

2018/19 Quarter to March Corporate Services Performance Report - Service Plan








Legal Services

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17LD01.02	Develop benchmark information nationally	29-Mar-2019	It's now over a year since any activity from the benchmarking team, therefore this action will be closed although incomplete as it's beyond Moray Council's control.	100%	
CPS17LD01.06	Look at IDOX module for licensing	30-Sep-2018	The Idox licensing module has been rolled out to staff, training has been undertaken and the only remaining matter for completion is the building of management indicators and PI reports into this module.	90%	
CPS18LD01.01	Develop and implement change management plan to achieve budget savings	29-Mar-2019	Will be subject to review in Sept 2019.	100%	
CPS18LD01.02	Prioritise resources on corporate projects and strategic infrastructure projects identified in the 4 year plan	29-Mar-2019	Work on CATs	50%	
CPS18LD01.03	Monitor and react to areas of significant increased activity and potential decreased activity	29-Mar-2019		50%	
CPS18LD01.04	Ongoing training for Councillors	29-Mar-2019	All completed except the Appeals Committee. The committee members have been nominated but have yet to sit.	98%	




Committee/Registrars/Elections


Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS17LD02.05	Registrars: Finalise digitisation of burial ground records.	31-Dec-2018	Progress stalled due to lack of action by Contractor.	90%	
CPS18LD02.01	Undertake a feasibility study for re-locating the Registrars	29-Mar-2019	No progress due to council asset management review currently being undertaken which may impact on this.	0%	
CPS18LD02.02	Implement Committee Management System	21-Dec-2018	Committee Services Officers now operating new system to produce committee agenda papers etc.	100%	
CPS18LD02.03	Draft Business Case for new or updated Elections Management System	21-Dec-2018	Agreement reached that current Elections Management System be updated through in-house ICT support.	100%	

Customer Services/Taxation/Benefits




Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18LD03.01	Contribute to the development of service specific digital processes for Council tax	29-Mar-2019	Change of address and Council tax e-billing now live	100%	
CPS18LD03.02	General Data Protection Regulations (GDPR) – in service preparations and development	28-Jun-2019	Unlikely to address gaps in short term due to budget and value for money considerations. Continue to review as part of wider change considerations in relation to records management and associated risk levels.	40%	
CPS18LD03.03	Preparation for the Barclay Commission review of Non Domestic Rates	29-Mar-2019	Some small specifics implemented. Most activity likely to be during 2019/20 therefore carried forward.	10%	
CPS18LD03.04	Reduce number of days to process Benefit applications/changes	29-Mar-2019	Performance remains stable at 24.81 days for new claims and an improved 8.63 days for change of circumstances. Compares favourably to previous year performance although likely to remain in bottom quartile. However, taking into consideration reduction in processing resources performance is commendable.	100%	
CPS18LD03.05	Develop and implement change management plan to achieve budget savings	29-Mar-2019	All savings identified and implementation proposals in action.	100%	

Workforce Transformation and Change




Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR01.01	Continue to use Transform approach for change management and relevant recruitment	29-Mar-2019		100%	
CPS18HR01.02	Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes	29-Mar-2019	Work to support the specific implementation and impact of budget savings is ongoing. The percentage completion has been set at 75% as we are ¾ through the reporting period.	100%	
CPS18HR01.03a	Work in partnership to support the IJB on the integration of health and social care - Human Resources Actions	29-Mar-2019	<p><u>HR Support</u> Ongoing support around Adult Services Social Work; Drug and Alcohol Services; Senior Management Locality structure/functions/roles. TUPE transfers where a number of service provision changes have taken place often at very short notice.</p> <p><u>Partnership</u> Attendance at meetings and professional advice provided as required.</p> <p><u>Recruitment</u> As required</p> <p><u>Workforce</u> As required</p> <p>Information available through national groups – keep up to date and apply as appropriate.</p>	100%	



Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR01.03b	Work in partnership to support the IJB on the integration of health and social care - Health & Safety Actions	29-Mar-2019	Moray rep not on Integration Joint Board (IJB) Health & Safety group that meets in Aberdeen; the local IJB representative attends. DJR trying to find out what work is being prioritised.	50%	
CPS18HR01.03c	Work in partnership to support the IJB on the integration of health and social care - Organisational Development Actions	29-Mar-2019	ON HOLD AS PER P & R REPORT 27-11-18	N/A	







Employee Culture Engagement/Morale and Motivation

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR02.01	Deliver employee engagement programme	29-Mar-2019	On track as scheduled. Progress reported on agreed reduced version of EE programme as agreed at P & R on 27-11-18	75%	
CPS18HR02.02	Implement actions to improve and promote a positive workforce culture and improve employee involvement and influence in the workplace	29-Mar-2019	50% (Down from 60% last quarter), but not clear where the reverse in progress has occurred. Culture action plan in place however with loss of HR Adviser for past 2 months little progress has been made on action plan since last update.	50%	
CPS18HR02.03	Continue work to enhance management activity and consistency	29-Mar-2019	Moray Management Methods (MMM) training sessions on corporate calendar as part of standard offering.	100%	

Developing Leadership Capacity

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR03.01	Implement re-designed leadership development to ensure it develops the skills and behaviours necessary for the corporate and strategic direction and leadership the council requires	31-Jul-2019	Revised programme agreed and details being finalised for implementation to begin in June 19.	85%	
CPS18HR03.02	Provide management and supervisory training to address management standards and a more positive workforce culture	29-Mar-2019	MMM training live. Enhanced training on soft skills for change management developed and scheduled for late May/early June. New manager induction being scheduled into regular training provision. Standards for planning development need to be carried forward.	85%	
CPS18HR03.03	Provide elected member support, training and development required for effective leadership of the council	31-Jul-2019	Training developed and provided as required with specific sessions facilitated by Corporate Management Team (CMT) as part of the corporate budget work. Work on developing a structured approach delayed, due to impact of budget work and will be carried forward.	75%	


