

2012/13 Quarter 4 Performance Report Children and Families Service Plan



Action Status									
	Completed		Assigned; In Progress		Unassigned; Check Progress; Not Started		Overdue		Cancelled

1.To develop commissioning through improved contract management, assessing outcomes for current services and analysing trends to meet future need

Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-1.1	Existing contracts reviewed: benchmarking with specific local authorities analysed and engagement with Scotland Excel processes.	30-Jun-2012	All of these activities continue. Contracts progressed with one new provider. Benchmarking has resulted in agreement to meet. Engagement with Scotland Excel regarding seeking to secure a national foster contract and residential contract continue.	Jennifer Gordon	
CSCF2012-1.2	New contracts established where required: report to Children and Young Peoples Committee the out of area usage; participate in the evaluation process for national fostering contract with Scotland Excel.	30-Sep-2012	Discussions to extend a number of contracts progressed and letters of variation were agreed. Some will be issued during the first quarter 2013/14.	Jennifer Gordon	
CSCF2012-1.3	Internal processes for allocating resources reviewed.	31-Dec-2012	Current internal processes reconfirmed as interim measure given imminence of restructuring. These will be revisited in quarter 2 2013/2014.	Jennifer Gordon	
CSCF2012-1.4	Report to committee on out of area usage; existing contracts varied.	31-Mar-2013	Reported to Children & Young People's committee on the 27 th February for consideration. As noted above discussions to extend a number of contracts progressed and letters of variation were agreed. Some will be issued during the first quarter 2013/14.	Jennifer Gordon	

2.To assess current practice and bring forward recommendations to ensure efficient care planning for children in need of permanent care.

Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-2.1	The remit of the Permanence Monitoring and Development Group (PMDG) is confirmed and communicated to those who comprise the team round every Looked After Child.	30-Jun-2012	Achieved.	Jennifer Gordon	
CSCF2012-2.2	First annual report on looked after children completed and considered by Central Management Team (CMT) and PMDG.	30-Sep-2012	Achieved	Jennifer Gordon	
CSCF2012-2.3	Review the effectiveness and operation of the PMDG.	31-Dec-2012	Review of PMDG confirms its effectiveness, evidenced by a considerable increase in the numbers of children progressing into permanence. Therefore no requirement to change or amend current operation.	Jennifer Gordon	
CSCF2012-2.4	Data from court actions are analysed and used to inform budget setting.	31-Mar-2013	Analysis indicates a number of permanence placements will be required out of Moray. Placements and court action activities will be within budget; there remains uncertainty re budget required for post adoption support.	Jennifer Gordon	

3. Implement a staff development and training programme to support improved permanence practice.

Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-3.1	Training time line detailed: external agencies commissioned to deliver.	30-Jun-2012	Achieved.	Jennifer Gordon	
CSCF2012-3.2	Training delivered.	30-Sep-2012	The training scheduled has taken place. The remainder planned on the time line will take place as scheduled.	Jennifer Gordon	
CSCF2012-3.3	Feedback from training delivered and impact on practice is analysed.	31-Dec-2012	Feedback on training delivered to date has been positive. Staff reports that they feel more confident in relation to all aspects of permanence work, including matters relating to court processes such as preparation of reports and giving evidence. In terms of impact, PMDG notes that a number of children have progressed into permanence.	Jennifer Gordon	
CSCF2012-3.4	Next time line for training developed by PMDG.	31-Mar-2013	Achieved	Jennifer Gordon	

4. To revise and implement procedures for Looked After Children, assuring consistency with both GIRFEC and statutory regulations for Looked After Children's Services.

Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-4.1	LAC manual finalised.	30-Jun-2012	The LAC manual finalised during quarter 4 2012/13. The manual is available on Sharepoint.	Jennifer Gordon	
CSCF2012-4.2	Placed on Council website.	30-Sep-2012	The manual is now on sharepoint. Four monthly sessions have been planned for practitioners to become familiar with the manual and to offer feedback. The first sessions was held at the end of March. Given timing of the sessions it may be more appropriate for the manual to be on the Council website at the end of quarter 2 (2013/14)	Jennifer Gordon	
CSCF2012-4.3	Feedback sought on the operation of the manual.	31-Dec-2012	The manual is now on sharepoint. Four monthly sessions have been planned for practitioners to become familiar with the manual and to offer feedback. The first sessions was held at the end of March.	Jennifer Gordon	
CSCF2012-4.4	Amendments made to the manual as required.	31-Mar-2013	The manual is now on sharepoint. Four monthly sessions have been planned for practitioners to become familiar with the manual and to offer feedback. Amendments will be made as required based on change to policy/practice. Achieved	Jennifer Gordon	

5. Develop and implement an Early Years Change Programme emphasising early intervention and preventative spend.

Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-5.1	Early Years Profile completed.	30-Jun-2012	Early Years Data Profile and Literature Review achieved.	Susan MacLaren	
CSCF2012-5.2	Profile considered at Early Years Strategy Group.	30-Sep-2012	The Early Years profile was discussed at the Early Years Strategy Group on 19th July.	Susan MacLaren	
CSCF2012-5.3	Implementation plan completed.	31-Dec-2012	Local planning now integrated with the national Early Years Collaborative programme under the leadership of the Community Planning Board. Revised planning structure being implemented and family support project developed.	Susan MacLaren	
CSCF2012-5.4	First implementation review at Early Years Strategy Group.	31-Mar-2013	Early Years paper went up to Children & Young People's Service Committee in February where committee agreed to the project proposal which comes under the guidance of the Early Years Group. Follow up report to be submitted to committee on initial review of Early Years Group project and implementation.	Susan MacLaren	

6. To review the implementation and effectiveness of the department's transition policy.

Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-6.1	Preparatory work for data collection.	30-Jun-2012	The parameters for evaluation have been identified, including items for which customer feedback is required and items for which a sample audit will be required.	Jeremy Akehurst	
CSCF2012-6.2	Feedback forms designed and distributed.	30-Sep-2012	Completed 10-10-2012	Jeremy Akehurst	
CSCF2012-6.3	First tranche of data collated and initial analysis.	31-Dec-2012	One parental feedback form returned to date, this has been followed up.	Jeremy Akehurst	
CSCF2012-6.4	Second tranche of data collated and report prepared, with recommendations, where necessary.	31-Mar-2013	- One parental feedback form has been received. - The parent used the facility on the form to enable follow-up contact to be made - Follow-up contact was made and a clear picture obtained of the strengths and weaknesses of practice, from the parent's point of view - The parent's permission was obtained for a brief report to be provided to the Transitions Board - Report drafted, but not yet presented - The range of practitioners engaged in facilitating use of the feedback forms has been extended, to include relevant practitioners in Adult Services, as well as Children's Services. - At this point we have <u>begun</u> to collect information that will tell us the extent to which we are achieving policy objectives and where and how we need to improve. - On the basis of this limited information it is clear that there are some areas in which we need to improve practice and understanding.	Jeremy Akehurst	

