas of significant increased activity (land register reform, servicing leases for new industrial builds) and potential decreased activity (Council House sale and Health and Social Care advice).	31-Mar-2016	Action continues	75%	
CPS15LG.01i	Investigate business case for SMS texting for Licensing Services.	31-Oct-2015	Being investigated/taken forward as part of the Digital Services Project. Expected completion date is now 30 April 2016.	10%	
CPS15LG.01j	Develop checklist for ensuring consistency in checking Committee papers.	30-Sep-2015	The checklists are being reviewed before being adopted as a standard procedure. This action is expected to be completed by the end of Jan 16	95%	
CPS15LG.01k	Checklist/induction for new staff and for staff leaving.	31-Jul-2015	complete	100%	
CPS15LG.01l	Train staff in use of plain English	30-Nov-2015	Employee Development will be invited to assist with training. Training dates fixed for November 2015.	100%	















## 2015/16 Quarter 3 - Development Services










Building Standards					
Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS15-18.1.1	Implement National eBuilding Standards System	30-Sep-2016	This is going well and Nationally we are more advanced than many other Authorities.	60%	
DevS15-18.1.2a	Benchmarking with other Authorities -Identify benchmarking group with willing partners	30-Apr-2015		100%	
DevS15-18.1.2b	Benchmarking with other Authorities - Start process using Qtr 1 data from national KPO returns	31-Aug-2015	The Building Standards service has been seeking to share best practice among local authorities for many years. Moray has been a member of the consortia groups since 2010 and has led an initiative to introduce benchmarking with other local authorities. All SOLACE group members have now agreed to benchmark.	100%	
DevS15-18.1.3a	Customer feedback - identify methods	31-Mar-2015		100%	
DevS15-18.1.3b	Customer feedback - introduce process	30-Nov-2015	Complete	100%	
DevS15-18.1.4	Year on year improvement against National Performance Framework targets	31-Mar-2018		0%	

Development Management					
Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS15-18.2.1a	Review standard planning conditions - Transport	30-Sep-2015	Q3 Update - 30% Transportation are reviewing conditions, follow up meeting arranged for end of February.	30%	
DevS15-18.2.1b	Review standard planning conditions - Wind Farm	31-Jul-2015		100%	
DevS15-18.2.1c	Review standard planning conditions - Environmental Health/Contaminated Land/Private Water	30-Sep-2015	This is expected to complete in January 2016, draft conditions have been prepared by Environmental Health.	75%	
DevS15-18.2.1d	Review standard planning conditions - Landscaping/Planting/Waste	30-Nov-2015	Review commenced on landscaping. To be completed by end of April 2016.	20%	
DevS15-18.2.2	Planning Performance Framework (PPF 4) – to be submitted annually	31-Jul-2015	Feedback and report to go to P&RS Committee in December 2015. Work to start on PPF (5) due 31 July 2016	100%	
DevS15-18.2.3	Implement hazardous substances legislation	30-Jun-2015	Complete	100%	
DevS15-18.2.4	Tree Works – Applications for consent to consider Tree Preservation Orders & works within a Conservation Areas	31-Dec-2015	It has been agreed that this will be looked at in 2017.	20%	




Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS15-18.2.5a	Review Development Management Procedures - produce timetable for implementation	31-Dec-2016	To be completed December 2016.	20%	
DevS15-18.2.5b	Review Development Management Procedures - implement	31-Mar-2016	<i>Weekly list reviewed and in implemented November 2015. Committee Presentations implemented in December 2015.</i> Remaining procedures to be reviewed June 2016.	20%	
DevS15-18.2.6a	Monitoring of S.75 legal Agreements - Draft procedure	30-Apr-2015	Draft procedure prepared.	100%	
DevS15-18.2.6b	Monitoring of S.75 legal Agreements - Provide training	29-Feb-2016	Draft procedure prepared and back filling of database for current applications being prepared due to be complete by end of March 2016.	75%	
DevS15-18.2.7	Implement Adopted Moray Local Plan 2015 & Cairngorm National Park Local Plan 2015	30-Sep-2015	Both Moray Local Plan 2015 and Cairngorm National Park Local Plan 2015 have been adopted.	100%	
DevS15-18.2.8	Town Centre Pilot project - Food & Drink Trail/Upper Floors Regeneration & Protocol - Second phase	30-Sep-2016	Town Centre Protocol - waiting for HOPS pilot to be published and shared as good practice. Upper Floors Regeneration incorporated into Elgin Action Pan as part of the Charrette outcomes. Food & Drink Trail complete. Car Parking for re-use of existing buildings agreed at P&RS committee on 6th October 2015.	75%	
DevS15-18.5.2c	Work with the development community to implement short and medium term actions arising from the Elgin City Centre Charrette.	31-Dec-2016	This has been reported to E&DI services committee in August and a 12 month action plan was agreed. Follow up report to go to ED&I services committee in August 2016 as an annual update. Project plans currently being prepared, first Bid for external funding made and reports already presented to relevant committee on Bus Station improvements, Town Centre Car Parking (Re-use of Buildings) and Derelict Buildings.	25%	







Environmental Health					
Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS15-18.3.1	Environmental Health - reorganise team	30-Apr-2015	Ongoing as retirements providing more opportunity to diversify and recruit	100%	
DevS15-18.3.2	Environmental Health - review of procedures, practices and monitoring	31-Jul-2015	Review ongoing as rollout progresses and bugs fixed	95%	
DevS15-18.3.3	Environmental Health - Trial hand held data capture devices	31-May-2015	Trialling of data capture devices completed at the end of September. Update and configuration change due 2 Oct by ICT.	100%	
DevS15-18.3.4	Environmental Health - Partial team utilisation of hand held data capture and automatic upload of data	31-Dec-2015	Phased rollout of live usage starts Jan 2016, each stage will be monitored and reviewed until full rollout complete.	20%	
DevS15-18.3.5	Environmental Health - monitor and review team reorganisation	30-Nov-2015	Recruitment ongoing as vacancies allow for reorganisation, expect to complete by 31 March 2016.	50%	

Planning and Development					
Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS15-18.5.1	Adopt the new Local Development Plan	31-Dec-2015	Plan was submitted to the Scottish Government on 26th June 2015 and was adopted on 31st July 2015	100%	
DevS15-18.5.2a	Work with Transportation Services and Property Services and Highlands and Islands Enterprise to facilitate development at Barmuckity Business Park	31-Dec-2016	Dec 2015 Committee approval for £20,000 towards the feasibility work for Barmuckity to include survey work, design fees and costings as part of the first phase of the project to assess viability. A project plan has been prepared and a project board will be established to manage the progress of the project. Preparatory work is therefore progressing towards a future Capital project.	50%	
DevS15-18.5.2b	Work with Transportation Services and Property Services and Highlands and Islands Enterprise to facilitate development at Buckie harbour	31-Dec-2016	50% Continued support provided as propositions developed with MORL & EDPR	50%	
DevS15-18.5.2d	Develop developer obligations supplementary guidance report	31-Dec-2015	This was reported to P&RS Cttee on 1st December, as second (additional) public consultation will be carried out Q1 2016 before final approval June '16	90%	
DevS15-18.5.2e	Draft Cullen Conservation Area Appraisal	31-May-2015	Drafts were reported to P&RS Cttee 1st December, will now be subject to public consultation with final approval in June '16	100%	
DevS15-18.5.2f	Rural Groupings Review report	31-Aug-2015	This was reported to P&RS Cttee on 1st December and a draft for consultation was agreed. This will be available for consultation Q1 2016 and a final version approved in June '16	100%	
DevS15-18.5.2g	Work collaboratively with Springfield Properties to prepare Elgin South Masterplan as supplementary guidance	31-Dec-2015	Draft being reported to a special meeting of P&RS Cttee late March.	50%	
DevS15-18.5.2h	Work collaboratively with Pitgaveny Estate to prepare Findrassie Masterplan	31-Dec-2015	Final version was reported to P&RS Committee on 1st December	100%	
DevS15-18.5.2i	Work collaboratively with Scotia Homes to prepare Knockmasting wood and SW of Elgin High School Masterplan as supplementary guidance	30-Jun-2016	The due date (June 16) is now unrealistic due to WLR delays. June 2017 is probably realistic	5%	
DevS15-18.5.2j	Work collaboratively with Altyre Estate to prepare the Dallas Dhu masterplan	30-Jun-2016	Architecture and Design Scotland panel review of draft proposals in February 2016	15%	
DevS15-18.5.2k	Draft Findhorn Conservation Area Appraisal	31-Dec-2016	Complete- reported draft 1/12/15	100%	
DevS15-18.5.2l	Open Space Strategy work commences	31-Dec-2016	Early work has started in Forres, however Strategy awaits return of officer from maternity leave to resource this project.	0%	
DevS15-18.5.2m	Town Centre Health Checks	30-Nov-2016	Health checks are carried out bi-annually.	0%	
DevS15-18.5.3	Review the Local Development Plan	31-Dec-2016	The project plan is being prepared and will be reported to Committee in early 2016	0%	