Workforce/Employee Development					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR04.01	Co-ordinate training activity across the council to form a comprehensive view and to ensure it is aligned to the corporate and OD priorities	30-Apr-2019	Annual training needs identified with service managers and prioritised approach to allocation of funds for external training spend. Corporate training freeze impacted on volume of training spend.	100%	
CPS18HR04.02	Develop the quality of the employee review experience, while continuing to ensure that all employees have the opportunity to participate in a review process on at least an annual basis	29-Mar-2019	ON HOLD AS PER P & R REPORT 27-11-18	N/A	
CPS18HR04.03	Review Management Appraisal Framework	29-Mar-2019	ON HOLD AS PER P & R REPORT 27-11-18	N/A	
CPS18HR04.04	Organisational Development support to services as required	29-Mar-2019	Initial V & A plan agreed which included survey. The survey took longer to agree and finalise than anticipated, survey live during March 19. Analysis and action plan will be carried forward to next year's plan.	75%	

Health and Well-being					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR05.01	Support the implementation of the Moray Council's Health and Work policy in order to deliver ongoing improvements in absence levels	30-Apr-2019	Ongoing support provided to managers. Targeted approach as spend to save considered, no direct benefits guaranteed so taking to Personnel Forum for view of managers as sitting mid-table would indicate scope for improvement.	100%	
CPS18HR05.02	Act together with employees and their representatives to improve workforce consultation and improvement	28-Feb-2019	Specific areas of joint activity still to be agreed, delayed due to impact of budget reductions. Regular communication ongoing.	65%	
CPS18HR05.03	Manage risks well by implementing our health and safety system effectively	29-Mar-2019	Programme of risk assessments for 2019 is 65% complete.	65%	
CPS18HR05.04	Share our success and learn from our experience of health and safety practice	29-Mar-2019	Succession of safety related articles promoting learning published during the year and targeted activity within specific services for learning from incidents within other authorities.	100%	
CPS18HR05.05	Developing the Health and Safety Culture of the Council	29-Mar-2019	Communications as per agreed calendar, V & A survey progressing (link with CPS18HR04.04) and amended timescales for survey and consequent impact on progress.	77%	
CPS18HR05.06	Contractor Control	28-Feb-2019	Briefing for new contractors completed, monitoring processes and arrangements to be agreed, progress delayed due to impact of budget cuts in H & S team, carry forward.	50%	


Workforce and Succession Planning

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR06.01	Develop and implement the corporate approach to apprenticeships and other schemes aimed at young workers	29-Mar-2019	ON HOLD	N/A	
CPS18HR06.03	Work with services on specific challenges (such as Early Years)	29-Mar-2019	ON HOLD AS PER P & R REPORT 27-11-18	N/A	








Recruitment and Retention




Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR07.01	Consider recruitment and retention activities to promote employment opportunities and profile of Moray Council	29-Mar-2019	ON HOLD AS PER P & R REPORT 27-11-18	N/A	
CPS18HR07.02	Establish pathways for support, training and experience for professional development for professional and specialist posts (grow your own)	28-Jun-2019	ON HOLD AS PER P & R REPORT 27-11-18	N/A	
CPS18HR07.03	Work with Educational Services to develop recruitment strategies (both long and short term) for the improvement of Teacher recruitment	30-Apr-2019	No change from last quarter	40%	




Reward and Recognition

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR08.01	Continue to monitor the long term impact on the pay structure arising from the living wage and other pay related issues	29-Mar-2019	ON HOLD AS PER P & R REPORT 27-11-18	N/A	
CPS18HR08.02	Ensure that jobs are well designed and defined to meet future service needs	29-Mar-2019	ON HOLD AS PER P & R REPORT 27-11-18	N/A	
CPS18HR08.03	Undertake equal pay audit	29-Mar-2019	Overtaken by budget work - planned for completion within timescale	0%	


HR: Other Actions					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18HR09.01	Employment Policies – rolling review of policies (and development of new)	29-Mar-2019	ON HOLD AS PER P & R REPORT 27-11-18	N/A	
CPS18HR09.02	Respond to changes in legislation and national policy development	29-Mar-2019	ON HOLD AS PER P & R REPORT 27-11-18	N/A	




Financial Services Plan 2018-20					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18FS01	Support the Financial Planning Process	30-Sep-2019	Overviews now updated monthly and reported to CMT. Revenue and capital budgets for 2018/19 were reported to and approved at full council on 14.2.18	80%	
CPS18FS01.01	Assist elected members to set a balanced budget	31-Mar-2019	Budget set on 28.2.19	100%	
CPS18FS01.02	Improve budget monitoring information	30-Sep-2019		100%	
CPS18FS01.03	Implement the Procurement Strategy and Action Plan and update and implement Departmental Procurement Action Plans	29-Mar-2019	Work continues to implement the action plan however available resources have restricted progress (as reported to CMT during Q3).	40%	
CPS18FS02	Provide Financial Advice/Support for the Council's large strategic projects	29-Mar-2019	NESS: IAA2 now complete. Report and business case written seeking approval to proceed to IAA3 presented to and agreed by Moray Council Committee in March. Draft IAA3 document written and distributed to partner Councils for review and comment. CAT: First six months operating accounts for groups running Community Centre / Town Halls (eg. Dufftown, Keith, Elgin, etc) submitted for final review and reconciliation of deficit funding; findings presented to and agreed by the CAT Sub-Group. Financial assessments made of Lesser Borough Briggs and also Grant Lodge	100%	
CPS18FS03	Progress Phase 1 of the new HR / Payroll system	29-Mar-2019	Plan in place and work in progress; however progress has been delayed by resource issues.	15%	
CPS18FS04	VAT leisure review	29-Mar-2019	Work has progressed with an analysis completed for 2015 to 2018. This has highlighted a number of issues that are being investigated. Changes to income streams are impacting on the review and this will need to be incorporated.	60%	