7. To develop the capacity of the fostering team to increase placement availability.

Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-7.1	1 F/T SW for fostering advertised and restructuring of the fostering and adoption team to support targeted recruitment for both fostering and adoption, considered.	30-Jun-2012	Achieved.	Jennifer Gordon	
CSCF2012-7.2	1 F/T SW for Fostering appointed. An additional 0.5 SW post for adoption, combined with existing 0.5 fostering advertised with remit of targeted recruitment for fostering and adoption.	30-Sep-2012	Achieved.	Jennifer Gordon	

Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-7.3	Post indicated at quarter 2 appointed and the lead role in recruitment implemented.	31-Dec-2012	Achieved.	Jennifer Gordon	
CSCF2012-7.4	On completion of annual reviews placement availability numbers assessed.	31-Mar-2013	Achieved.	Jennifer Gordon	

8. To develop and implement decision making around adoption support plans.

Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-8.1	Membership of the decision making group confirmed.	31-Mar-2013	Achieved.	Jennifer Gordon	
CSCF2012-8.2	Processes agreed and details entered into the Looked After Children manual and onto Council website.	30-Sep-2012	Processes were agreed during quarter 3 and have been entered into the LAC manual, which has been made available on Sharepoint during quarter 4 with a view to placing it on the Council website in quarter 2 2013/14.	Jennifer Gordon	
CSCF2012-8.3	Processes implemented.	31-Dec-2012	Processes implemented during quarter 4 and will be subject to review and amendment. Changes will be made to the LAC manual as required; it is a working document designed to support changes in practice.	Jennifer Gordon	
CSCF2012-8.4	Processes audited and amendments made as required.	31-Mar-2013	Achieved.	Jennifer Gordon	

9. To expand the post adoption support available to local adopters.

Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-9.1	New event created on Carefirst for monitoring demand and nature of demand.	30-Jun-2012	A new event for monitoring demand and the nature of demand was created in quarter 3 and finalised in early quarter 4.	Jennifer Gordon	
CSCF2012-9.2	Assessment of support concluded.	30-Sep-2012	The process for assessment of support has concluded and will be detailed within the LAC manual, to be made available on Sharepoint during quarter 4 with a view to placing it on the Council website in quarter 1 2013/14.	Jennifer Gordon	
CSCF2012-9.3	Decision making processes implemented, supports accessed recorded and audited, unmet need recorded and audited. Data analysed.	31-Dec-2012	Processes for recording within Carefirst progressed in quarter 3 and concluded early in quarter 4; they are now operational and have had a positive impact on assessment and decision making processes. Given the recency of completion of processes, there is not yet sufficient data for analysis.	Jennifer Gordon	
CSCF2012-9.4	Information used to inform budget setting/ reporting.	31-Mar-2013	There is not yet sufficient data for analysis, this will be done once data is available.	Jennifer Gordon	

10. To implement agreed recommendations from the 'whole systems' review of youth justice practice.					
Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-10.1	Review and report completed.	30-Jun-2012	Review and report completed.	Susan MacLaren	
CSCF2012-10.2	Report considered at Youth Justice Strategy Group.	30-Sep-2012	The report on the review of Youth Justice practices was discussed at the Youth Justice Strategy Group on 28th June.	Susan MacLaren	
CSCF2012-10.3	Implementation plan completed.	31-Dec-2012	Plan completed and was implemented and reviewed at Strategy Group on 13th December.	Susan MacLaren	
CSCF2012-10.4	First implementation review at Youth Justice Strategy Group.	31-Mar-2013	Review completed	Susan MacLaren	

11. To implement agreed recommendations from the review of practice in relation to sexually aggressive young people.					
Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-11.1	Review and report completed.	30-Jun-2012	Achieved.	Blair Dempsie	
CSCF2012-11.2	Report considered at Youth Justice Strategy Group.	30-Sep-2012	The report of the review of practice in relation to sexually aggressive young people was discussed at the Youth Justice Strategy Group on 28th June.	Blair Dempsie	
CSCF2012-11.3	Implementation plan completed.	31-Dec-2012	Plan completed and was implemented and reviewed at Strategy Group on 13th December.	Blair Dempsie	
CSCF2012-11.4	First implementation review at Youth Justice Strategy Group.	31-Mar-2013	Review completed	Blair Dempsie	

12. To introduce the level of Service Case Management Inventory (LSCMI), the new national risk assessment tool for adult offenders.					
Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-12.1	LSCMI training to be completed.	30-Jun-2012	Achieved.	Blair Dempsie	
CSCF2012-12.2	LSCMI to be fully implemented.	30-Sep-2012	Completed.	Blair Dempsie	
CSCF2012-12.3	First practice review.	31-Dec-2012	Review took place on 1 September 2012.	Blair Dempsie	
CSCF2012-12.4	Implement actions arising from the review.	31-Mar-2013	Action points taken forward and implemented since the review in September 2012.	Blair Dempsie	

13. To implement recommendations from the CP2 child protection inspection.

Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-13.1	Received and consider the Record of Inspection Findings.	30-Jun-2012	Record of Inspections Findings circulated to Sub Committee and discussed July 2012 - achieved.	Susan MacLaren	
CSCF2012-13.2	Child Protection Sub Committee will consider reviewed Action Plan.	30-Sep-2012	Draft Action Plan submitted to Sub Committee July 2012 and agreed - completed.	Susan MacLaren	
CSCF2012-13.3	Progress on implementation of Action Plan considered by Sub Committee.	31-Dec-2012	Update submitted, plan now subject to quarterly monitoring by Child Protection Sub Committee.	Susan MacLaren	
CSCF2012-13.4	Progress on implementation of Action Plan considered by Sub Committee.	31-Mar-2013	First update went up to the Sub Committee in October 2012.	Susan MacLaren	

14. To review risk assessment in the light of current operational practice.

Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-14.1	Review and evaluate social work arrangements.	30-Jun-2012	Working group established, remit agreed and review underway by June 2012 – achieved.	Susan MacLaren	
CSCF2012-14.2	Social work arrangements reviewed.	30-Sep-2012	Final proposals agreed by working group and Operational Management Group, currently undertaking wider consultation with staff. New process launched at Divisional Days on 13th & 14th November 2012.	Susan MacLaren	
CSCF2012-14.3	Consult on interagency processes based on revised social work arrangements.	31-Dec-2012	National Child Protection Risk Assessment Framework has been published by Scottish Government who are to provide training in May 2013, to be further considered by the Sub Committee at the next meeting.	Susan MacLaren	
CSCF2012-14.4	Implementation of agreed interagency arrangements.	31-Mar-2013	As above	Susan MacLaren	

15. To implement the new child protection procedures to include a staff development and training programme.					
Action Code	Action Title	Due Date	Latest Status Update	Assigned To	Status Icon
CSCF2012-15.1	Final amendments made to draft procedure in light of consultation and inspection findings.	30-Jun-2012	CP Procedures updated and to be presented to Sub Committee July 2012 - achieved.	Susan MacLaren	
CSCF2012-15.2	Draft procedures presented to Sub Committee for implementation and staff development.	30-Sep-2012	CP Procedures agreed at July 2012 Sub Committee and circulated to all managers, also published on SharePoint – achieved.	Susan MacLaren	
CSCF2012-15.3	Commence staff development programme.	31-Dec-2012	Completed	Susan MacLaren	
CSCF2012-15.4	Complete and review staff development programme.	31-Mar-2013	Social Work Training team have completed the review.	Susan MacLaren	