Trading Standards					
Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS15-18.4.1a	Implement outcome of national strategic review -phase 1 - the evaluation of trading standards activity	31-Mar-2015	This task has been passed to a SOLACE led working group reporting to COSLA. There is no action required by Moray Council at this time.	0%	
DevS15-18.4.1b	Implement outcome of national strategic review -phase 2 - planning around options presented in Phase 1	31-Mar-2016	Progress against this is dependent on DevS15-18.4.1a	0%	
DevS15-18.4.1c	Implement outcome of national strategic review -phase 3 - implementation	31-Mar-2016	Progress against this is dependent on DevS15-18.4.1a	0%	
DevS15-18.4.2	Deliver Scottish Legal Aid Board funded provision of additional welfare and money advice	30-Sep-2016	Funding has been secured from the Scottish Legal Aid Board to extend project funding to September 2016. The project is progressing to plan in delivering benefits and money advice to clients.	50%	
DevS15-18.4.3a	Welfare Network Development Project - Evaluate public accessibility of welfare reforms related advice and assistance	30-Sep-2015	Completed	100%	
DevS15-18.4.3b	Welfare Network Development Project - Final evaluation and continuity planning report signed off by Welfare Reform Local delivery Group	31-Jan-2016	The evaluation has been completed and reported to the Welfare Reforms Local Delivery Group who have agreed the findings. Completed.	100%	
DevS15-18.4.4a	Re-design of Financial Inclusion Service - Complete training for money advice	31-Aug-2015	Money advice training complete	100%	
DevS15-18.4.4b	Re-design of Financial Inclusion Service - Implement joint delivery processes for financial education / preventative assistance	30-Nov-2015	Money advice and welfare rights awareness training delivered to social work and external social care providers. Money advice awareness e-learning module written and rolled out to customer facing staff in the Council, DWP and other agencies. Joint working carried out with the Criminal Justice team to offer financial and benefits advice to their clients. Contact centre script has been reviewed and updated to better route clients to appropriate advice. Working with NHS to improve referrals from health professionals to financial advice. Formalised joint working arrangements with partners have not worked out as anticipated. This approach is not always possible due to lack of data, and introduces administrative burdens. One aim was to identify clients, who are likely to develop debt problems; however discussions with partners confirms that either these clients cannot be identified, or that they are unlikely to engage with money advice before the debts get out of control. That said, discussions with partners have identified opportunities for collaborative working, the most promising being the inclusion of money advice service information in Revenues arrears letters and correspondence from sheriff's officers. These arrangements can work without the formality of the original plan.	70%	
DevS15-18.4.4c	Re-design of Financial Inclusion Service - Complete training for benefits advice	29-Feb-2016		0%	

## 2015/16 Quarter 3 - Direct Services








Administration					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DirS15-18A.16	ISO 9001 Assessments and Internal Audits are planned and conducted to ensure that our processes are controlled and managed efficiently and effectively and communicate outcomes to staff.	31-Mar-2016	SGS Carried out a re certification audit on 16-20/11/2015. All service areas in scope were assessed against the 9001 quality standard and there were no non-conformances found in our processes	100%	
DirS15-18A.17	Review and rationalization of the depot portfolio.	31-Mar-2016	Report on Elgin Depots went to ED&I Committee 20.10.15. Report on East Depots went to Communities Committee on 13.10.15.	100%	
DirS15-18A.18	Acting on our Customers Feedback to the service we deliver	31-Mar-2016	<p>The 2015/16 Survey is currently out to Citizens Panel and results are expected to be incorporated into our Service Plan in 2016.</p> <p>Customer focus meetings are ongoing and this topic is expected to gain momentum in the next quarter.</p> <p>Ways in which we can gather positive feed back from customers is currently being investigated and will be reported in 2016</p>	85%	




Consultancy					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DirS15-18C.12a	Completion of Elgin Flood Scheme	29-Feb-2016	Scheme operational. Only peripheral and additional works remain – water main diversion, River Lossie Cycleway and Deanshaugh football pitches and access remain. Landscaping work complete.	98%	
DirS15-18C.12b	Contribute to SEPA's Flood Risk Management Strategies	31-Dec-2015	Strategies on track for ministerial approval and publication on time.	100%	
DirS15-18C.12c	Complete Flood Risk Management Delivery Plans	30-Jun-2016	Carried out public consultation on delivery plans. Template for Delivery Plans not yet finalised nationally.	25%	
DirS15-18C.12d	Complete feasibility studies for Hopeman, Dallas, Arradoul and Portessie	30-Nov-2015	Reported to ED&I committee on 20 October.	100%	
DirS15-18C.12e	Develop Surface Water Management Plans for Elgin, Buckie Keith, Rothes and Forres.	31-Mar-2016	Data collection is complete. At Flood Risk Assessment Stage.	15%	
DirS15-18C.12f	Develop Flood Risk Management Asset Management System	31-Mar-2016	Progress is accelerating from a slow start. We have now received base GIS data from Scottish Government/Ordnance Survey "waterlayer" project. Progress measured against programme for 2015/16 only – project is a continuing one.	40%	










Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DirS15-18C.4b	Deliver River Lossie Cycleway	29-Feb-2016	Works awarded to Morrison Construction (ED&I) and underway The aim was to complete the project by March 2016. The due date has been brought forward to February 2016	95%	
DirS15-18C.4c	Replace failed Seatown Bridge, Cullen – subject to Committee approval	31-Mar-2016	Land acquisition now virtually concluded. Planned start March 2016.	30%	
DirS15-18C.8a.1	Elgin Western Link Road - Submit planning application, acquire necessary land, obtain consents and approvals, finalise design with contractor input.	29-Feb-2016	ED&I have noted design changes and TMC will consider budget implications. Small delay while awaiting statutory consultees' comments.	90%	
DirS15-18C.8a.2	Elgin Western Link Road - Undertake value engineering and risk management processes and develop a target cost for acceptance by the Council. Award contract and commence construction	30-Apr-2016	This action is dependent on the action DirS15-18C.8a.1 above. Value Engineering workshop scheduled for early February 2016.	0%	
DirS15-18C.8b	Design Work for B9016 Buckie - Keith Road Improvement	31-Mar-2016	Reported to ED& I on 15 December. Awaiting confirmation of funding.	0%	




## Environmental Protection



Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DirS15-18E.13	Maximise School meal service uptake in secondary schools by implementing a Marketing Programme	31-Dec-2015	All schools have hosted theme days to promote the school meal service; continue on this theme. New Loyalty Card introduced to encourage uptake in meals.	100%	
DirS15-18E.14	Prepare a database of all Parks & Open Spaces assets for consideration by the Asset Management Group for inclusion in an Open Space Asset Management Plan.	31-Mar-2016	List of Assets finalised but limited resource available to progress.	20%	
DirS15-18E.15	Review the current cemetery provision in Moray and report to Committee to consider options for a long term strategy.	31-Mar-2016	Report presented to Admin Group for consideration. The only recommendation meantime was to progress the search for a new site for Elgin Cemetery, in consultation with Local Elected Members as necessary.	100%	
DirS15-18E.1a	Enhance promotional and publicity materials to increase recycling rates	31-Mar-2016	Following the intervention campaign within schools, information packs for their reference will be issued shortly. Continuing PR through local press and events.	40%	
DirS15-18E.1b	With neighbouring authorities investigate alternatives to landfill	31-Mar-2016	Regular Officer/Elected Member meetings being held. The first of 3 progressive Inter Authority Agreements has been approved by Committee. Work is ongoing to take subject legal and financial Experts on board to progress to the next stage.	30%	
DirS15-18E.1c	Computerise Weighbridge ticket operations at the Council's Moycroft, Elgin and Waterford, Forres waste transfer facilities	31-Mar-2016	Tender being evaluated with contract award issued shortly	75%	
DirS15-18E.2	Run a litter campaign	31-Mar-2016	The formal Litter Campaign was run in May with 12 groups participating. However, this is ongoing all year round with a number of groups undertaking litter picks, particularly over the summer period.	100%	

Roads Maintenance					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DirS15-18R.10	Develop further business cases for covered salt storage (e.g. Dufftown Depot)	31-Mar-2016	No resource allocated	0%	
DirS15-18R.3	Develop a business case to replace inefficient lanterns with LED light sources over 5 years and implement subject to funding	31-Dec-2015	Complete – business case and funding approved/allocated by Committee	100%	
DirS15-18R.9	Continue to work with SCOTS to develop Roads Asset Management Planning.	31-Mar-2016	Ongoing	75%	