ICT PRIORITY 1: Transformation					
Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18ICT01.01	Flexible and mobile working	29-Mar-2019	<p><u>Acceleration of VDI</u> Given that the Windows 10 project is now underway, there would have been a lot of duplicated effort to migrate users to Windows 7 virtual desktops, only to migrate the same users to Windows 10 virtual desktops in a short space of time. Provision had been made in the 2018/19 capital allocation for the requisite server infrastructure to scale up the virtual desktop environment but it is now best to defer this and align the work with the Windows 10 project.</p>	5%	
CPS18ICT01.02	Customer Self Service	28-Feb-2019	<ul style="list-style-type: none"> • <u>Bookings solution</u> – The repairs logging process is under review by both Housing and Customer Services and therefore rather than developing a solution to reflect the existing process an options appraisal is being documented to incorporate the options available and agree the direction before starting any development. While the Digital Service project has been flagged as completed this particular deliverable has been transferred to the Improvement & Modernisation Programme. • <u>Leisure services</u> – The bookings solutions is now live although this will be a constantly changing environment as the need to merge processes with Moray Leisure is explored. • <u>Council Tax eBilling</u> is available and further review of online solutions for Council Tax will be included within the Improvement & Modernisation Programme. • <u>An end of project report</u> has been prepared and submitted to the Digital Services Working Group, Transforming Council Board and will be submitted to P&R in June. 	100%	
CPS18ICT01.03	Shared Services	29-Mar-2019	<p>The document for sharing Council and NHS ICT infrastructure for Integrated Health and Social Care services was agreed in principle with the NHS IT team. The data sharing group has been meeting on a regular basis but needs input from the Health and Social Care Infrastructure Board; this was in abeyance for a significant period of time due to long term sickness absence in Health & Social Care.</p> <p>ICT continue to provide input and support to projects as required e.g. options for relocation of NHS and Council staff from the temporary accommodation in Southfield Drive. Given that ICT have provided support where required, this task has been marked as complete for 2018/19.</p>	100%	




Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18ICT01.04	Intranet Improvement	31-Oct-2018	A solution to enable staff to register and access the interchange out with the council network has been developed but will require to be put through security testing before it can be made available online. The security testing will be scheduled with our third party testing provider alongside other services in the 1st quarter of 2019/20.	95%	
CPS18ICT01.05	Establish a digital culture within the council	28-Feb-2019	Various material has been identified to make available to staff and while some sign posting has been made available on the interchange this likely needs further work to establish a digital culture. Recent approval to join the Digital Office will provide access to additional material that will target this area.	40%	
CPS18ICT01.06	Schools Infrastructure Strategy	29-Mar-2019	<p><u>Interactive Panels</u> The work stream for interactive panels is complete; 115 panels were installed from the 2018/19 programme and one panel from the 2019/20 programme was pulled forward to replace a faulty unit in one of the primary schools. Work was completed within timescale and well within budget.</p> <p><u>Wi-Fi</u> Surveys to address the co-existence of the legacy and new aerials on the network have now been completed. The cabling works to address the issues highlighted in the surveys have been completed. 64% of the aerials required to replace the legacy aerials have been installed. The remainder of the aerials will be installed as part of the programme for 2019/20 (Year 4).</p> <p><u>Rollout of PCs and Laptops</u> This work stream has been completed; it involved the rollout of 301 PCs, 176 laptops and 173 monitors to 51 schools. The project was completed within budget and ahead of schedule.</p> <p><u>Revised Strategy</u> A draft strategy has been prepared and has been circulated to the Education ICT Strategy Group for comments. The Strategy needs input from Educational Services before it can progress. All work is complete from an ICT perspective.</p>	100%	



ICT PRIORITY 2: Decision Support

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18ICT02.01	Master Data Management	30-Sep-2019	Application familiarisation complete and the system architecture for the master data management has now been reviewed. Routines have been built to pass email address update notifications to Revenues for customers with matched Council Tax accounts.	60%	




Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18ICT02.02	Data Sharing	30-Sep-2019	Integration between the Lagan Customer Relationship management solution and the Housing / Roads system have been deployed and ready to go live when the final infrastructure work is complete.	85%	
CPS18ICT02.03	Open Data / Access to Information	30-Sep-2019	A number of data sets are now available online including dashboard and map related information. Further data sets will be made available online when required.	100%	
CPS18ICT02.04	Usage Reports	30-Sep-2019	A dashboard has been developed for reporting from the new ICT Service Desk but will require further testing before making available to all services.	50%	





ICT PRIORITY 3: Compliance

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18ICT03.01	Information security	29-Mar-2019	<p><u>PSN Accreditation</u> All high and relevant medium risks were remediated prior to submitting the PSN application to Cabinet Office. Accreditation was achieved on first submission and the PSN connection compliance certificate was received towards the end of November 2018.</p> <p><u>Cyber Resilience</u> Cyber Essentials accreditation achieved. Work on Scottish Government Cyber Resilience Programme will continue in 2019/20.</p> <p><u>Review of Information Security Policy</u> Review of ICT Security Policy in line with standard for IT Security Management (ISO 27000) is in progress. Policy to be revised in 2019/20.</p>	90%	
CPS18ICT03.02	Windows Desktop	30-Sep-2019	<p>Test images have been created for both the corporate and schools' environments based on Windows 10 and Office 2016. Several ICT staff are now using Windows 10 as early adopters. Images are being adjusted in response to initial feedback to allow Windows 10 PCs to go out to both corporate and school users for further testing.</p> <p>A virtual desktop for Windows 10 has also been created and is being tested within ICT Services and within a number of service departments. Encryption solution has been upgraded and a build for Windows 10 laptops is being tested within ICT Services.</p> <p>Project on track – completion date is Q3 / Q4 2019/20. Progress for 2018/19 is 100% and 40% overall. This item will carry across onto the 2019/20 Service Plan.</p>	40%	
CPS18ICT03.03	Business Continuity	29-Mar-2019	<p><u>Corporate Firewall Replacement – Phase 1</u> Procurement of management server for the Firewall has been undertaken. The work to implement the management server and to upgrade the Firewall software has been completed; this will pave the way for the Phase</p>	50%	