2012/13 Quarter 4 Performance Report Chief Executive's Office Service Plan



Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

1. Communications Section

Action Code	Action Title	Due Date	Latest Status Update	Assignee	Progress Bar	Status Icon
SPAG13.1.01	Move to marketing mode to promote and encourage staff to recognise good practice across the council	31-Mar-2013	As part of the budget discussion it was agreed the council should investigate marketing and sponsorship on council assets. An initial meeting will take place in April.	Peter Jones	50%	
SPAG13.1.02	Link promotion, film and press work with Single Outcome Agreement and corporate priorities.	31-Mar-2013	Press work has supported major council priorities including budget consultation and western link road.	Peter Jones	100%	
SPAG13.1.03	Ensure branding of council through quality assurance and editing of printed material.	31-Mar-2013	A Communications Strategy has been developed and considered by CMT and SMT.	Peter Jones	25%	
SPAG13.1.04	Move to electronic print production.	31-Mar-2013	Electronic production completed May 2012 then upgraded in December 2012	Margaret Stewart	100%	

Action Code	Action Title	Due Date	Latest Status Update	Assignee	Progress Bar	Status Icon
SPAG13.1.05	Focus work on communications for corporate priorities making links with staff recognition, connect newsletter.	31-Mar-2013	This action is complete and incorporated into the Communications Strategy.	Peter Jones	100%	
SPAG13.1.06	Develop social media skills in service to meet growing demand.	31-Mar-2013	Social media use is growing within the council and now supports information for particular services as well as corporate communications in relation to the budget and western distributor road. Training for elected members has also taken place. CMT have discussed an overall policy on social media which has been circulated for consultation to CMT/SMT.	Peter Jones	90%	
SPAG13.1.07	Focus print room into electronic printing and design work, website design and social media links.	31-Mar-2013	Electronic print and design work completed June 2012. PDFs supplied from design work for clients web pages.	Margaret Stewart	100%	
SPAG13.1.08	Ensure procurement links with print room for photocopier contract, stationary contract and print work.	31-Mar-2013	Procurement links for copier contract made in June 2012 and new contact confirmed - January 2013. Stationery contract transferred December 2012. Margaret Stewart now named as lead officer. Joint working with procurement continues for stats and performance management.	Margaret Stewart	100%	

2. Project Officers

Action Code	Action Title	Due Date	Latest Status Update	Assignee	Progress Bar	Status Icon
SPAG13.2.01	Focus on the developmental areas of PSIF, customer satisfaction & Community Planning Partnership/Single Outcome Agreement by imbedding the operational elements of these projects into services.	31-Mar-2013	Services are more involved in PSIF with support from the central PSIF assessment team. Heads of Service have contributed to Community Planning Partnership and Single Outcome Agreement.	Peter Fidgett	100%	
SPAG13.2.02	Increase use of externally funded projects to benefit of council such as citizens panel and PSIF portal.	31-Mar-2013	The Citizens Panel has been widely used in consultations by partners as well as the Council. The panel contract has now ended and a review is taking place. A PSIF assessment has been undertaken by the MADP and is contained in a recent Improvement Service report.	Peter Fidgett; Karen Simpson	100%	

Action Code	Action Title	Due Date	Latest Status Update	Assignee	Progress Bar	Status Icon
SPAG13.2.03	Reduce the audit burden by collecting and maintaining evidence at an early stage.	31-Mar-2013	Evidence for the corporate audit began in August, 2 months prior to the corporate audit and 3 months prior to the review. This resulted in the council being able to respond quickly to evidence requests during the audit stages.	Karen Simpson	100%	
SPAG13.2.04	Develop governance arrangements for operational groups and community planning board.	31-Mar-2013	The Community Planning Board agreed its final structure in March, however some of the Strategic Groups need to be established and agreement is still required on the final membership composition.	Bridget Mustard	75%	
SPAG13.2.05	Embed the use of the PSIF national portal, Moray Performs website content, community planning website and intranet pages to capture evidence for future audit requirements.	31-Mar-2013	The scrutiny portal has been developed in conjunction with ICT and should be available shortly. Content of Moray Performs and community planning is updated regularly.	Peter Fidgett; Karen Simpson	75%	

3. Equalities

Action Code	Action Title	Due Date	Latest Status Update	Assignee	Progress Bar	Status Icon
SPAG13.3.01	Link with protection services and schools to address hate crime.	31-Mar-2013	Community wardens have been referred to online GIRFEC training and made aware of LIAP. Anti-bullying policies have been received from all schools in Moray	Don Toonen	100%	
SPAG13.3.02	Link with customer satisfaction work to capture views of service user needs in relation to equality strands.	31-Mar-2013	The budget EIAs have highlighted the need for better information about customer profiles and satisfaction rates.	Don Toonen	100%	
SPAG13.3.03	Encourage staff to undertake equalities training.	31-Mar-2013	Equality training carried out with education staff on 24/4/2013. Encouragement to services is targeted throughout the year.	Don Toonen	100%	
SPAG13.3.04	Utilise existing internal group to support equalities developments.	31-Mar-2013	The Corporate Equalities Advisory Forum has assisted in the development of the 4 priorities for equalities work and developed the protection services measures as stated above.	Don Toonen	100%	

4. Performance Management

Action Code	Action Title	Due Date	Latest Status Update	Assignee	Progress Bar	Status Icon
SPAG13.4.01	Review all performance information, reporting structures, targets, standards and thresholds.	31-Mar-2013	Reviewed performance indicators submitted and approved through the April cycle of committee meetings. Revised Performance Management Framework submitted to Council on 22nd May 2013.	Louise Marshall	100%	
SPAG13.4.02	Establish reporting information in covalent which is accessible by managers.	31-Mar-2013	Covalent roll out not changed significantly, accessibility largely through Research and Information Officers, remaining as an action for 2013/14	Louise Marshall	100%	
SPAG13.4.03	Link with customer satisfaction work so that the standards and targets reflect service user needs.	31-Mar-2013	Customer results incorporated in Service Plan activities.	Louise Marshall	100%	
SPAG13.4.04	Reduce the workload associated with collection of performance information by ensuring that the information monitoring is relevant to the manager.	31-Mar-2013	Improving with increased user uptake of Covalent, quarterly performance reports are discussed with Managers as a matter of routine.	Louise Marshall	100%	
SPAG13.4.05	Develop more detailed analysis for services to assist them in managing their service including using strategic assessments, SIMD and customer satisfaction information.	31-Mar-2013	RIOs continue to provide support in undertaking more detailed analysis as requested, work in this quarter included statistics and analysis for EIAs / budget proposals, Pool Cars, SIMD data in respect of attainment, assessed local position in terms of national priorities, reablement, Community Safety Business Plans.	Louise Marshall	100%	

5. Corporate Complaints

Action Code	Action Title	Due Date	Latest Status Update	Assignee	Progress Bar	Status Icon
SPAG13.5.01	Train service staff in departments	31-Mar-2013	Details of projected training needs and estimated numbers have now been collated from Service Heads and forwarded to Carol Sheridan, Employee Development Manager. A new task will now be created for 2013/2014 to take this forward.	Ivan Augustus; Alan Smailes	100%	