Transportation					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DirS15-18T.11	Promote development in Buckie Harbour, including the Buckie Shipyard area, whether with Offshore renewables companies or local companies	31-Mar-2016	The two documents produced on the Moray Council Response - Technical Proposal and Commercial Proposal have been submitted to MORL. Delay in CFD (2nd round) announcement has meant a delay in RORL announcing preferred port, expected later this year. Discussions ongoing with BOWL. At time of writing no formal decision has been made on O&M for VOWL however expectation is that this will be going to Wick. Discussions still ongoing regarding construction and commissioning phase for Buckie. The contaminated land survey for the Shipyard has been extended to include other parts of the harbour estate. Results for contaminated land survey are expected March 2016.	60%	
DirS15-18T.4	Promote active travel in Elgin and other towns in Moray	31-Mar-2016	Phase 2 of Community Links scheme in Forres complete, Community Links scheme in Dufftown is delayed due to land issues. Programme of behaviour change is ongoing with personal travel planning contract out to tender.	60%	
DirS15-18T.4a	Reduce risk and thereby contribute to national road safety.	31-Mar-2016	Programme of works with schools ongoing with Applegrove Primary and Kinloss Primary works complete. Fife Street Dufftown scheme is ongoing	50%	
DirS15-18T.5a	Encourage innovative public transport schemes	31-Dec-2017	The service linking Forres - Findhorn is showing passenger increases of around 27%.	80%	
DirS15-18T.5b	Investigate providing accessible Public Transport in rural areas.	31-Mar-2016	Introduction of a service connecting Tomintoul and Keith three times per week with onward connection to Aberdeen for social shopping. This has been achieved by extending use of existing community services vehicle.	60%	
DirS15-18T.6	Work with officials from Transport Scotland to ensure that Moray sections of the A96 are prioritized in the A96 dualling project.	31-Mar-2016	Ongoing engagement contributing to scenario development	75%	
DirS15-18T.7	With HITRANS procure and use a study of the A95 route to attract funding from Transport Scotland for road improvements.	31-Mar-2017	A report has been submitted to Transport Scotland. Communication campaign has been designed.	65%	




## 2015/16 Quarter 3 - Education & Social Care


Integrated Children's Services					
1. Develop the use of the "Measuring Outcomes in Moray" tool across the service to help evidence improving outcomes for children and young people.					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-ICS-1.1	Introduce "Measuring Outcomes in Moray" tool to all SW teams	31-Mar-2016	The tool has now been introduced to all Social Work teams and is available to download on the GIRFEC website.	<div><div>75%</div></div>	
ESC15/16-ICS-1.2	Discuss any potential training needs arising from the use of the "Measuring Outcomes in Moray" tool	31-Mar-2016	There is a Moray multi-agency Learning and development group who are currently in the process of developing a training plan to meet the needs identified within the partnership. This will include sessions on the use of the tool.	<div><div>50%</div></div>	
ESC15/16-ICS-1.3	Agree plan for rolling out "Measuring Outcomes in Moray" tool across all teams	31-Mar-2016	There is agreement that the tool will be used across a variety of agencies/partners including ICS. The rolling out of training on the tool is seen as being the next step to embed the use.	<div><div>30%</div></div>	

Integrated Children's Services					
2. Make better use of Viewpoint to enable the service to gather the views of service users to inform future planning and provision of services					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-ICS-2.1	Continue to work with teams to ensure maximum uptake of Viewpoint	31-Mar-2016	Teams are more familiar with the tool and the importance of using Viewpoint to seek feedback from service users.	<div><div>85%</div></div>	
ESC15/16-ICS-2.2	Explore further uses for Viewpoint across the wider children's population	31-Mar-2016	Further uses of Viewpoint are being considered and will be introduced once teams have fully embedded Viewpoint into daily practice.	<div><div>85%</div></div>	

Integrated Children's Services					
3. Contribute fully to the CPP Prevention Plan through the Early Years Strategy					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-ICS-3.1	Develop and agree the Early Years' Strategy	31-Mar-2016	Currently consultation is being carried out with schools, it is intended to launch the strategy at the Early Years Conference in February 2016.	<div><div>90%</div></div>	
ESC15/16-ICS-3.2	Agree measurements for the Early Year's targets in Moray 2023	31-Mar-2016	Further performance indicators agreed by the Children & Young People's Service Committee in December 2015.	<div><div>75%</div></div>	
ESC15/16-ICS-3.3	Continue to support the development of the Early Years' Collaborative methodology.	31-Mar-2016	Early Years Collaborative event held in November, update going to Children & Young People's Service Committee in March 2016, although the immediate work has been completed work is ongoing to continue to embed the use of the methodology.	<div><div>80%</div></div>	




Integrated Children's Services					
4. Review the current provision in relation to early intervention, assessment and engagement.					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-ICS-4.1	Use the findings of the ICS interim review to inform future plans	31-Mar-2016	<p>The Children's Wellbeing Team consultation was undertaken within the planned timescales. Staff participation throughout the consultation period was very good. The formal response to the Consultation was presented to staff on the 30 October 2015. Staff feedback to the formal Consultation Response and its recommendations was overwhelmingly positive.</p> <p>The revised structure, will become operational on 05 January 2016 and will enable:</p> <ul style="list-style-type: none"> <li>• The Engagement Team to provide a more preventive approach to addressing need whilst ensuring that service is provided in a more timely and proportionate manner</li> <li>• The Intake and Assessment Team has been restructured to ensure that the Triage Component is more effective in signposting enquiries/referrals to the most appropriate support.</li> <li>• The Child Protection and Youth Justice components have been combined to form a Protecting Children Team which will allow a more preventive and flexible approach to addressing Wellbeing and Child Protection concerns.</li> </ul> <p>The priority for Quarter 4 is to finalise the planning for the revised Locality Management Group structure within the Engagement Team. This will be completed at a development day on the 10 February 2016.</p>	<div><div>90%</div></div>	
ESC15/16-ICS-4.2	Review in light of SMT decisions	31-Mar-2016	A final report outlining the findings of the Children's Wellbeing Team Change Management Consultation was circulated to SMT members prior to distribution to staff. The report was commended and the action plan contained within agreed by the SMT.	<div><div>100%</div></div>	

Integrated Children's Services					
5. Develop Self-Directed Support					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-ICS-5.1	Ensure clarity of governance arrangements	31-Mar-2016	Action plan developed and to be signed off by Moray Steering Group in January 2016. This will inform future direction/work tasks within 3 year partnership and sign off arrangements. This timeline and associated work fits with implementation of Locality Management Groups.	<div><div>70%</div></div>	
ESC15/16-ICS-5.2	Provide clear expectations in relation to lead roles within teams re Self-directed Support (SDS)	31-Mar-2016	Part time Social Work post filled, one day a week to take forward Self-Directed Support. Starting January 2016.	<div><div>60%</div></div>	
ESC15/16-ICS-5.3	Hold partnership meetings with existing providers and other interested parties	31-Mar-2016	Baseline questions have been raised with other Local Authorities regards taking forward commissioning within Self-Directed Support. A Prior Information Notice informing of opportunity to be part of strategic framework will go live in January 2016.	<div><div>55%</div></div>	

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-ICS-5.4	Hold stakeholder meetings with families	31-Mar-2016	This work is ongoing and will further develop through the Locality Management Groups and the Children in Scotland partnership work –where dedicated meetings with children/families will inform our work. First meetings set for Feb and March 2016.	<div><div>65%</div></div>	





#### Integrated Children's Services

#### 6. Make better use of performance information and locality intelligence to target intervention fairly and consistently across Moray

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-ICS-6.1	Agree a Performance Framework for the service	31-Mar-2016	Completed and approved at the Children & Young People's Service Committee on 2nd December 2015.	<div><div>100%</div></div>	
ESC15/16-ICS-6.2	Each team to have an agreed set of PIs	30-Sep-2015	Completed and approved at the Children & Young People's Service Committee on 2nd December 2015.	<div><div>100%</div></div>	
ESC15/16-ICS-6.3	Develop locality management groups	31-Mar-2016	Restructure completed, planning meeting for Locality Management Groups to be held in February 2016.	<div><div>90%</div></div>	



#### Integrated Children's Services



#### 7. Continue to develop the workforce to ensure that they have the skills and knowledge to deliver improved outcomes for Moray's children and young people







Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-ICS-7.1	Improve supervision and audit processes	31-Mar-2016	Number of improvements to supervision and audit processes introduced this year, although due to staff shortages no further progress has been made since September. However it will be back on the learning and development calendar for this calendar year.	<div><div>100%</div></div>	
ESC15/16-ICS-7.2	Conduct regular ERDPs	31-Mar-2016	ERDP's being completed and dates set for this year.	<div><div>75%</div></div>	
ESC15/16-ICS-7.3	Introduce workload management processes	31-Mar-2016	The majority of managers have completed the Ease the Load programme. Awaiting return of Training Needs Analysis to determine future work in workload management processes.	<div><div>50%</div></div>	
ESC15/16-ICS-7.4	Each team to identify areas for team development	31-Mar-2016	Social Work Training Team is looking at self-evaluation and one further session has taken place. A date has been set for February 2016 to take this forward.	<div><div>70%</div></div>	






#### Integrated Children's Services

#### 8. Improve communication across the service and with all partners and stake holders










Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-ICS-8.1	Ensure clarity of governance arrangements	31-Mar-2016	Practice Governance Group (PGG) has been established and continues to meet.	<div><div>100%</div></div>	
ESC15/16-ICS-8.2	Ensure clarity of meeting structure within ICS	31-Mar-2016	The Social Work Managers Group revised remit will come into effect January 2016 as a 12 month pilot, to work alongside the Practice Governance Group.	<div><div>75%</div></div>	


Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-ICS-8.3	Provide clear expectations in relation to communication for all staff	31-Mar-2016	Social Work sessions for all staff were held in late 2015; these were well received and are to become an annual event.	<div><div>100%</div></div>	
ESC15/16-ICS-8.4	Regular updates to be circulated in a variety of ways	31-Mar-2016	There are a variety of ways in which information is shared: • Aspire • Hub newsletter • Fostering & Adoption newsletter • Regular email updates • Team meetings • Minutes posted on SharePoint • Connect Monthly news bulletins, three to date, have started to go out to all partners and to the press with the latest information re: CP, GIRFEC and Early Years. Parental information leaflets have gone out to all families, general information leaflets have begun to be distributed via major events over the summer e.g. Marafun, Seafest. A paper game has been developed for children to help understand the wellbeing indicators and a dvd has been produced by Milne's High School again to illustrate the Wellbeing indicators.	<div><div>100%</div></div>	









Lifelong Learning, Culture & Sport Educational Resources					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-ER-1.1a	Enhance marketing of services with particular focus on target groups and young people	31-Mar-2016	Facebook is getting used extensively to promote services and a social media action plan has been produced for Sports Development and Active Schools. A You Tube channel for Sport in Moray has been set up with some videos being posted already and will be developed further in the future.	<div><div>75%</div></div>	
ESC15/16-ER-1.1b	Enhance opportunities for volunteering and the development of key skills	31-Mar-2016	Continue offering volunteering opportunities in conjunction with a range of partners and colleagues. Young Hub Leaders have been identified to help with the Sports Hubs and will continue to progress further.	<div><div>90%</div></div>	
ESC15/16-ER-1.1c	Implement and monitor new charging structure and opening times and identify improvements as appropriate	31-Mar-2016	New charging structure will form part of budget submissions for 2016/17 financial plan. Full Committee Report being written at present updating members on Leisure Review impact across 2015.	<div><div>90%</div></div>	
ESC15/16-ER-1.1d	Enhance partnership working to strengthen service provision and development of new events	31-Mar-2016	Partnership working now evident in all areas of service provision involving private, public and voluntary sectors.	<div><div>100%</div></div>	
ESC15/16-ER-1.2a	Enhance partnership working to maintain / increase number and range of venues	31-Mar-2016	Review of Sport, Leisure and Recreation Provision in Moray impacts 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 depts. and voluntary groups since the Review. Discussions have been taking place over recent months on facility developments with private and voluntary sector organisations.	<div><div>75%</div></div>	
ESC15/16-ER-1.2b	Monitor and report on facility usage following implementation of new charging structure and opening times	31-Mar-2016	Full Committee Report being written at present updating members on facility usage across 2015 following new charging structure and opening times.	<div><div>75%</div></div>	








Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-ER-2.1a	Enhance the provision of opportunities for young people to become involved in volunteering and development of leadership skills	31-Mar-2016	The work of supporting secondary young leaders to deliver activities to their peers and to younger children in primary schools continued throughout this quarter. Young people helped deliver regular sessions of netball, dance, and disability sports activities both in their own schools and community facilities, while others were involved in event planning, such as the Milne's HS pupils who assisted with the delivery of the Milne's & Buckie ASGs Orienteering Festival.	<div><div>75%</div></div>	
ESC15/16-ER-2.1b	Increase the delivery of Positive Coaching Scotland modules	31-Mar-2016	This quarter was a busy period for the Competitive School Sport (CSS) programme, guided by the ethos of Positive Coaching Scotland. Recent events included: <ul style="list-style-type: none"> <li>• The Moray Secondary Schools Cross Country Competition took place at Lossiemouth HS playing fields on 2nd Nov. 120 runners from all eight Moray secondaries took part in the six age-group races.</li> <li>• Round 1 of the of the Moray Secondary Schools Junior Netball League took place at Gordonstoun on 12th Nov with 64 players from 5 secondary schools playing 15 short matches. The competition was delivered in partnership with Lossie Ladies Netball Club and Gordonstoun school, who have been a very generous host this term and allowing us to use their facilities for a number of events.</li> <li>• Round 1 of the Moray Seniors Netball League, also hosted by Gordonstoun, and in partnership with the Lossie Ladies Netball Club took place on 26th Nov, where over 80 players from seven schools played 36 short matches.</li> <li>• Round 2 of the Secondary Schools Girls Football League (Unison Cup Trophy) took place at Gordonstoun on the 2nd Dec. Over 60 players from six schools played 21 short matches.</li> <li>• Round 2 of the Secondary Schools Basketball League (Cashback for Communities Cup) took place at Elgin Academy on 5th Dec, delivered in partnership with Elgin Eagles Basketball Club. 40 players from 6 schools played 16 short games.</li> </ul>	<div><div>75%</div></div>	
ESC15/16-ER-2.1c	Enhance partnership working with community organisations and partner agencies where this benefits young people	31-Mar-2016	In this quarter, Active Schools continued to work with community sports clubs, both to deliver the Competitive School Sports programme (above), but also to offer more participation-based opportunities to a wider group of school-aged children. We worked in partnership with the Moravian Orienteering club to deliver the Moray Schools Orienteering Festival at Gordonstoun In Oct, Forres Harriers to deliver the Secondary Schools Cross Country in November, and the Moray Mountain Bike Club to deliver the North of Scotland Schools MTB Championships at Sanquhar Woodland in Forres later that same month.	<div><div>75%</div></div>	
ESC15/16-ER-2.2a	Raise the overall condition and suitability ratings for school buildings	31-Mar-2016	All major programmes continue to be on course for planned delivery date at this stage. Costs have increased and options for addressing this will be reported to committee in February.	<div><div>75%</div></div>	
ESC15/16-ER-2.2b	Progress the replacement of Elgin High School	31-Mar-2016	ESA10 issues were resolved in November. Negotiations with Scottish Futures Trust are ongoing regarding increased grant to address increased costs as a result of the delay. A revised target date for financial close has been set as 18 February 2016 but this is dependent upon early agreement with SFT. Handover of the new school is now targeted for October 2017.	<div><div>50%</div></div>	





















Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-ER-2.2c	Progress the replacement of Lossiemouth High School	31-Mar-2016	Site investigations have been undertaken and the option appraisal exercise concluded. Recommendations for replacement of the school will be included within the draft 10 year financial plan. An announcement on funding by the Scottish Government is still awaited.	<div><div>20%</div></div>	
ESC15/16-ER-2.2d	Progress the development of a new primary school in south Elgin and consider the need for a further school in north Elgin	31-Mar-2016	The site for the new school and the creation of an interim 'virtual school' located at East End Primary were agreed at the Children & Young People's Service committee on 18 December 2015. The need for a school has been included within the draft 10 year financial plan. Discussions with the developer over a delivery programme and contribution are progressing.	<div><div>50%</div></div>	
ESC15/16-ER-3.1a	Monitor demand for and supply of activities and develop options as necessary	31-Mar-2016	Alterations to activities occur as and when required to cope with demand. Participation rates for some activities have increased and therefore additional classes programmed.	<div><div>75%</div></div>	
ESC15/16-ER-3.1b	Work with partners to create a new strategy for Physical Activity, Sport and Health in Moray	31-Mar-2016	Draft strategy nearly ready to go out for first stage of consultation to key partners, which will then be followed up with a public consultation.	<div><div>50%</div></div>	
ESC15/16-ER-3.2a	Develop proposals for future delivery of leisure to take account of the conclusion of MLC lease in 2018	31-Mar-2016	The existing arrangements with Moray Leisure Centre will continue to the termination of the lease in June 2018. Discussions on future arrangements are ongoing and will be informed, in part, by the current and projected financial environment.	<div><div>30%</div></div>	
ESC15/16-ER-3.2b	Support partners to assist development of proposals for additional leisure facilities in south Elgin	31-Mar-2016	Advice and assistance as appropriate is being provided.	<div><div>75%</div></div>	
ESC15/16-ER-3.2c	Raise the overall condition and suitability ratings for educational resources premises	31-Mar-2016	The programme for major plant replacement is on target for completion during summer 2016.	<div><div>75%</div></div>	
ESC15/16-ER-3.2d	Work with partners to enhance awareness and understanding of carbon issues and decrease energy usage	31-Mar-2016	All planned primary school audits carried out prior to Christmas. Follow-up visits to be scheduled before end of March 2016. Energy viewer still not on-line, the supplier is working on it. Awareness ongoing with sessions to over 730 pupils carried out this year.	<div><div>75%</div></div>	
ESC15/16-ER-3.2e	Monitor configuration of school buildings and bring forward proposals to optimise educational benefits	31-Mar-2016	The pilot sustainable school review in Forres ASG has been completed and the results will be reported to committee in February 2016.	<div><div>75%</div></div>	









Lifelong Learning, Culture & Sport Libraries and Information Services					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-LL-1.1a	The public are effectively support in accessing services, particularly online services	31-Mar-2016	Regular updates on the online services forwarded to all staff via monthly newsletter and staff skills being discussed during current ERDP interviews. Usage of online services is closely monitored.	<div><div>75%</div></div>	








Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-LL-1.1b	"Health Matters", "Books on Prescription", "Mood Boosting" and "Healthy Reading" resource collections are updated, promoted and usage evaluated.	31-Mar-2016	Collections continue to be updated and usage monitored. Additional promotion is planned for January – March 2016.	<div><div>75%</div></div>	
ESC15/16-LL-1.1c	"Living Life to the Full" initiative is introduced, promoted and its use evaluated.	31-Mar-2016	All libraries continue to make available and actively promote this initiative. Materials have been used by Essential Skills learners resulting in additional supplies being required. Learners find them easy to read and understand.	<div><div>75%</div></div>	
ESC15/16-LL-1.1d	Appropriate health and welfare related events and initiatives are delivered with Community Planning partners through libraries leading to improved understanding and improved health.	31-Mar-2016	A programme of feelgood and welfare related events were held across Moray libraries with good uptake and public feedback. Learning Centre Co-ordinator attended a People's Cafe; planning event hosted by the Moray Foodbank. It was agreed that the format was good and ideas were discussed to encourage more participants. Further events will be planned and co-ordinated.	<div><div>75%</div></div>	
ESC15/16-LL-1.1e	Mental Health Awareness is improved through effective targeting, appropriate signposting and information provision.	31-Mar-2016	Mental health awareness continues to be promoted through the distribution of relevant displays, posters, leaflets, continued partnership working and promotion of relevant website links.	<div><div>75%</div></div>	
ESC15/16-LL-1.2a	Promotional and outreach programmes are directly related to clear outcomes, are effective, add value to the service and support user needs leading to an increase in library membership of over 60s and borrowing increases.	31-Mar-2016	A range of activities and events were offered in libraries across Moray targeting older people. There was a good response to talks, craft sessions, exhibitions and reminiscence events. Further events have been planned.	<div><div>75%</div></div>	
ESC15/16-LL-1.2b	Digital participation by over 60s is targeted, promoted and supported by all staff leading to increased uptake and skills development.	31-Mar-2016	Drop in sessions and free 4 week ICT courses have attracted 359 older learners during 73 sessions in this quarter. Further promotion and session have been agreed. BALL groups invited as part of group invitations.	<div><div>75%</div></div>	
ESC15/16-LL-1.2c	Morinfo becomes a key Council resource through further promotion and increased usage. Performance is effectively monitored and reported.	31-Mar-2016	Promotion plan prepared and being implemented. Usage declined with introduction of new MC Website layout but has started to increase.	<div><div>75%</div></div>	
ESC15/16-LL-1.2d	Library services to the housebound, old people's homes and sheltered housing services are effective.	31-Mar-2016	Due to other commitments these meetings/reviews have now been arranged for January, 2016.	<div><div>10%</div></div>	

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-LL-1.2e	Older volunteers are encouraged, they directly support service priorities and gain satisfaction from their input.	31-Mar-2016	Older volunteers continue to support the added value activities provided by libraries including book sales, events, leaflet drops, ICT drop-ins, Job Clubs and children's story sessions. Further promotion to encourage older volunteers has been organised especially for Jobs Clubs in Keith, Forres and for a new Job Club in Aberlour. BALL groups approached to promote. Advertised through TSi Moray.	<div><div>75%</div></div>	
ESC15/16-LL-1.2f	Libraries are established as a dementia friendly service, providing dementia resource collections through effective partnership and staff development.	31-Mar-2016	Environmental Assessments still to be carried out but promotional activities continuing and collections being borrowed by public. Libraries Staff were involved in the Dementia Services Marketplace event.	<div><div>75%</div></div>	
ESC15/16-LL-1.2g	Reminiscence initiatives are further expanded and delivered across the service.	31-Mar-2016	26 reminiscence boxes were issued for a period of 574 days during this quarter and 2 reminiscence events attended by Alzheimer's Scotland groups.	<div><div>75%</div></div>	
ESC15/16-LL-2.1a	Consultation and engagement methods improve targeting, uptake of learning and literacies opportunities, informing learning delivery.	31-Mar-2016	Liaison with the Job Centre and Moray College have led to increased referrals to the ESOL . Essential Skills have improved targeting through delivering awareness raising to 26 Health Visitors Forum, 6 NHS health Improvement team & 40 Dental staff at Spynie Dental as well as participating in MIB sessions at Council Road Dept depots.provision.	<div><div>75%</div></div>	
ESC15/16-LL-2.1b	Existing learner feedback methods are further improved	31-Mar-2016	ESOL learner evaluations were modified to include more measurable indicators the ESOL provision's effect on the learners' situation at work, resulting in 98% of the current learners who are employed feel their communication skills have improved at work. Essential Skills continue to gather feedback from volunteers & learners. Jan & Feb Annual tutor reviews take place. Process has been improved as a result of feedback from last years and sampled before using with all tutors. Our current approach to gathering feedback is effective and is constantly adapted to suit our, and learners, needs. Next mtg scheduled for 27 Jan 2016.	<div><div>75%</div></div>	
ESC15/16-LL-2.1c	Integrated learning focus groups are further developed and feedback informs future needs, provision and partnerships.	31-Mar-2016	Based on previous feedback of learners, specific exam preparation provision has been set up to meet the need for gaining qualifications. Each service regularly collects feedback from learners and it was acknowledged that each service's learners have different needs and different levels of confidence therefore, for the moment; a face to face forum meeting is not required.	<div><div>75%</div></div>	
ESC15/16-LL-2.1d	Learning and literacies marketing and promotion campaign is further developed & delivered leading to increased uptake and impact.	31-Mar-2016	ESOL information in the Adult Learners Week (ALW), the Aspire Newsletter, and parent information packs have led to referrals to the ESOL provision keeping the intake steady this quarter. Learning Times 3rd edition produced and distributed. Learning promoted through the Welfare Map. DWP referrals are increasing. ALW drop in took place in Elgin Library. Promoting ES through MIB health checks has resulted in increased uptake.	<div><div>75%</div></div>	


Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-LL-2.1e	16-25yr olds will be engaged and supported to develop literacies skills and well-being to enable them to fully engage in the community.	31-Mar-2016	The ESOL provision is accessible to learners 16+. Currently 11% of ESOL learners are 16-25. Youth literacies worker currently evaluating last wellbeing group and planning next course targeting residents at Covesea.	<div><div>75%</div></div>	
ESC15/16-LL-2.1f	Integrated working of Libraries, ESOL and Essential Skills ensures evidenced progression to positive learning outcomes.	31-Mar-2016	Both Library and Essential Skills staff have referred learners to the ESOL provision this quarter. Staff continue to work together to ensure that the public have access to the service most appropriate. About to launch new reading collection – Discover Reading with readers chosen to appeal to ES & ESOL emergent readers.	<div><div>75%</div></div>	
ESC15/16-LL-2.2a	Learning provision is reviewed to ensure relevance, effectiveness and sustainability.	31-Mar-2016	The ESOL review showed areas of strength such as relevance, accessibility, sustainability, personalised learning and effectiveness as evidenced in learners' progression. Areas for improvement are consistency of provision, and support for gaining qualifications. Exam preparation classes have been set up this quarter to support learners to gain a qualification. Some staff changes have also been implemented to address consistency. Essential Skills carry out reviews with learners ever 12 sessions. Tutor annual reviews are currently being carried out.	<div><div>75%</div></div>	
ESC15/16-LL-2.2b	DigiTal Clubs are introduced, monitored and evaluated as per SCVO funding agreement.	31-Mar-2016	Digital Clubs continue to attract older people, 2 new volunteers recruited to assist with drop ins for tablets/iPads. Numbers increasing due to publicity.	<div><div>75%</div></div>	
ESC15/16-LL-2.2c	Shared learning delivery is implemented as agreed leading to improved choices, uptake, progression and income.	31-Mar-2016	Ongoing communication with Moray College management. Meeting to review progress to be arranged. Course programmes to be further discussed to ensure streamlined approach to delivery of ICT support.	<div><div>60%</div></div>	
ESC15/16-LL-2.2d	Needs led, community based learning in ESOL and Basic Skills is delivered effectively to agreed outcomes.	31-Mar-2016	Flexible, community based ESOL provision has been provided to 146 learners since September 2015. Essential Skills – all learners have ILPs, community based learning offered across Moray. ILPs are completed in negotiation with the learner.	<div><div>75%</div></div>	
ESC15/16-LL-2.2e	Quality and effectiveness of ESOL provision is improved with a strong focus on retention rates.	31-Mar-2016	Some staffing changes have been made in the ESOL provision which will hopefully impact retention rates this quarter.	<div><div>50%</div></div>	
ESC15/16-LL-2.2f	The ESOL curriculum is reviewed to ensure it supports the goals and aims of the agreed ESOL outcomes.	31-Mar-2016	The ESOL curriculum has undergone some changes to standardise the curriculum, however the flexibility to respond to the specific needs of each class has kept the curriculum flexible.	<div><div>75%</div></div>	
ESC15/16-LL-2.2g	Staff effectiveness and readiness to support is reviewed to ensure the delivery of quality ESOL provision.	31-Mar-2016	Some staffing changes have been made in the ESOL provision which may increase the effectiveness of the provision. 88% of learners given feedback gave the teacher 4 or 5 on a scale of 1-5.	<div><div>75%</div></div>	