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			2 replacement programme. This has also enabled the testing of the encryption solution for Windows 10 laptops. The end of life Firewall appliance has also been replaced. <u>Business Continuity Plan</u> The current business continuity template and previous Business Impact Assessments have been reviewed but preparation of the revised plan is still outstanding.		
CPS18ICT03.04	Secure eMail	31-Jan-2019	The Secure Email Blueprint solution has been implemented; this included Domain-based Message Authentication, Reporting and Conformance (DMARC), Transport Layer Security (TLS), Sender Policy Framework (SPF) and Domain-Keys Identified Mail (DKIM). A configuration change is still required to enforce mandatory TLS encryption. However, this is only to ensure that other organisations who have not yet implemented the Secure Email Blueprint solution can continue to receive mail from the Council. However this is just a very minor change so, to all intents and purposes, the work is complete.	100%	
CPS18ICT03.05	Support methodology	29-Mar-2019	The new ICT structure was introduced on 1st April 2019 and alongside the new service desk introduced in February all calls across the range of ICT services are being logged on the service desk. Working towards the revised incident management arrangements.	95%	

ICT PRIORITY 4: Forward Planning

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18ICT04.01	Assess Cloud Strategy	29-Mar-2019	Limited progress on this action but. ICT continue to assess the option for delivery of solutions via the Cloud on a project by project basis. Recent projects have indicated that Cloud offerings can be more expensive e.g. Telephony and Contact Centre solution. Some informal discussions have taken place to get an understanding of how Microsoft pricing in future will be more favourable for licensing based on Cloud solutions e.g. Office 365. This needs to be resolved by 2020. Cloud adoption strategy paper will carry over to 2019/20.	5%	
CPS18ICT04.02	Application development	31-Oct-2018	Report covering the use of our internal development tools has been started although this is one area where the timescale was reviewed to work on new priorities identified within the efficiency programme.	25%	
CPS18ICT04.03	Review the Unix Server infrastructure	30-Sep-2019	A review has been completed and the unix server replacement will be included in the 2019/20 plan.	100%	

Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
CPS18ICT04.04	Unified communications	31-Jan-2019	<p><u>Telephony and Contact Centre</u> Further discussions with suppliers helped to refine requirements sufficiently to identify the required expenditure for the capital plan for 2019/20 and 2020/21. Procurement route has been identified via an existing framework which will enable the Council to benefit from significant discounts via supplier's loyalty scheme. This project will provide some licences to trial unified communications through the telephony solution. The business case for Unified Communications is still outstanding and will carry forward to 2019/20.</p> <p><u>Video Conferencing</u> Configuration work for the Ajenta Vscene solution has been completed and the system is in operation for a trial period of 12 months. Analytics should provide good information on uptake and this will be useful for the business case for future adoption.</p> <p><u>IP Telephony</u> All of the preparatory work was carried out to prepare for the Procurement exercise. However, it was subsequently decided to defer this work until 2019/20 in line with the in-year financial measures.</p>	55%	
CPS18ICT04.05	Rationalise Applications	31-Jan-2019	Further work has been undertaken to explore opportunities for rationalising applications within the asset management area including roads, waste, lands & parks and housing. A project mandate will be prepared for consideration by the asset management working group.	60%	
CPS18ICT04.06	Consider new solutions	30-Nov-2018	This has been overtaken by the Improvement & Modernisation programme which is looking to review the ICT & Digital Solutions in use within the council. A mandate has been produced outlining the way forward for ICT & Digital and open days have been scheduled for June and November 2019 and the intention is to use these to generate ideas for new solutions.	100%	
CPS18ICT04.07	Internet of Things	30-Sep-2019	Not scheduled.	0%	

2018/19 Quarter to March Housing and Property Services Performance Report - Service Plan



Status: Overdue 10 In Progress 2 Completed 6 (81% complete)


	Completed		Not Started; In Progress; Assigned		Unassigned; Check Progress		Overdue; Neglected		Cancelled
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Priority 1.1 - Increase the supply of affordable housing



Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS18-19.1.1.1	Prepare and submit Strategic Housing Investment Plan (SHIP) to the Scottish Government	30-Nov-2018	Submission made.	100%	
HPS18-19.1.1.2	Deliver the Moray Affordable Housing Supply Programme with target spends of £7.983m in 2018/19.	31-Mar-2019	£6.195m spend achieved at quarter end. Spend on projects and land acquisitions identified for the year will be carried forward to 2019/20.	78%	
HPS18-19.1.1.3	Deliver the Council's new build Programme of 70 new houses per year and/or land acquisitions for future developments	31-Mar-2019	68 completions at end of Q4.	95%	
HPS18-19.1.1.4	Prepare Local Housing Strategy (LHS) 2018-23	31-Mar-2019	Final LHS approved by Communities Committee on 2 April 2019	100%	