Action Code	Action Title	Due Date	Latest Status Update	Assignee	Progress Bar	Status Icon
SPAG13.5.02	Work with Corporate Management Team to identify complex complaints which will still require detailed investigation.	31-Mar-2013	This task is now complete, allocation of complex complaints direct from CMT is now an ongoing process.	Ivan Augustus; Alan Smailes	100%	

6. Community Support Unit

Action Code	Action Title	Due Date	Latest Status Update	Assignee	Progress Bar	Status Icon
SPAG13.6.01	The development of constituent local forums and the Moray Forum	31-Mar-2013	6 local forums operating throughout Moray under the umbrella of the Moray Forum. CSM attends meetings and facilitates support as and when identified. Majority of the support from the CSU is with the forum sub-action groups within the geographic area i.e. facilitating and supporting local consultation. Work is a rolling continuous programme.	John Ferguson; Ian Todd	100%	
SPAG13.6.02	Support the development of the Moray Federation for village halls and Community associations and their constituent organisations	31-Mar-2013	CSO attends meetings and supports Office Bearers with a variety of issues including licensing, equal opportunity statement and the promotion of Keystone Awards as a Quality Assurance tool for halls. Report on status of halls being supported with governance, funding, policies, marketing and membership. Office Bearer meetings now in place prior to full MFVHCA meetings, internal communication now in place. Work is a rolling continuous programme.	John Ferguson; Ian Todd	100%	
SPAG13.6.03	Support the development of Community Councils in Moray	31-Mar-2013	16 Community Councils operating throughout Moray under the support and guidance of CSU staff. JCC is supported and has delivered a joint project with the Scottish Government, planning for forthcoming Community Council elections are underway. Work is a rolling continuous programme.	Ian Todd	100%	
SPAG13.6.04	Engage and support local/strategic groups to identify their needs, develop local solutions and develop facilitate local networking	31-Mar-2013	Support has been provided by the CSU to local groups as required to assist them in developing local solutions and networking as required. Work is a continuous rolling programme.	Martine Scott; Ian Todd	100%	

Action Code	Action Title	Due Date	Latest Status Update	Assignee	Progress Bar	Status Icon
SPAG13.6.05	Build the skills and confidence of local community groups to effectively engage with Moray Council, community partners and other relevant partners	31-Mar-2013	Moray Council and CPP were recently supported to deliver 5 community based consultations on a range of issues i.e. Fochabers Institute, Moray healthy Living centre Service Level Agreement, Finnerne CC, Quarrier's and Moray Council Priority budgets. CSU staff supported the most appropriate method of delivery and effective ways of consulting as well as delivery and evaluations of outcomes. Work is a continuous rolling programme.	John Ferguson; Martine Scott; Ian Todd	100%	
SPAG13.6.06	Support Community groups and council departments to progress Asset Transfer where community capacity is identified	31-Mar-2013	Community Groups and council departments have been supported to progress Asset Transfer projects. Work is a continuous rolling programme.	Martine Scott	100%	
SPAG13.6.07	Promote the use of and develop the CSU web page as a library of resources in community engagement and community capacity building	31-Mar-2013	Relevant information and support materials such as guides on how best to promote, engage and deliver Community Engagement and Community Capacity Building up-dated on a weekly basis. All e-support materials available in an accessible format that encourages community groups and organisations to download. Future review being planned that will allow interactive learning 'guides' to be more accessible. Work is a continuous rolling programme.	Ian Todd	100%	
SPAG13.6.08	Development of the South Lesmurdie pilot programme	31-Mar-2013	Work continues in the area group of residents keen to develop a residents association. Grampian police have identified £32,000 funding for activity, restructuring and reprioritisation of CSU and CLD services means the input to the area has to be reviewed for 2013/2014. Multi agency and community group continue to meet supported by CSU.	Ian Todd	100%	

7. Project Development Officers

Action Code	Action Title	Due Date	Latest Status Update	Assignee	Progress Bar	Status Icon
SPAG13.7.01	To develop and implement the Community engagement manual	31-Mar-2013	The Community Engagement Group did not meet following the election. The new CEG group will form in April 2013. The manual was left in need of the directory to be provided by MILO and tsiMoray would provide that delays in initiating tsiMoray have put the manual on hold. This will be on the agenda of the CEG which will be meeting in May 2013 and will address the issue.	Martine Scott	49%	
SPAG13.7.02	Deliver 2 seminars on community engagement	31-Mar-2013	One Community Engagement seminar was held in March 2012. The second seminar was held in March 2013 and delivered to the new Community Engagement Group.	Martine Scott	100%	

Action Code	Action Title	Due Date	Latest Status Update	Assignee	Progress Bar	Status Icon
SPAG13.7.03	Coordinate Community Asset transfer group	31-Mar-2013	Support given regular meetings of CAT group given throughout the year and coordination of support to group involved in asset transfers	Martine Scott	100%	
SPAG13.7.04	Develop and support the CAT Strategy	31-Mar-2013	Support given to the CAT group which involves senior managers from services involved progress reports on CAT Strategy provided to P&R Committee.	Martine Scott	100%	
SPAG13.7.05	Develop and produce a community benefits Policy for renewable energy	31-Mar-2013	Policy went to P&R committee on the 4/09/2012. they agreed that in principle, to adopt a similar model, policy and concordat to the Highland Council; and (ii) to remit to the Acting Chief Executive to agree, in consultation with Group Leaders, the membership of a working party who will implement and deliver a resourced mechanism for funding allocation and an appropriate governance infrastructure.	Martine Scott	100%	
SPAG13.7.06	Provide analytical support for needs assessments and analysis of consultation data based on capacity to respond to demand	31-Mar-2013	RIO involved in analysis of the Council's budget consultation	John Ferguson; Ian Todd	100%	

8. Social Inclusion

Action Code	Action Title	Due Date	Latest Status Update	Assignee	Progress Bar	Status Icon
SPAG13.8.01	Social inclusion strategy	31-Mar-2013	Draft to be complete March 2013	John Ferguson	47%	

Action Code	Action Title	Due Date	Latest Status Update	Assignee	Progress Bar	Status Icon
SPAG13.8.02	Implementation of The Councils Community Engagement strategy	31-Mar-2013	Dates now agreed for training from consultation institute. in March 2013	John Ferguson	100%	
SPAG13.8.03	Support the development of Employability Strategy including Youth Employment Strategy	31-Mar-2013	Transferred to Graham Jarvis head of Lifelong learning.	John Ferguson	0%	
SPAG13.8.04	Develop employability partnership	31-Mar-2013	Support given to local Employment partnership; i.e. the Employment Action Group. lead now passed to Graham Jarvis head of lifelong learning.	John Ferguson	0%	
SPAG13.8.05	Develop liaison, support and advise to TSI	31-Mar-2013	Support has been given to TSI in relation to their work plan, SLA, progress report and open evening.	Bridget Mustard	100%	
SPAG13.8.06	Re establish the Financial inclusion network	31-Mar-2013	Currently insufficient capacity in the service to take this action forward. The action has been carried forward into the 2013-14 Service Plan.	John Ferguson	0%	
SPAG13.8.07	Develop a Community Protection Policy for the Moray Council	31-Mar-2013	Transferred to Susan MacLaren.	John Ferguson	0%	
SPAG13.8.08	Support Community Capacity Building Network	31-Mar-2013	the group met twice in 2012 however the emergence of tsiMoray has replaced the need for such a network	Ian Todd	100%	
SPAG13.8.09	Childcare delivery review	31-Mar-2013	Now responsibility of head of Children's Services	Ian Todd	0%	
SPAG13.8.10	Involve Ward Members and Transportation	31-Mar-2013		John Ferguson	0%	