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-LL-2.2h	Effective partnership working is developed with CPP to maximise learner opportunities and progression.	31-Mar-2016	ESOL Qualifications will be offered to the Moray Council learners in conjunction with Moray College in February. An effective referral procedure exists between Moray College and the Moray Council ESOL provision. Essential Skills continues to work with CJ group CONNECT. Contributing to NHS staff training participating in Healthy living sessions on the MIB are new areas of partnership working to be developed further and monitored to identify impact on increased uptake in ES learning.	<div><div>75%</div></div>	
ESC15/16-LL-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-2016	Essential Skills team encourage learners to join the library and extend their learning through use of resources available through libraries and to progress their ICT learning. Sharing of resources, facilities and partnership delivery of events and activities has improved integration of learning.	<div><div>75%</div></div>	
ESC15/16-LL-2.3b	Job clubs are further developed and extended to cover Lossiemouth and Speyside areas to meet identified need with the involvement of volunteers and through effective partnerships	31-Mar-2016	More volunteers required for Forres and Keith – promotion arranged. Day/time agreed for the Speyside Job Club in Aberlour, recruitment of volunteers commenced. Job Clubs are promoted to ES learners seeking employment.	<div><div>75%</div></div>	
ESC15/16-LL-2.4a	Partnership and communication with Job Centre Plus and Skills Development Scotland staff in respect of welfare reform is effective.	31-Mar-2016	2 staff now on the Welfare Reforms Operational Group to inform and facilitate information sharing. ESDO attends Welfare Reform Operations Group and feedbacks to team.	<div><div>75%</div></div>	
ESC15/16-LL-2.4b	Libraries staff trained to support job seekers to use digital services to access welfare benefits.	31-Mar-2016	Weblinks and resources distributed. Simplified instructions and relevant resources being completed for staff and volunteers.	<div><div>50%</div></div>	
ESC15/16-LL-3.1a	There is effective input to corporate/community planning digital participation strategies.	31-Mar-2016	Libraries staff participated in awareness of Digital Services by ICT staff, Public surveys carried out at major Libraries events and further surveys planned.	<div><div>75%</div></div>	
ESC15/16-LL-3.1b	A libraries digital participation strategy that supports the corporate strategy and the national libraries strategy is prepared and delivered.	31-Mar-2016	No progress due to other priorities and commitments.	<div><div>0%</div></div>	
ESC15/16-LL-3.1c	Promotion of digital services is effective in all libraries and there is evidence of staff support.	31-Mar-2016	Continuing to promote online library services to groups and across service. Uptake of online services increasing with exception of e-books. New stock purchased in attempt to boost usage and new improved method of access being introduced.	<div><div>75%</div></div>	
ESC15/16-LL-3.1d	Digitisation of archives and key heritage resources is planned, prioritised, funding identified and volunteers recruited.	31-Mar-2016	Planning continuing but no implementation progressed due to Local Heritage centre move to Elgin Library.	<div><div>50%</div></div>	

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-LL-3.1e	Libindx is upgraded to improve ease of use, give access to images and increase number of users.	31-Mar-2016	No further progress	<div><div>5%</div></div>	
ESC15/16-LL-3.1f	There is effective involvement in key national initiatives and promotions.	31-Mar-2016	Effective participation in Book Week Scotland events in libraries across Moray. More than 320 individuals attended author events. Work on 2 of the 3 audits continues and we await proposed dates for the external audits. Promotional activities took place during Adult Learners' Week.	<div><div>75%</div></div>	
ESC15/16-LL-4.1a	Agreed programme of reader development focussed on widening audiences, increasing issues and supporting literacy for learning and life is implemented to intended outcome.	31-Mar-2016	Reader Development programme is being delivered to agreed timescales. Staff input to national programme continues. New reading collection is being prepared for promotion with target age group of 18 – 30 year olds. 'Discover Reading' collection has been purchased to engage ES & ESOL readers emergent. Launch to be arranged.	<div><div>75%</div></div>	
ESC15/16-LL-4.1b	Summer Reading Challenge and October Reading Challenge attract new readers, exceed previous levels of uptake and support reading abilities.	31-Mar-2016	250 children completed this year's October reading challenge with very positive feedback from parents and children on the impact to children's reading abilities. Evaluation has been carried out and report completed.	<div><div>80%</div></div>	
ESC15/16-LL-4.1c	Book Festival attracts audiences from across Moray, attracts visitors to Moray, has an increased number of attendees and strengthens Moray's cultural events calendar.	31-Mar-2016	Book Festival attracted audiences from outwith Moray, exceeded last year's numbers and with excellent audience feedback. Work in progress to determine next year's programme and funding.	<div><div>100%</div></div>	
ESC15/16-LL-4.1d	Shared Reading programme is further developed to ensure wider community exposure and is targeted at communities of need.	31-Mar-2016	Programme discussed and agreement reached that it needs to be updated and new training offered to relevant partners.	<div><div>30%</div></div>	
ESC15/16-LL-4.1e	Key recommendations from the "Get Scotland Reading" initiative are embedded in service delivery.	31-Mar-2016	Work continues with the 3 national reading programmes/working groups as planned.	<div><div>75%</div></div>	
ESC15/16-LL-5.1a	Libraries, Essential Skills and ESOL will deliver the key targets of the Public Social Partnership (PSP) projects based on primary prevention work and early engagement. Services will work together to meet the needs of the young people and their families	31-Mar-2016	Essential Skills Development Officer participates in Public Social Partnership Operational Group. Essential Skills and Libraries staff involved in FAZE family project in Forres House Community Centre.	<div><div>60%</div></div>	








Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-LL-5.1b	The key principles of GIRFEC will be embedded in library services to children and young people and input will be integrated, effective and support positive outcomes in relation to health, wellbeing, learning and literacies.	31-Mar-2016	Changes to practices have been implemented are being monitored for effectiveness. This will be reviewed during Jan – March. Continuing to monitor children joining libraries through registration of birth.	<div><div>75%</div></div>	
ESC15/16-LL-5.1c	Input to relevant Early Years strategies and Collaborative is effective and supports positive outcomes.	31-Mar-2016	Libraries Service continues to support the delivery of the Before Words programme, deliver the Bookbug gifting programme, deliver Bookbug sessions across libraries, further develop its staff to provide support and resources to playgroups, nurseries and early years school classes, parents and teaching staff. Libraries provide accessible reading and library challenges for nursery – primary school age children. ESDO attends EYC events & is a member of Workstream 3. This is an opportunity to promote ES and explore opportunities for partnership working.	<div><div>75%</div></div>	
ESC15/16-LL-5.1d	Family learning events/initiatives to encourage participation and which enable parents/carers to develop confidence & skills in supporting their own & their children's learning are effectively promoted & delivered by Essential Skills, Libraries & ESOL	31-Mar-2016	Family learning training organised for staff from Libraries and Essential Skills. Feedback from the Card/Calendar making event as part of Santa Saturday was very positive. ES Staff currently participate in PSP family project at FAYZE, Forres. Integrated literacies support has been requested for the PEEP Parent Progression Pathway course started in April in Lossiemouth. ES staff to attend Family Learning Workshop.	<div><div>70%</div></div>	
ESC15/16-LL-5.1e	Bookbug programme is effectively delivered, promoted and monitored, achieving 90%+ uptake and positively impacts on those in greatest need.	31-Mar-2016	Deliveries of Bookbug packs are on schedule. Further training was provided by Scottish Book Trust for Libraries staff and attendance at Bookbug continues to be positive with additional sessions being offered in Elgin.	<div><div>75%</div></div>	
ESC15/16-LL-5.1f	Effective outreach with schools and playgroups and involvement in transition initiatives increases pupils' and parent's involvement with libraries and associated services.	31-Mar-2016	There have been 100 class visits to libraries with 2,208 children participating between October and December. There were also visits by the supervising librarians to every school during that period.	<div><div>75%</div></div>	
ESC15/16-LL-6.1a	Visitor Information Point is further developed, promoted and effective in providing relevant tourist information across the service.	31-Mar-2016	Staffing numbers have been reduced during the off-season period but these staff continue to prepare and update tourist info for all libraries across Moray. Shop stock and information was re-ordered during this period.	<div><div>75%</div></div>	
ESC15/16-LL-6.1b	Castle to Cathedral to Cashmere is supported, promoted through libraries and participation in relevant events/initiatives by the libraries service is effective.	31-Mar-2016	Staff continuing to provide support through relevant research and copying for the CCC consultants and project staff. Staff continue involvement on relevant CCC working groups and assist with events.	<div><div>75%</div></div>	



Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-LL-6.1c	Moray's War is effectively co-ordinated, supported, developed and funded.	31-Mar-2016	Moray's War volunteers continue to be managed by Libraries staff to carry out research, prepare publicity and participate in public events as well as populating the Moray's War website. Events took place in Keith and Elgin with reasonable success.	<div><div>75%</div></div>	