Priority 1.2 - Improve the quality of housing across Moray


Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS18-19.1.2.1	Achieve target expenditure of £1.8m (excluding fees) on the EESSH programme of works	31-Mar-2019	Target expenditure for this year was revised to £865k (Report to Communities Committee in May 2018). Contractor has now completed all heating replacements under this budget and overall expenditure is approximately £1.2m (excluding fees) to date so target for 2018/19 has been exceeded although still within allowed budget. Cavity wall insulation now completed where houses required cavity fill and costs substantially less than tender value. A range of EWI works has been funded to this budget as directly EESSH related.	65%	
HPS18-19.1.2.2	Implement Moray HEEPS Programme	31-Mar-2019	Measures carried out under 2017/18 programme completed in August 2018. Works commenced on the 2018/19 programme began in January 2019. Scottish Government funding allocation for 2019/20 received and proposals for 2019/20 have been submitted.	80%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS18-19.1.2.3	Deliver Care and Repair Service and achieve Private Sector Housing Grants spend of £613k on disabled adaptations and repairs	31-Mar-2019	£472k spend achieved at year end. However, the 2018/19 budget has been fully committed, with works expected to be completed during Q1 2019/20.	77%	



Priority 1.3 - Tackle Homelessness



Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS18-19.1.3.1	Consider the Scottish Government's approach to rapid rehousing plans for homeless households and prepare a plan for submission to SG by December 2018	31-Dec-2018	Draft Rapid Rehousing Transition Plan approved by Communities Committee on 20 November 2018 and submitted to Scottish Government on 7 December 2018.	100%	
HPS18-19.1.3.2	Reconfigure the supply of temporary accommodation to achieve target savings for 2019/20	31-Mar-2019	The reconfiguration of temporary accommodation continues and is currently on track to achieve the targets required to achieve the 2019/20 savings.	80%	
HPS18-19.1.3.3	Review our Allocation Policy to ensure compliance with the Housing (Scotland) Act 2014	31-Mar-2019	On 20 November 2018, Communities Committee approved changes to the Allocation Policy and to consult wider with the public and other key stakeholders. The final policy was approved by Communities Committee on 5 February 2019, with implementation planned for 1 May 2019.	100%	

Priority 1.4 - Increase the supply of Industrial Units for business



Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS18-19.1.4.1	Finalise negotiation to purchase ground at Forres Business Park from HIE. If negotiations are successful, conclude purchase of site and develop detail design and tender documents	31-Mar-2019	Purchase price for ground agreed with HIE. Business case for the purchase and development of the site has been approved through the project management gateway. Budget included in Capital Plan for 2019/20, however project has been put on hold by CMT for further consideration.	99%	

Priority 2.1 - Delivering Financial Sustainability


Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS18-19.2.1.1	Develop and implement a process to recover costs associated with late payment of rents for industrial properties	31-Dec-2018	A process to recover costs associated with late payment of rents for industrial properties has been agreed and implemented with Legal services and all tenants have been notified of the charges. Recovery charges for late payments will be reported to Committee as part of the Annual Industrial Portfolio Report.	100%	
HPS18-19.2.1.2	Achieve target expenditure of £10.7m (excluding fees) on the Housing Investment Programme	31-Mar-2019	Spend on Reactive/Voids/Planned/Cyclical to 31 March was £10.147m excluding Property fees	95%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS18-19.2.1.3	Achieve target expenditure of £6.15m (excluding fees) on all non- Housing Capital investment, together with major Design preparation and price negotiation on the EL Nursery programme for 2019/20	31-Mar-2019	Expenditure of £5.433m of non-housing Capital expenditure was achieved to 31 March. Virtually all corporate buildings Planned projects were deferred to future years and this resulted in a reduction of expenditure of £600k contributing to the corporate savings target	88%	
HPS18-19.2.1.4	Re- tender the Sub-contractors Framework for Response & Planned Repairs	31-Dec-2018	New framework went live on 1 February 2019.	100%	

Priority 2.2 - Assist where required in the modernisation and Improvement Programme

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS18-19.2.2.1	Implement key recommendations from the Property Asset Management Appraisal <ul style="list-style-type: none"> Office Review Depot Review Storage Review 	31-Mar-2020	<ul style="list-style-type: none"> Office review commenced on 11 March 2019. Annexe desk review completed. Other office desk reviews expected for completion by 31 May 2019 Forres House – now with Architect to re-design provision in this building to close Auchernack Auchernack on target for closure from 1 October 2019. 	15%	
HPS18-19.2.2.2	Complete a review of Out of Hours Service and implement changes	31-Mar-2019	Deferred to CMT to lead on, as a result of wider service implications.	0%	

Priority 2.3 – Actions to implement the Property Asset Management Appraisal







Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HPS18-19.2.3.1	Review of Property Services and Property Asset Management in 2018/19 and conclude in 2019/20.	31-Mar-2020	<ul style="list-style-type: none"> Draft Asset Management Staffing Structure completed on 4 April 2019 DLO Structure review also completed on 4 April 2019. This is linked to the Asset Management Staffing Structure hence why they were completed at the same time CMT still to decide on revised structures prior to Committee Approval 	90%	

2018/19 Quarter to March Development Services Performance Report - Service Plan














Status: In Progress 4 Completed 14 Overdue 5 (85% complete overall)