Adult Community Care Services Service Plan 2012/13 Function: <i>Home Care</i>		Quarter 4 2012/13	Reporting Period: January - March 2013
Service Plan Objectives • Establish new Provider Service including new roles and responsibilities. • Ensure compliance with care inspectorate standards. • Improve care inspectorate grading for units below grade 5. • Increase efficiency of provider services considering staff and non-staff costs. • Improve management and care of people with challenging behaviour. • Implement re-ablement in all units.			
Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Following the approval of the Re-ablement Policy and Procedure (February 2012), re-ablement is mainstreamed as a core process across all community care service teams in line with phase 1 of the redesign of adult community care services	02/04/2012	Complete	100%
Internal performance reports are generated on a monthly basis and submitted to the Community Care Performance Management Group for monitoring	31/05/2012	Complete	100% and on-going
External Performance Reports are submitted on a quarterly basis to the Health & Social Services Committee, as part of the overall services performance report.	30/06/2012	Complete	100% and on-going

Adult Community Care Services Service Plan 2012/13 Function: Day Services		Quarter 4 2012/13	Reporting Period: January - March 2013	
Service Plan Objectives • Establish new Provider Service including new roles and responsibilities. • Ensure compliance with care inspectorate standards. • Improve care inspectorate grading for units below grade 5. • Increase efficiency of provider services considering staff and non-staff costs. • Improve management and care of people with challenging behaviour. • Implement re-ablement in all units				
Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date	
Integrated Day Care Services Manager in post	30/04/2012	Complete	100%	
Consultations completed on grade 7 Day Care Officer posts and, where appropriate, staff redeployed	31/07/2012	Complete	100%	
Consultations completed in relation to administration and clerical posts within Day Care Services and, where appropriate, staff redeployed	31/10/2012	Complete. Sign off report completed for phase 1 of the redesign of community care services.	100%	
Learning Disability Needs Analysis completed	30/06/2012	Complete	100%	
Older people’s Commissioning Strategy published	30/11/2012	Final strategy consultation completed. Strategy now ready for publication	100%	
Service user, family and carer consultations completed on the day care service accommodation plan	31/12/2012 (Revised date to be confirmed as part of the service plan for 2013/14)	Milestone relates to Keith Resource Centre. As per Committee Report to the Heath & Social Services Committee (10 April 2013) and the previous milestone up-date, it is proposed that this milestone will be carried forward as part of the service plan for 2013/14.	0%	
Submitted progress report to Health & Social Services Committee	31/01/2013	Up-date report provided to the Heath & Social Services Committee of 10 April 2013.	100%	
Post consultation, apply for building consent in relation to relevant day care service buildings	30/04/2013	As per DBS up-date reports, building consent no longer required. Intended service user outcomes can now be achieved without structural changes to buildings.	No longer applicable	

Adult Community Care Services Service Plan 2012/13 Function: Moray Employment Support and Training		Quarter 4 2012/13	Reporting Period: January - March 2013
Service Plan Objectives • Establish new Provider Service including new roles and responsibilities. • Ensure compliance with care inspectorate standards. • Improve care inspectorate grading for units below grade 5. • Increase efficiency of provider services considering staff and non-staff costs. • Improve management and care of people with challenging behaviour. • Implement re-ablement in all units			
Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Review procedures for referring service users with a disability to the Moray Support Training Team-ensuring that both service users and stakeholders are engaged in this process	31/05/2012	Complete	100%
Volunteer Officer to support the team by increasing the number of opportunities for volunteering for people with a disability	30/06/2012 monitored quarterly	Complete	100% and being monitored
Team to ensure that volunteer opportunities are appropriately matched to the needs of service users with a disability	30/06/2012 monitored quarterly	Complete	100% and being monitored
Apply to Skills Development Scotland for grant funding to deliver 'Training for Work and Modern apprenticeships'	30/04/2012	The 'Training for Work' grant funding has now changed to the 'Employability Fund'. We have applied for this fund and the Modern apprenticeship funding. We are hoping to hear back from Skills Development Scotland by the end of March 2013 as to whether we have been successful.	100%

Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Train all staff to be able to support 'Training for Work '	30/06/2012	From the end of March 2013 'Training for Work' will no longer exist, however staff may need to be trained in the requirements of the new 'Employability Fund'. It is proposed that this revised milestone will be carried forward to the new Service plan for 2013-14.	No longer applicable
Subject to securing funding, deliver the first 'Training for Work ' programme	31/05/2012	From the end of March 2013 'Training for Work' will no longer exist, however staff may need to be trained in the requirements of the new 'Employability Fund'. It is proposed that this revised milestone will be carried forward to the new Service plan for 2013-14.	No longer applicable
To meet the annual targets set by Momentum and the Department of Work & Pensions (DWP) in relation to supported work placements	30/11/2012	The Targets for 2012 were exceeded in terms of taking on the specified number of referrals. 16 referrals were taken on when the annual target for 2012 was 12.	100%
Ensure that all year 4 pupils with ASN will have a work experience placement	30/04/2012 monitored monthly	Complete	100%

Adult Community Care Services		Quarter 4 2012/13	Reporting Period: January - March 2013
Service Plan 2012/13			
Function: External Day Services (Older People)			
Service Plan Objectives			
• Establish the new Commissioning and Performance service, including new roles and responsibilities. • Establishing a commissioning timetable. • Resolving key anomalies in current contractual arrangements. • Establishing new Provider meetings. • Setting up, and undertaking contractual monitoring arrangements. • Implementing performance management policy. • Commission or decommission befriending service for OP.			
Please note the tendering process was initiated out with the timescale for this plan.			
Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Tender evaluation for older people day care services	12/04/2012	Complete	100%
Providers informed of the outcome of the tendering process	14/05/2012	Complete	100%
Commencement of Older People’s day care Service	14/06/2012	Complete	100%
Commissioning Strategy for Older People published	30/09/2012	Complete. Changes now made to strategy following the completion of the consultation phase.	100%

Adult Community Care Services Service Plan 2012/13 Function: Transitions		Quarter 4 2012/13		Reporting Period: January - March 2013	
Service Plan Objectives Ensure a planned and smooth transition for young people transferring from children to adult community care services.					
Service Plan Milestone		Date due for completion	Milestone Note		% Progress to date
Transitions Panel continues to meet on a quarterly basis		30/04/2012 and on-going	Complete		100% and on-going
Report internally and externally on financial costs and savings to the service		30/09/2012 and then every 6 months	Financial information now submitted to transitions panel.		100% and on-going
Confirm anticipated transitions cost for 2013/14		30/06/2012	Complete		100% and on-going