## Schools & Curriculum Development




### 1. Leadership, Management and Building Capacity

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-SCD-1.1	Launch Raising Attainment Strategy	31-Mar-2016	Raising Attainment Strategy being used at all schools. An evaluative report has been completed by Quality Improvement Officers and shared with the Strategy Group. An exercise was carried out with the Moray Parent Forum and shared with all Parent Councils to encourage participation with the Strategy.	<div><div>100%</div></div>	
ESC15/16-SCD-1.2	Review Working Time Agreement advice	31-Mar-2016	Collegiality conference took place in November and the advice will be updated in light of this.	<div><div>50%</div></div>	
ESC15/16-SCD-1.3	Review of job specifications to match GTCS standards	31-Mar-2016	Teacher job specifications have been looked at against GTCS standards with promoted posts to be undertaken next. No further progress made this reporting quarter, planned works for quarter 4.	<div><div>25%</div></div>	
ESC15/16-SCD-1.4	Run and review all programmes	31-Mar-2016	Leadership/Management programme being divided and amended for Aspiring DHTs/HTs. New Induction programme for new HTs being created from Leadership/Management Programme and feedback. Learning Leadership cohort 2 – 30 participants. Classroom Leadership – 12 participants. Core programme amended in line with current resources. Need identified for Support handbook for HTs, being created.	<div><div>60%</div></div>	
ESC15/16-SCD-1.5	Review admin handbook	31-Mar-2016	Review of admin handbook has been delayed due to staff changes and other workload priorities, however this process has now started and progressing.	<div><div>25%</div></div>	
ESC15/16-SCD-1.6	Review senior leader appointment procedures	31-Mar-2016	A working group will be established in quarter 4 to review senior leader appointment procedures, completion date may need to be amended.	<div><div>0%</div></div>	
ESC15/16-SCD-1.7	Continue to support professional update	31-Mar-2016	98% of staff completed PU for 2014/15. PR & D process evaluation to be incorporated into Gateway system. Central reviewers continue to hold meetings with supply staff when necessary.	<div><div>90%</div></div>	

## Schools & Curriculum Development




### 2. Learning and Teaching





Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-SCD-2.1	Produce learning and teaching strategy	31-Mar-2016	The draft strategy is complete and will be presented to the Strategy Group in January 2016 prior to consultation and launching in schools.	<div><div>75%</div></div>	
ESC15/16-SCD-2.2	Develop use of Significant Aspects of Learning (SAL) to plan and track progress	31-Mar-2016	Development of Significant Aspects of Learning (SAL) remains at an early stage. Working Group has been established to take this forward.	<div><div>15%</div></div>	



Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-SCD-2.3	Produce ICT Strategy	31-Mar-2016	Education ICT Strategy and Funding approved at Full Council on 11th November 2015.	<div><div>100%</div></div>	
ESC15/16-SCD-2.4	Support the implementation of Building the Ambition	31-Mar-2016	There has been ongoing support for individual groups. Further training is planned for the May Inservice.	<div><div>75%</div></div>	
ESC15/16-SCD-2.5	Produce moderation strategy incorporating re-engagement with NAR	31-Mar-2016	Support has been given to individual schools that have been highlighted for support. Working Group has now been established to take this forward.	<div><div>30%</div></div>	



### Schools & Curriculum Development

#### 3. Curriculum










Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-SCD-3.1	Complete guidance on how CfE fits together in Moray	31-Mar-2016	The Curriculum group is taking forward key aspects of the strategy for development and early implementation; the aspects of this being developed as a priority are Planning the Curriculum and Learning and Assessment and Moderation. This is being done through research and evidence of existing good practice and further efforts to look at the significant aspects of learning as a key element of driving forward planning, assessment and moderation. Tracking and monitoring within the BGE is making progress with schools sharing existing practice which in turn will facilitate a consistent and robust approach to tracking learner progress through the BGE; the guidelines and ICT-based systematic approach will be made available initially for comment and trial during term 3.	<div><div>50%</div></div>	
ESC15/16-SCD-3.2	Continue to implement 1+2 strategy	31-Mar-2016	First and Second Level French resources have now been developed and the Early Level Training Package is now complete. Early and First level German resource packs are now complete. 2nd Level French resources, Early Level Training packages, as well as Early and First Level German resources will be uploaded on to Glow in February. Bids for additional monies have been received and allocated. A named Coordinator is now in place for each ASG and a 1+2 strategy has been formulated for each ASG. Coordinators meetings are now taking place on a regular basis to update and share experiences. 4 ASGs will be trained in Early Level French by the end of February and Forres ASG is piloting First Level French Language Learning.	<div><div>75%</div></div>	
ESC15/16-SCD-3.3	Develop strategy to implement Developing the Young Workforce (DYW)	31-Mar-2016	The recent Education Scotland thematic review of the senior phase learning pathways within TMC has provided an opportunity for the partnership approaches which are central to the development and implementation of the DYW strategy to be highlighted and evaluated. There are solid partnerships evident within TMC and schools are making good progress in developing their curriculum and opportunities for young people. This is being further developed by the Service Level Agreement with the Chamber of Commerce and the success of existing initiatives as well as the emerging joint approaches school and partnerships are progressing with. The Education Support Officers skills will now be able to provide strategic and consistent direction to take this forward.	<div><div>50%</div></div>	





Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-SCD-3.4	Continue to implement 2 hours quality PE	31-Mar-2016	Work continues on establishing quality PE with support to schools in order to meet the expectations. The daily mile is being introduced across Moray in order to compliment this as well as improve the health and wellbeing of children and their ability to learn.	<div><div>90%</div></div>	
ESC15/16-SCD-3.5	Consult on and implement 32/33 period week	31-Mar-2016	School SMTs are in the process of creating their rationales in conjunction with curriculum steering groups to be quality assured by the Head of Schools and Curriculum Development and a central officer by end of quarter 4. Formal consultation with teaching staff and wider school community scheduled to take place on a school by school basis in quarter 1 of 2016/17, with no formal vote.	<div><div>50%</div></div>	
ESC15/16-SCD-3.6	Roll out engagement with Rights Respecting Schools, Stonewall Scotland etc	31-Mar-2016	30 Schools are currently working towards their Recognition of Commitment (RoC). Target was for 10 schools to achieve RoC status in first year of roll out and 8 have achieved this so far. A total of 6 members of staff have been trained as RRSA assessors. A Moray RRS Strategic group has been formed with representation from each ASG. A strategic plan for promoting Children's Rights in Moray is currently being developed. Further training delivered by Education Scotland is organised for February 2016. This is targeted at senior managers, central officers, RRSA Leads and probationers. Some of our partners have also been invited to attend this training. Schools who have not signed up for the RRSA are being strongly recommended to attend this training. Training continues to be offered to schools at a local level. Discussions are taking place regarding possible training and resources to support identified need.	<div><div>80%</div></div>	
ESC15/16-SCD-3.7	Plan sustainable central Advanced Higher delivery	31-Mar-2016	A minimum of first two periods in each day and the Wednesday college day are protected within any variation in the 32/33 period week structure. College and school staff members involved in this year's central delivery have provisionally renewed commitment for session 2016-17. Additional offer from college staff of central courses in AH Physics and AH Modern Studies to be confirmed by end of Jan 2016. YASS courses to be considered next session.	<div><div>50%</div></div>	

Schools & Curriculum Development					
4. Self Evaluation and Quality Improvement					
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-SCD-4.1	Develop QA Handbook for schools	31-Mar-2016	How Good Is Our School 4 (HGIOS4) was launched in September by Education Scotland. This will impact on all plans for Self-Evaluation and Quality Improvement. Head Teachers Meeting in November focused on the new HGIOS4 with input from Education Scotland representative. Group on SE formed from Strategy Group to take forward points raised at HT meeting. Group will look at developing draft QA Handbook in line with HGIOS4.	<div><div>35%</div></div>	
ESC15/16-SCD-4.2	Develop guidance on manageable self-evaluation	31-Mar-2016	How Good Is Our School 4 (HGIOS4) was launched in September by Education Scotland. This will impact on all plans for Self-Evaluation and Quality Improvement. Head Teachers Meeting in November focused on the new HGIOS4 with input from Education Scotland representative. Group on SE formed from Strategy Group to take forward points raised at HT meeting. Group will look at developing guidance on manageable self-evaluation in line with HGIOS4.	<div><div>38%</div></div>	

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ESC15/16-SCD-4.3	Develop training programme	31-Mar-2016	More extensive use has been made of Peer Assessors through school reviews and Schools for the Future Pilot. Some Education Support Officers have also been involved in Reviews as part of a training process.	<div><div>42%</div></div>	
ESC15/16-SCD-4.4	Develop the use of assessment data to improve learner's experiences	31-Mar-2016	All Head Teachers to be briefed on impact of standardised assessment within the National Improvement Framework by end of January 2016. Elected Members to receive briefing on Insight and National Improvement Framework on 25th January. Bespoke PIPS/InCAS training on going with Primary Schools on request.	<div><div>60%</div></div>	