Promote Economic development and growth and maintain and promote Moray's landscape and bio diversity/Healthier Children					
Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS18-22.1.01	Work to deliver a Growth Deal for Moray	31-Dec-2019	During 2018/19 partners have been developing strategic outline business cases for a number of projects that have formed the basis of initial discussions with both governments. Further workshops have been held with government representatives together with receptions in Edinburgh and London to promote the growth deal; this has enabled partners to continue working to strengthen their business cases. The commitment to the Moray Growth Deal from both governments is clear, it is anticipated that the quantum of the deal will be announced in June 2019 with Heads of Terms being agreed by September 2019	80%	
DevS18-22.1.02	Review Moray Economic Strategy with Community Planning Partners	31-Oct-2018	A refresh of the MES has been prepared by HIE with input from key stakeholders. The strategy was launched December 13, 2018. A working group will now prepare proposals for revisions to the governance structure to oversee implementation of strategy actions.	100%	
DevS18-22.1.03	Support the applications for and delivery of European funded projects on Employability and Poverty and Social Inclusion	31-Mar-2022	Phase 2 for the Poverty and Social Inclusion programme has been approved at an intervention rate of 80% Phase 2 for Employability awaiting Government final offer of grant any time	90%	
DevS18-22.1.04	Assess implications of Planning Reform Bill and propose opportunities for an improved Planning System as a result both in consultation and developing our systems	31-Mar-2019	Planning (Scotland) Bill is proceeding through the parliamentary processes and stage 2 is now complete. Progress reports will be provided to P&RS Committee as further details emerge and follow on Regulations are published to implement the Act. Local Development Plan 2020 reflects key aspects of the Bill and aspirations of the review, including a greater focus on delivery and taking an infrastructure first approach. There are no further consultations and we are moving into stage 3. However, it is unlikely that the Bill will be in place until Summer 2019.	10%	
DevS18-22.1.05	Complete the Local Development Plan 2020 putting in place policies to support economic growth and community wellbeing	31-Mar-2020	Proposed Moray Local Development Plan 2020 was reported to P&RS Committee on 18th December 2018 and has been made available for public consultation in Q1 2019. Objections are being summarised and reported to special P&RS Committee on 25/6/19, thereafter the Plan will be submitted for Examination.	80%	
DevS18-	Implement the new Private Water Supply legislation with	31-Mar-2020	New program implemented	100%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
22.1.06	full cost recovery				
DevS18-22.1.07	Lead and implement the Moray Skills Investment Plan together with partners	31-Mar-2019	An action plan to amplify the Moray SIP has been prepared with partners and was launched alongside a refresh of the Moray Economic Strategy on December 13, 2018.	100%	
DevS18-22.1.08	Develop and consolidate leadership and expertise across partners related to employability and skills to assist in delivering the LOIP and Moray skills Investment Plan with new Employability and Skills group established	31-Mar-2019	Employability and Skills group established, Skills Investment Plan being delivered, monitored and updated where necessary, Employability Consortium established and partnership agreement committed to.	90%	
DevS18-22.1.09	Carry out Tobacco/ NVP age restricted integrity checks on 75 premises	31-Mar-2019	75 integrity tests were carried out resulting in 17 sales with no ID requested. The 17 premises were re-visited with young volunteers but no sales were made	100%	
DevS18-22.1.10	Investigate Care homes terms and Conditions for legal compliance	31-Mar-2019	Terms and conditions from 13 care Homes in Moray were examined and found to comply with legal requirements	100%	
DevS18-22.1.11	Make 800 instances of advice to small and medium sized enterprises and support 125 business start-ups through Business Gateway	31-Mar-2019	BG statistics for Q4 show slightly over target for the year - 132 business start-ups & 852 instances of advice	100%	
DevS18-22.1.12	Develop and utilise the Quality Audit 2 process to improve the quality of development and its contribution to Mood, Mobility and Place improving local outcomes	31-Dec-2020	Quality Audit 2 was approved at March P&RS Committee and will be implemented in mid-2020 upon adoption of the new LDP.	50%	

Sustainable Council Finance

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
DevS18-22.2.01	Facilitate strategic approaches to infrastructure provision (Schools, Health, Transport, Offices) through the Local Development Plan delivery group and Community Planning Partners to complete a joint appraisal	31-Mar-2019	Work ongoing and will be co-ordinated through the LDP/ Infrastructure Delivery Group and through the Developer Obligations Supplementary Guidance, which will be reviewed during 2019. The draft revised Supplementary Guidance will be considered by the Planning and Regulatory Services Committee at the end of 2019.	30%	
DevS18-22.2.02a	Review our customer satisfaction methods & implement new or improved methods to capture relevant data - Development Management	31-Jan-2019	The training sessions with the Community Councils have been held and feedback will be incorporated into future events and the production of Planning Performance Framework 8. Workshop to be held with agents in May/June 2019.	75% (100% for Community Councils and 50% for the workshop)	
DevS18-22.2.02b	Review our customer satisfaction methods & implement new or improved methods to capture relevant data - Building Standards	31-Jan-2019	The review has been completed and implementation is well advanced and has included interaction with Springfield in a customer workshop allowing cross-pollination of ideas, consultation, and feedback. Further interactions of this nature with individuals/customers are planned along with Building Standards' newsletters, which will be implemented in the next few months. Currently 82% of applications are received online. Of the remaining 18% submitted	100%	

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			<p>on paper, half are from the same agent. Given that the process to issue a Building Warrant on paper is now more costly/time-consuming it is the service's intention to interact with this agent to try and encourage electronic submission by identifying the mutual benefits.</p> <p>The National survey is complete and the overall satisfaction rating has improved from 7.2 (2017) to 7.6 (2018) out of 10 giving a 'green' rating for the first time. Also, this is above the average Scotland-wide rating of 7.0.</p>		
DevS18-22.2.02c	Review our customer satisfaction methods & implement new or improved methods to capture relevant data - Environmental Health	31-Jan-2019	Options assessed and preferred option identified. Trials to begin May 2019	40%	
DevS18-22.2.02d	Review our customer satisfaction methods & implement new or improved methods to capture relevant data - Trading Standards	31-Jan-2019	This action has been completed. The current customer satisfaction methods are effective.	100%	
DevS18-22.2.02e	Review our customer satisfaction methods & implement new or improved methods to capture relevant data - Economic Development	31-Jan-2019	Business Gateway has in place Client Records Management System that includes records of customer satisfaction. Economic Development Programmes include records of customer engagement including surveys	100%	
DevS18-22.2.03	Review shared service provisions with Highland Council for Small and Medium Enterprise (SME) business support to ensure best value	31-Mar-2019	Service Agreement is kept under review each year. Need to retain at minimum oversight of LGAP whilst undertaking LGAP in partnership with Highland Council. Local Growth Accelerator Programme, which is match, funded from the Business Competitiveness Strategic Intervention.	100%	
DevS18-22.2.04	Review the Business Loan Scheme and determine best value in terms of ongoing support and management of funds and alternative options for Moray	31-Mar-2019	BLS Phase 1 scheduled to end December 2018. 5-year loans will not be fully repaid until 2022. BLS has been awarded the contract for second phase of SME loan fund. Transitional arrangements should be agreed between BLS and Scottish Government by Dec 2018	100%	
DevS18-22.2.05	Assist communities with advice to encourage participation and funding for Community Asset Transfer (CAT) applications	31-Mar-2019	Annual Fundraising Seminar Held Oct 2. Over 120 individuals and organisations attended to receive advice.	100%	
DevS18-22.2.06a	Progress restructure proposals within Development Services to deliver increased value for money and better targeting of resources to priorities - Change Management Plans	31-Oct-2018	Proposals implemented, further changes taking place as part of the 2019 budget proposals and so further change management is being implemented.	100%	
DevS18-22.2.06b	Progress restructure proposals within Development Services to deliver increased value for money and better targeting of resources to priorities - Implement	31-Mar-2019	Completed, now implementing changes for the 2019/20 budget.	100%	