Adult Community Care Services		Quarter 4 2012/13	Reporting Period: January - March 2013	
Service Plan 2012/13				
Function: Mental Health (Development of a holistic and preventative approach)				
Service Plan Objectives				
- Review all care plans to ensure they are of an acceptable standard and achieve a standard which is effective in addressing service users' needs and risks. - Ensure the standards provided within social work Mental Health Services are consistently excellent and effective at addressing the needs and risks for service users. - Implement new authorisation process for funding in LD and MH. - Renegotiate joint approach in MH and LD.				
Service Plan Milestone		Date due for completion	Milestone Note	% Progress to date
Staff workloads to be monitored		30/04/2012 and then on a monthly basis	Workloads are monitored through implementation of the community care's supervision policy	100% and on-going

Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Monitor the impact on the Mental Health Duty Care Service	30/04/2012 and then on a monthly basis	Complete	100% and on-going
Case files audited in line with Quality Assurance Procedure	On-going	Done as per quality assurance policy	100% and on-going
Mental Health respite monitored and reported quarterly to Community Care Performance Management Group	30/06/2012 – onwards	Complete	100% and on-going
Corporate Management Team (CMT) to confirm level of investment commitment for the service	30/06/2012	Complete	100%

Adult Community Care Services		Quarter 4 2012/13	Reporting Period: January - March 2013	
Service Plan 2012/13				
Function: Respite				
Service Plan Objectives				
• Establish the new Commissioning and Performance service, including new roles and responsibilities. • Completion of learning disability needs assessment. • Establishing a commissioning timetable. • Resolving key anomalies in current contractual arrangements. • Establishing new Provider meetings. • Setting up, and undertaking contractual monitoring arrangements. • Implementing performance management policy. • Commission or decommission befriending service for older people.				
Service Plan Milestone		Date due for completion	Milestone Note	% Progress to date
Have an agreed plan in place for the implementation of the findings of the Respite Audit in Learning Disability and Mental Health Services		31/07/2012	Respite audit in relation to Specialist Service Learning Disabilities and Mental Health Services has now been completed. The finding have been incorporated and used to inform the overarching Learning Disability Commissioning Strategy and is now being implemented in relation to Specialist Mental Health Services.	100%
Carers Supported Self Assessment & Review Tool Kit developed		31/08/2012 (Revised date to be presented as part of the service plan for 2013/14)	On hold due to the current review of the core pathway assessment, planning and review forms which are currently being developed. It is proposed that this milestone will be carried forward as part of the service plan for 2013/14.	0%

Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Specialist Interdependent Carer Assessment Tool Kit developed	31/08/2012 (Revised date to be presented as part of the service plan for 2013/14)	On hold due to the current review of the core pathway assessment, planning and review forms which are currently being developed. It is proposed that this milestone will be carried forward as part of the service plan for 2013/14.	0%
Referrals into SBB increased by 50%	31/10/2012	By end of December, 78 referrals have been received by the Short Breaks Bureau.	100%
Interdependent Respite Service established	31/10/2012	As per the quarter 3 up-date, it is the intention that interdependent respite will be offered from September 2013. This milestone will be carried forward as an action for the Service Plan for 2013/14.	50%
Respite Satisfaction Survey completed	28/02/2013	Complete. Information from the respite survey is now received on an ongoing basis.	100%

Adult Community Care Services		Quarter 4 2012/13	Reporting Period: January - March 2013	
Service Plan 2012/13				
Function: External Home Care				
Service Plan Objectives				
• Establish the new Commissioning and Performance service, including new roles and responsibilities. • Completion of learning disability needs assessment. • Establishing a commissioning timetable. • Resolving key anomalies in current contractual arrangements. • Establishing new Provider meetings. • Setting up, and undertaking contractual monitoring arrangements. • Implementing performance management policy. • Commission or decommission befriending service for Older People.				
Service Plan Milestone		Date due for completion	Milestone Note	% Progress to date
Establish the target for the increased number of hours that will be delivered by external homecare for 2013/14		31/08/2012	Allied are providing weekly reports of care availability from March 2013. Monthly meetings with Allied established in March 2013 with a focus on increasing capacity. New target for Allied following their takeover of Momentum to be negotiated by June 2013.	80%
Through the formal and informal complaints system, monitor the quality of external homecare provision.		30/04/2012 and then on a monthly basis	Complete	100% and on-going
Complete negotiations with Allied and Momentum concerning the extension of the contract		31/12/2012	Negotiations completed in January 2013.	100%

Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Report outcome of negotiation to the Health & Social Care and Policy & Resources Committee	31/01/2013	Report submitted to the Policy & Resources Committee on 9 April 2013. Report noted that Allied took over Momentum on 22 nd April 2013. Allied's contract was extended by 2 years to 31 st March 2015. P & R Committee (9 April) approved an uplift of funding required for contract extension.	100%

Adult Community Care Services Service Plan 2012/13 Function: Challenging Behaviour (- Maybank)		Quarter 4 2012/13	Reporting Period: January - March 2013
Service Plan Objectives • Establish new Provider Service including new roles and responsibilities part of which is to bring the Maybank in-house. (Previously provided by the Richmond Fellowship) • Ensure compliance with care inspectorate standards. • Improve care inspectorate grading for units below grade 5. • Increase efficiency of provider services considering staff and non-staff costs. • Improve management and care of people with challenging behaviour. • Implement re-ablement in all units. • Review all care plans to ensure they are of an acceptable standard • Raise the standard of social work in learning disability service • Implement new authorisation process for funding in learning disability service • Renegotiate joint approach in learning disability service • Establish a user involvement in learning disability service • Progress self directed support • Progress an outcomes approach to service planning • Work closely with Commissioning Manager to improve contractual arrangements			
Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Following negotiation with the Richmond Fellowship the service is brought in-house	30/04/2012	Complete	100%
Consultant practitioner for challenging behaviour has been appointed	30/04/2012	Complete	100%
Ensure that robust and achievable psychiatric emergency plans are in place.	30/04/2012	The Moray Council Social Work Community Mental Health Team work very closely with their NHS colleagues in the construction and review of Psychiatric Emergency Plans for individuals involved with the team. A Psychiatric Emergency Plan is considered as part of the wider holistic social work review process. This Psychiatric Emergency Plan paperwork is now being jointly reviewed.	100%

Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Case files in respect of service users with challenging behaviour audited in line with Quality Assurance Programme	On-going	Completed. Case files are audited in line with the Adult Community Quality Assurance Policy and Procedure. A sample of files will continue to be monitored and the findings reported to the Practice Governance Board.	100%
Monitor and report incidents monthly to Community Care performance Management Group	30/04/2012 and on-going	Complete and reported to practice governance board	100% and on-going
Ensure that there is sufficient staffing who are appropriately trained in CALM techniques	31/05/2012	Staff have been identified and are booked onto relevant training courses – further training e.g. new members of staff and as required will be give/arranged	100%
Review staffing arrangements and provision	30/09/2012	Ongoing Care Assistant recruitment, however retention is a problem. Further interviews are scheduled	100% but on-going