## 2015/16 Quarter 3 – Housing & Property Services












Priority 1 : Increase Housing Supply and Industrial Portfolio					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS15-18.1a	Develop new industrial units at Waterford circle	31-Mar-2016	Completion due on 21 February 2016	90%	
HPS15-18.1b1	Acquire new land for development of industrial units at March Road, Buckie, Mosstodloch Road, Rothes, Mosstodloch Road, Rothes, Aberlour, Findhorn Road, Forres	31-Mar-2016	Approval to acquire March Road, Buckie received from Asset Management Working Group 16 September 2015 and later approved by Policy and Resources Committee on 11 November 2015.	100%	
HPS15-18.1b2	Acquire new land for development of industrial units at Barmuckity Business Park Elgin	31-Mar-2018	Option appraisal has been put on hold in order to review Corporate Priorities under the current budget pressures	10%	
HPS15-18.1c	Deliver the two year design and property management for the £18.5m (4 schools) projects	31-Mar-2017	Works progressing on site at all school locations but delays in some work areas have occurred. Overall completion still anticipated by March 2017	25%	
HPS15-18.1d	Complete projects in relation to B/B schools amounting to £4m	31-Mar-2016	Schools holiday projects all completed on programme. Some works have moved to 2016/17 by client agreement, with corresponding underspend for current year expected.	95%	
HPS15-18.1e	Lead in work for complex needs building, at Lhanbryde (£2.5m)	31-Mar-2016	Tender documents being prepared for issue in February 2016 to meet a site start date of April/May.	90%	
HPS15-18.1f	Deliver the Moray Strategic Local Programme 2015/18 - 50 new builds per year	31-Mar-2016	Planned projects are progressing well on site. 50 houses complete at the end of quarter and a further 33 expected before year-end.	100%	
HPS15-18.1g	Implement actions for 2015/16 detailed in the agreed Local Housing Strategy	31-Mar-2016	Updated LHS Action Plan approved by Communities Committee on 18 August 2015. Good progress has been made in achieving actions for 2015/16.	80%	
HPS15-18.1h	Implementation of the Moray Empty Homes Strategy	30-Apr-2015	Strategy went live from 1 April 2015. Implementation of strategy actions ongoing. Database developed to support the scheme.	100%	

Priority 2 : Tackle Homelessness					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS15-18.2a	Review homelessness Strategy actions 2010/15	31-May-2015	Actions Reviewed and presented to Communities Committee on 31 May 2015	100%	
HPS15-18.2b	Draft Homelessness Strategy 2015-18 presented to Communities Committee	31-Aug-2015	Draft Homeless Strategy presented to Committee on 18 August 2015. The draft is now the subject of a wider public consultation.	100%	
HPS15-18.2c	Revised Homelessness Strategy 2015-18 implemented	31-Dec-2015	Homelessness Strategy 2015-18 implemented from October 2015	100%	
HPS15-18.2d	Implement revised charging policy for temporary accommodation	30-Apr-2015	Revised Charging Policy implemented from April 2015	100%	


Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS15-18.2e	Council's approach to Housing Options clarified in response to SHR thematic inquiry	31-May-2015	Council's approach relating to housing options clarified to Communities Committee in May 2015	100%	✓
HPS15-18.2f	Model temporary accommodation needs	31-Aug-2015	Future temporary accommodation requirements presented and agreed by Communities Committee on 18 August 2015	100%	✓
HPS15-18.2g	Annual review of Housing Options – report to Communities Committee	31-Aug-2015	Annual report presented to Communities Committee on 18 August 2015	100%	✓
HPS15-18.2h	Annual review of Homelessness – report to Communities Committee	31-Aug-2015	Annual report presented to Communities Committee on 18 August 2015	100%	✓
HPS15-18.2i	Review structure of Supported Accommodation Team	30-Sep-2016	Planned to begin in April 2016 so will appear on 2016/17 Service Plan	0%	▶
HPS15-18.2j	Tenders for Covesea Road and Guildry House completed	31-Mar-2016	Work has now started on developing the revised contracts. Still on target for March 2016.	30%	▶

Priority 3: Manage our Assets Effectively					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS15-18.3a	Achieve target spend of £1.102m for Moray Home Energy Efficiency Programme (2015-16)	31-Mar-2016	Spend of £0.0908k achieved to at end of Quarter 3. The programme is expected to achieve the spend target by the end of February 2016 as required by the conditions of Scottish Government funding.	90%	▶
HPS15-18.3b	Prepare a programme of refurbishment to high priority areas in relation to the industrial portfolio.	31-Mar-2016	Programme of refurbishment work identified and agreed by Committee on 7 April 2015	100%	✓
HPS15-18.3c	Complete a programme of priority repair work to estate roads.	31-Mar-2016	Smaller repair projects complete. Repair work to Waterford Circle access road deferred to next financial year to allow completion of the new industrial units.	100%	✓
HPS15-18.3d	Implement Moray Home Energy Efficiency Programme for 2015/16	31-Mar-2016	Programme delivery proposals have been agreed. Works started on site in September 2015 with strong momentum on rolling programme continuing through to 31 March 2015 and beyond.	75%	▶
HPS15-18.3e	Achieve target of £613k spend for Private Sector Housing Grants in 2015/16	31-Mar-2016	This budget relates to discretionary spend on adaptations and repairs to older people's homes. Spend at the end of the Quarter 3 was £375k. The projected year-end outturn is £500k. Staff vacancies within the Private Sector Team as well as an inconsistent flow of requests from the Occupational Therapy Team have impacted on this budget area to date. However, due an underlying sustained demand for adaptations, it is expected that the budget will be fully committed by year-end.	75%	▶
HPS15-18.3f	Develop Asset Management Plans for non-housing property with relevant Services	31-Mar-2016	Priority matrix developed and this will guide option appraisal discussions for property maintenance before the Planned Maintenance Programme is proposed for 2017-2020	60%	▶

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS15-18.3g	Complete West Depot Review	31-Oct-2015	Review completed and options presented to be Economic Development and Infrastructure Committee on 20 October 2015.	100%	
HPS15-18.3h	Achieve target of £10.351m Housing Investment Programme spend in 2015/16	31-Mar-2016	Anticipated that the budget will be fully expended at year end	75%	
HPS15-18.3i	Achieve target of £18.8m non-housing property capital investment spend in 2015/16	31-Mar-2016	There have been some project delays which will move into 2016/17 but progress on contract commitments has been made. It is now estimated that the year-end expenditure will be £9.9m after further programme delays on the 4 schools project.	60%	

Priority 4 : Improve Service Quality					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS15-18.4a	Review performance in 2015/16 and agree targets for 2016/17 across service activities – report to Committee	31-Aug-2015	Report to Communities Committee on 18 August 2015 relating to performance for 2014/15. Targets agreed for 2015/16.	100%	
HPS15-18.4b	Annual review of Tenant Participation Strategy and service user involvement in performance assessment and scrutiny	31-May-2015	Strategy and Action Plan reviewed by Communities Committee on 26 May 2015.	100%	
HPS15-18.4c	Review of back-office staffing in response to the retirement of the Housing Services Manager	30-Sep-2015	Revised job descriptions have been drafted and are with Job Evaluation Scheme for grading outcomes. Full implementation expected by end of February 2016.	95%	
HPS15-18.4d	Annual Charter Report to Scottish Housing Regulator	31-May-2015	Report submitted to Regulator by 31 May 2015	100%	
HPS15-18.4e	Service Training Plan for 2015/16 to be agreed	30-Sep-2015	Training Plans in place for individual services to reflect the Team changes proposed across different areas of the housing service.	100%	
HPS15-18.4f	Review of Building Services presented to Communities Committees & Policy and Resources Committee	30-Jun-2015	DLO review presented to Communities Committee in May 2015 and Policy and Resources in June 2015. New structure to be fully implemented by March 2016.	100%	
HPS15-18.4g	Review internal charges both in Property and the DLO to ensure best value	30-Sep-2016	To be implemented by April 2017 so will appear on 2016/17 Service Plan	0%	
HPS15-18.4h	Implementation of staffing changes to deal with welfare reform changes.	30-Sep-2015	New Structure to be implemented from 5 October 2015.	100%	
HPS15-18.4i	Prepare for publication of an annual report to tenants and service users, as required by the Scottish Housing Regulator	31-Oct-2015	Annual Charter Performance Report presented to Communities Committee on 13 October 2015. Issued to tenants during October 2015.	100%	
HPS15-18.4j	Review of Service and sectional risk registers	31-Dec-2015	Risk Registers completed.	100%	
HPS15-18.4k	Strengthen Health and Safety arrangements within the Housing and Property Service	31-Oct-2015	Processes are now being reviewed as part of a corporate Health and Safety strategy. A revised date of 31 March 2016 is now projected to have all of these new arrangements in place.	60%	



Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS15-18.4l	Complete review of the Out of Hours Service	30-Sep-2016	Not due to start until April 2016 and be complete by March 2017 so will appear on 2016/17 Service Plan	0%	
HPS15-18.4m	Tenant Survey 2015 completed	31-Mar-2016	Tenant Survey 2015 completed. Members Briefing in January 2016. Committee Report on findings to Committee in March 2016.	100%	