2018/19 Quarter to March Direct Services Performance Report - Service Plan








Direct Services Service Plan - Progress summary







Action Code	Action Title	Description	Due Date	Latest Status Update	Status Progress	Status Icon
DirS18-19	Direct Services Service Plan 2018-19	Overall progress for Direct Service's Service Plan 2018-19	31-Mar-2023		79%	
DirS18-19Out1	Priority 3 of Corporate Plan 2018-23	Promote economic development and growth and maintain and promote Moray's landscape and bio diversity / healthier children	31-Mar-2023		75%	
DirS18-19Out2	Priority 4 of Corporate Plan 2018-2023	Work towards a financially stable council that provides valued service to our communities	31-Mar-2023		84%	






Economic Development







Action Code	Action Title	Description	Due Date	Latest Status Update	Status Progress	Status Icon
DirS18-19P3.1	Moray Access:	Complete 5 year review of Moray Councils' Core Paths Plan.	31-Jan-2019	Work continues in conjunction with legal and on completion will be forwarded to Scottish Government.	90%	
DirS18-19P3.2	Transportation:	We will review implementation of Elgin Parking Strategy Phase 1	31-Mar-2019	Performance on income and occupancy being maintained.	100%	
DirS18-19P3.3	Transportation:	We will implement committed schemes from Elgin Transport Strategy - South Street junction	31-May-2018	Completed on time and under budget. Traffic signals are now operating well.	100%	
DirS18-19P3.4	Transportation:	We will assess implications of Transport bill and propose opportunities for improved connectivity arising as a result	31-Mar-2019	All complete for 2018/19. Opportunities for improved connectivity as a result of the Transport Bill will continue as an action within the Service Plan 2019/20.	100%	
DirS18-19P3.5	Harbours	We will aim to achieve a cost neutral revenue budget for harbours by maximising commercial opportunities and creating attractive facilities for cargo, offshore and fishing vessels.	31-Mar-2021		50%	

DirS18-19P3.6	Bridges:	We will develop and implement an asset management plan for the maintenance and renewal of bridges on the road network in line with nationally agreed standards.	31-Mar-2019	Consultancy Manager has advised this action is now complete.	100%	
DirS18-19P3.7	Open Space:	We will develop a Management Plan for Sanquhar Loch & woodland	31-Dec-2018	Consultation with the wider community has taken place and draft plan is being prepared. This will be put to ED&I in June 2019.	95%	
DirS18-19P3.8	School Meals:	We will implement the Early Years (pre-school) free school meals legislation as per Educations roll out plan.	31-Aug-2020	Ongoing, first tranche is successfully in operation. Second tranche starts August 2019	20%	
DirS18-19P3.9	School Meals:	We will introduce cashless catering in primary schools as per ITC digital service roll out plan.	31-Oct-2018	Digital Implementation Completed and rolled out to all Primary Schools within Moray.	100%	
DirS18-19P3.10	Litter Prevention:	We will organise a roadside litter campaign with the objective of reducing roadside litter that is not only harmful to wildlife and environmental quality, but is dangerous and expensive to clean up.	31-Mar-2019	Due to changes in service provision, restructuring and workload this has been deferred until 2019/20. To Launch spring 2019.	0%	

Financially Stable Council

Action Code	Action Title	Description	Due Date	Latest Status Update	Status Progress	Status Icon
DirS18-19P4.1	Public Toilets:	We will work with communities to develop alternative arrangements (as determined by the council) for the delivery of Public Toilet provision. EP manager to liaise with Property to explore the use of flush sensors and general maintenance of top seals.	31-Dec-2019	A report on this scheme was presented to the ED&I committee on 04 December 2018. Support was given for the proposals. Although issues have been raised with the logo, discussions will now begin with local businesses with a launch date of May 2019 expected.	80%	
DirS18-19P4.2	Energy from Waste:	We will progress with Joint Energy from Waste project with Aberdeenshire and Aberdeen City Councils, reporting to committee as required.	31-Dec-2022		62%	
DirS18-19P4.3	Waste Staff Restructure:	We will progress a restructure of Waste Management section to deliver increased value for money.	31-Dec-2018		100%	
DirS18-19P4.4	Waste Management:	We will review and refine processes and customer facing web pages following roll out on 1 June 2018 of three weekly collection of landfill (green bins).	31-Dec-2018		100%	
DirS18-19P4.5	Improved waste facility:	We will implement integrated waste management facility at Moycroft Industrial Estate.	31-May-2020		76%	
DirS18-19P4.6	Burials:	We will; a) assess the impact of the Burial & Cremation (Scotland) Act 2016. b) develop a structure and long term strategy to ensure that the provision of burial	31-Dec-2020		95%	

Action Code	Action Title	Description	Due Date	Latest Status Update	Status Progress	Status Icon
		grounds in Moray is equitable and sustainable.				
DirS18-19P4.7	Employees:	We will introduce a national competency tool for Waste Service frontline employees.	31-Mar-2019	No progress made due to workloads	0%	
DirS18-19P4.8	Flood Risk Management (Scotland) Act 2009:	We will deliver Flood Risk Management Plans including development of flood protection schemes at Portgordon and Lossiemouth Seatown. These schemes will be progressed to a stage where they can be included in the Flood Risk Management Strategy and Local Flood Risk Management Plans for the second cycle from 2022 to 2028 for construction. To achieve this we will complete the feasibility study, option appraisal and outline design by December 2019.	31-Dec-2019	On 19 February 2019, an interim flood risk management plan was presented to the ED&I committee along with progress reports for Portgordon and Newmill. Interim reports have previously been agreed for Findhorn, Nairn and Speyside. A full interim report for the North East Local Plan district will be submitted to a future meeting of ED&I yet to be ratified.	80%	
DirS18-19P4.9	Maintaining an efficient road network:	We will a) review Road & Asset Management Plans, introduce financial modelling systems to ensure work programmes are developed in line with asset intelligence b) introduce an end to end mobile working solution to enable better management of reportable highway defects quickly and seamlessly to provide cost efficiency savings in data processing. The solution will allow highways inspectors to send information from site direct to frontline operational teams without the need for paperwork or manual input in the information process. The quality and accuracy of data will provide a more robust insurance defence.	31-Mar-2019	An updated Road Asset Management Plan was presented to the ED&I committee on 19 February 2019. All comments and recommendations were noted and agreed. Following on from presentations from 2 IT suppliers, a wider system review is now ongoing. This will be taken forward into 2019/20.	75%	
DirS18-19P4.10	CO2 efficiencies and employee:	We will aim to reduce our fuel and carbon usage by installing a vehicle fleet telematics system. This provides real time driver feedback so that sustainable improvements can be made to driving styles with the aim to realise fuel savings of 7% and reduce CO2 emissions within the Council's fleet.	31-Dec-2019	Implementation of fleet telematics system continuing to make good progress.	50%	
DirS18-19P4.11	Implementation of electric vehicles leading up to 2030:	In order to meet our corporate obligations regarding energy and carbon management we will continue to monitor and evaluate new EV Electric Vehicle technologies and performance. With a target of incorporating 5 electric cars and light commercial vehicles per year over the next 2 years subject to accessing suitable funding. A review will take place by	31-Mar-2019	During 2018/19, grant funding was used to provide 3 additional electric vehicles. Although slightly less than the target of 5, 3 vehicles utilised all available grant money this year. This action will continue in 2019/20.	100%	

Action Code	Action Title	Description	Due Date	Latest Status Update	Status Progress	Status Icon
		2020 with a view to replace all cars and light vehicles in the fleet over a rolling programme up to 2030. Officers will also explore the feasibility of hydrogen powered vehicles should grant funding become available from the Scottish Government.				
DirS18-19P4.12	LED Street Lighting	The street lighting team will aim to deliver year 4 of the LED invest to save project and to increase the number of the energy efficient LED units to be installed to 5,000. This will accelerate the energy consumption charges generated and carbon savings achieved.	31-Mar-2019	Within the Roads Maintenance Revenue & Capital Budget reported to the Economic Development and Infrastructure Services Committee on 16 April 2019 (item 7 refers), it was confirmed that by the end of 2018/19, 4,751 LED Units had been installed in Moray. Although slightly less than the 5,000 planned in this action, an underspend of £132,000 has also been achieved. This project overall is on track to be completed as planned during 2019/20	100%	
DirS18-19P4.13	Health and Safety of Roads Employees:	We will develop and publish a Health & Safety Improvement action plan for our Roads Maintenance service area.	31-Mar-2019	The H & S improvement plan has been developed and shared at various H & S meetings and staff briefing sessions.	100%	
DirS18-19P4.14	Roads and Dredger:	We will consider options on sharing of resources within the Northern Roads Collaboration Forum to provide financial savings. We will agree options for shared use of our Dredger with partner authorities in the Northern Roads Collaboration Committee (NRCC) which will maximise use and reduce overhead costs for Moray Council and contribute to meeting the Dredger business case.	31-Mar-2019	Report and business case was approved at the ED&I on 19 February. Confirmed partner authorities have agreed call off arrangements for use of the dredger.	100%	
DirS18-19P4.15	Office Accommodation - Ashgrove Depot:	We will implement rationalisation of depot buildings and undertake a review of outer satellite depots/buildings with the aim to share surplus capacity/operating costs with any other users.	31-Mar-2019	Rationalisation has taken place and repair works are being carried out.	100%	
DirS18-19P4.16	Service Redesign - Fleet Services:	We will carry out a re-organisation within Fleet Services with a target of reducing sub-contractor spend leading to financial savings being generated. The review will also support improved vehicle operator's licence monitoring and compliance.	31-Mar-2019	A reorganisation within Fleet Services has been completed.	100%	
DirS18-19P4.17	Roads Inspectors:	We will carry out a review of our Roads Maintenance Inspection process in order to meet recently revised risk based guidance. The aim is to develop a multi-function inspectorate team to cover wider	31-Mar-2019	A review has been completed. Arrangements are in place for the new process to begin on 01 April 2019.	100%	

Action Code	Action Title	Description	Due Date	Latest Status Update	Status Progress	Status Icon
		responsibilities across street works and safety inspections which will speed up response times, provide greater flexibility within the team and meet statutory guidance.				
DirS18-19P4.18	Customer Feedback:	In the absence of the Citizens Panel and to find better ways to gauge customer satisfaction we will review our customer satisfaction methods and implement appropriate methods to capture relevant data.	31-Jan-2019	Work is complete for 2018/19 however monitoring of customer satisfaction will continue in 2019/20.	100%	