Adult Community Care Services Service Plan 2012/13 Function: Disability Living Centre (DLC)		Quarter 4 2012/13	Reporting Period: January - March 2013
Service Plan Objectives • Establish new assessment and care service including new roles and responsibilities. • Progress an outcomes approach to care planning. • Progress re-ablement by increasing number of people with a care plan that describes re-ablement objectives. • Progress Self Directed Support by increasing numbers of people with either a DP or individual budget. • Increase responsiveness of assessment and care teams by reducing waiting times for assessment and review. • Review care management procedures, processes and documentation to improve efficiency.			
Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Evaluate the needs of the current service users and carers who use the service	31/05/2012	Completed - as per Disabled Learning Centre report submitted to Health and Social Care Service Committee on 3 rd Oct 2012	100%
Evaluate the needs of the public who do not but who could find the DLC service beneficial	30/06/2012	Completed - as per Disabled Learning Centre report submitted to Health and Social Care Service Committee on 3 rd Oct 2012	100%

Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Draft Operational Plan completed which is based on a co-production approach with service users and carers	31/07/2012	Completed - as per Disabled Learning Centre report submitted to Health and Social Care Service Committee on 3 rd Oct 2012	100%
Operational Plan consulted on and evaluated using VOICE	30/09/2012	Completed - as per Disabled Learning Centre report submitted to Health and Social Care Service Committee on 3 rd Oct 2012	100%
EIA completed and recommendations built into revised plan	30/09/2012	Completed - as per Disabled Learning Centre report submitted to Health and Social Care Service Committee on 3 rd Oct 2012	100%
Citizen Leadership Training completed	31/12/2012	Initial training programme completed. 3 citizen leadership training groups now established to further cascade training.	100%
Revised staff structure in place and operational	31/12/2012	Disability Learning Centre has now been renamed the Independent Living Centre. Following the redesign of Community Care Services, revised staffing structure is now in place.	100%

Adult Community Care Services Service Plan 2012/13 Function: Occupational Therapy		Quarter 4 2012/13	Reporting Period: January - March 2013
Service Plan Objectives • Establish new assessment and care service including new roles and responsibilities. • Progress an outcomes approach to care planning. • Progress re-ablement by increasing number of people with a care plan that describes re-ablement objectives. • Progress Self Directed Support by increasing numbers of people with either a DP or individual budget. • Increase responsiveness of assessment and care teams by reducing waiting times for assessment and review. • Review care management procedures, processes and documentation to improve efficiency. • Complete a revision of OT policy.			
Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Monitor the variance in Moray of the prescription of equipment within Moray	31/05/2012	Complete – reported to Community Care Performance Management Group	100% and on-going
Review processes including OT input into the referral process	31/12/2012	Complete. OT input into effective recording of the eligibility criteria has been undertaken.	100%
Undertake options appraisal in relation to the provision of OT equipment	31/01/2013	Options appraisal complete but, as noted below, policy is still in development.	100%
Produce a new policy for OT's in relation to adaptations and equipment	28/02/2013	First draft completed and after consideration by the Community Care Managers Group, it was agreed that the draft policy would benefit from further consultations with a range of stakeholders before being submitted to Committee for consideration. It is now proposed to submit to the Heath and Social Care Services Committee in quarter 3 2013/14.	80%

Adult Community Care Services Service Plan 2012/13 Function: Commissioning - Housing Support		Quarter 4 2012/13	Reporting Period: January - March 2013
Service Plan Objectives • Establish the new Commissioning and Performance service, including new roles and responsibilities. • Completion of learning disability needs assessment. • Establishing a commissioning timetable. • Resolving key anomalies in current contractual arrangements. • Establishing new Provider meetings. • Setting up, and undertaking contractual monitoring arrangements. • Implementing performance management policy. • Commission or decommission befriending service for OP.			
Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Conduct a survey to determine if older people tenants of sheltered housing needs are met	31/05/2012	Engaged with service users at Leys Road and Gurness Circle through using alternative methods to surveys including focus groups.	100%
Based on the results of the survey, consider the service options in terms of better meeting the needs of older people who reside in sheltered housing	30/06/2012	Findings of engagement now reflected upon and groups established based on their desires.	100%
Agree with Hanover Housing a model for extra-care housing combined support and care	30/06/2012	New combined housing support and care contract with Hanover will begin on 1 April 2013.	100%
Consult and undertake an EIA (Equalities Impact Assessment) in relation to options	31/07/2012	EIA not required.	100%
Consult and agree with service provider's changes to service delivery	31/08/2012	Complete. Joint event with Hanover held in December 2012.	100%
Establish 2 self sustaining taster groups for tenants in sheltered housing that meet the needs of service users	28/02/2013	Groups in place at 4 different Housing locations as agreed with Hanover Housing. Interventions aim to enable service users to take on more responsibility themselves.	100%

Adult Community Care Services Service Plan 2012/13 Function: Drug & Alcohol		Quarter 4 2012/13	Reporting Period: January - March 2013
Service Plan Objectives • Establish new service including new roles and responsibilities for L.A staff. • Define the social work role in drug and alcohol service. • Pilot SDS. • Implement a care management approach for recovery. • Implement a performance management process • Reduce Waiting times from 28 to 21 days • Establish a commissioning timeline			
Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Drug and Alcohol Service Manager in post	31/05/2012	Complete	100%
Phased implementation of Outcomes Star	30/04/2012	Complete	100%
Commissioning requirements identified through needs assessment	31/05/2012	Complete	100%
All staff clear about accountability and responsibility in relation to role and function	31/07/2012	Complete	100%
User pathway developed in partnership with NHS Clinical Leads	30/06/2012	Complete. Developed and will be monitored in March 2013. Impact measured using the outcomes star.	100%
Service Delivery Protocol identifying staff roles and function developed as part of the wider strategy	31/07/2012	Completed and submitted to Scottish Government as part of the ongoing delivery plan for 2012-15. Is well advanced but not yet complete	100%
Develop practice to include family as part of the support network	31/07/2012	Completed. Now commissioning Quarriers, Grampian Family support group, and Scottish Families affected by Drugs in relation to operational practice.	100%
Training delivered to all staff in relation to drug and alcohol specific interventions	31/10/2012	Initial cycle of training provided to all D&A staff completed.	100%
Identify service users able to engage with SDS	31/10/2012	Service users have been identified. Further up-date will be provided in relation to quarter 4.	100%

Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Use evidence from SU Involvement Officer to dictate service delivery	31/10/2012	D&A service user advisory group now meets once every 2 months to help support the development of the MADP Strategy.	100%

Adult Community Care Services		Quarter 4 2012/13		Reporting Period: January - March 2013	
Service Plan 2012/13					
Function: Autism					
Service Plan Objectives					
• Establish new Provider Service including new roles and responsibilities in training on aspects of autism for relevant staff. • Implement autism project • Review all care plans to ensure they are of an acceptable standard • Establish user involvement in the autism service • Progress self directed support • Progress an outcomes approach to service planning • Work closely with the Commissioning Manager to improve contractual arrangements for the service • Ensure compliance with care inspectorate standards. • Improve care inspectorate grading for units below grade 5. • Increase efficiency of provider services considering staff and non-staff costs. • Improve management and care of people with autism. • Implement re-ablement in all units.					
Service Plan Milestone			Date due for completion	Milestone Note	% Progress to date
Tier 1 Recruitment of a part time training facilitator specifically for autism training 2012 – 2013			31/05/2012	Complete - A part-time facilitator has been appointed	100%
Tier 2 Recruitment of a part time trainer in citizen leadership 2012 – 2013			30/04/2012	Complete – This part-time trainer has been covered through a secondment which now requires back-filling	100%

Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
The establishment of a service for people with autism and their carers 2012-2014	End date will depend on funding for the next couple of years	As previously reported (as per quarter 3 report) awareness training service has commenced. Other aspects of the 2011-14 Autism plan will continue to be taken forward via the Autism Partnership Board.	100%
Report on the costs and training progress every three months commencing	30/06/2012	The provision of training is now a standing item for discussion at the Autism Partnership Board. Costing are reported annually to the Scottish Government	100%
Case files in respect of service users with autism audited in line with Quality Assurance Programme	On-going	Audit underway and the findings are due to be reported to the Practice Governance Board Meeting in June.	50%
Monitor and report incidents monthly to Community Care performance Management Group	30/04/2012 onwards	Complete	100% and on-going
Undertake a review of services for autism in respect of training	31/10/2012	Training needs analysis is complete	100%

Adult Community Care Services Service Plan 2012/13 Function: Self Directed Support		Quarter 4 2012/13	Reporting Period: January - March 2013
Service Plan Objectives • Establish new assessment and care service including new roles and responsibilities. • Progress an outcomes approach to care planning. • Progress re-ablement by increasing number of people with a care plan that describes re-ablement objectives. • Progress Self Directed Support by increasing numbers of people with either a DP or individual budget. • Increase responsiveness of assessment and care teams by reducing waiting times for assessment and review. • Review care management procedures, processes and documentation to improve efficiency.			
Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Develop guidance and procedures that supports SDS	31/03/2012	Complete	100%
Ensure that direct payments can be used to purchase short breaks via the short breaks bureau and shared lives	31/03/2012	Complete	100%

Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Following the passing of the SDS Bill by the Scottish Parliament, review carers assessment and develop direct payments for carers	30/06/2012	The SDS Bill is not due to be passed by the Scottish Parliament until Spring 2013. It is proposed that the completion of this milestone is deferred until June 2013.	
Deliver training and information sessions to Quarrier's, other providers and the independent sector regarding the impact of SDS	31/08/2012 to 30/04/2013	It was not possible to fill this project officer's post by the planned date of August 2012. Instead the post was filled by January 2013. The completion of this milestone is consequently 5 months behind schedule and will now be incorporated within the service plan 2013/14.	30%
Review all existing strategies in relation to the impact of SDS	30/06/2012	Project plan developed to monitor impact and work-streams to deliver self directed support.	100% Initial work completed but will be an on-going process
Create detailed roll-out plans for the ongoing development of SDS	31/07/2012	Project plan developed to monitor impact and work-streams to deliver self directed support.	100% Initial work completed but will be an on-going process

Adult Community Care Services		Quarter 4 2012/13	Reporting Period: January - March 2013	
Service Plan 2012/13				
Function: Consultant Practitioners – Improve Social Work Practice				
Service Plan Objectives				
• Completion of the Adult Support Protection Improvement Action Plan • Multi-agency auditing of Adult Support Protection files • Improve the quality of stage 2 investigations • Improve the quality of stage 3 investigations • Improve the quality of social work practice and evidence by file auditing • Improve the functional assessment of challenging behaviour cases by Social Work Staff • Improve risk management in relation to Adult Support Protection and Challenging Behaviour cases				
Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date	
Completion of the Adult Support Protection Improvement Action Plan	31/03/2013	Complete	100%	
Multi-agency auditing of Adult Support Protection files	31/03/2013	Audit panel and audit tool agreed. Multi-agency audit now to be completed by August 2013.	80%	
Improve the quality of stage 2 investigations	30/04/2012 then monthly	Reports provided to Practice Governance Board – and work will be on-going	100% - on-going	
Improve the quality of stage 3 investigations	30/04/2012 then monthly	Reports provided to Practice Governance Board – and work will be on	100% - on-going	
Improve the quality of social work practice and evidence by file auditing	30/04/2012 then monthly	Reports provided to Practice Governance Board – and work will be on	100% - on-going	
Improve the functional assessment of challenging behaviour cases by Social Work Staff	30/04/2012 then monthly	Reports provided to Practice Governance Board – and work will be on	100% - on-going	
Improve risk management in relation to Adult Support Protection and Challenging Behaviour cases	30/04/2012 then monthly	Reports provided to Practice Governance Board – and work will be on	100% - on-going	

Adult Community Care Services Service Plan 2012/13 Function: Commissioning and Improvement		Quarter 4 2012/13	Reporting Period: January - March 2013
Service Plan Objectives • Establish the new Commissioning and Performance service, including new roles and responsibilities. • Completion of learning disability needs assessment. • Establishing a commissioning timetable. • Resolving key anomalies in current contractual arrangements. • Establishing new Provider meetings. • Setting up, and undertaking contractual monitoring arrangements. • Implementing performance management policy. • Commission or decommission befriending service for OP.			
Service Plan Milestone	Date due for completion	Milestone Note	% Progress to date
Establish contracts database	30/04/2012	Complete	100%
Review and prioritise contracts for 2013/14	31/05/2012	Complete	100%
Complete Audit Scotland Self Assessment	31/07/2012	Complete	100%
Fully implementing performance management policy	31/10/2012	Complete. In light of the Scottish Government Bills relation to Self Directed Support and the Integration of Health & Social Care, the Policy requires to be reviewed and up-dated.	100%
Undertake an options appraisal in relation to the Older People's Befriending Service contract	31/10/2012	Internal management report to be completed for 31 January 2013.	100%
Resolving key anomalies in current contractual arrangements	31/10/2012	Complete but work will be ongoing for 2013/14. All out of area learning disability service users now have service agreements.	100%
Complete the Learning Disability Needs Assessment	30/11/2012	Completed	100%
Confirm the decision regarding the Older People's Befriending Service contract	31/12/2012	Following the completion of the report (see above), decision to be made on 31 January.	100%

2012/13 Quarter 4 Performance Report Corporate Services Service Plan



Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

Action Code	Action Title	Due Date	Milestone Description	Milestone Due Date	Milestone Completed	Latest Note	Progress	Status
CPS12-1	Accountancy - Prepare summary accounts	31-Dec-2012				Drafted documentation to be submitted to printing services by 19 April. Expected completion date late May..	80%	
CPS12-2	Accountancy - Improve loans pool accounting	31-Jan-2013				The spreadsheets used to calculate the loans pool have been improved and tested against the supported loans element of GAE, showing a close correlation. Estimated actuals are based on the capital programme estimated actual, and year end results are in accord with expectations. The final element to this action was to review in the light of revised LASAAC guidance. The latest position from LASAAC is that they no longer intend to issue revised guidance on loans pool accounting, so this action is complete.	100%	
CPS12-3	Accountancy - Reorganise Trust Funds	31-Mar-2013				Calculations of the amounts to be disbursed for the 'Red Trusts' completed in	100%	

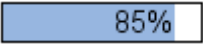
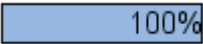
Action Code	Action Title	Due Date	Milestone Description	Milestone Due Date	Milestone Completed	Latest Note	Progress	Status
						Feb 2013 and the majority disbursed by 31 March 2013. Legal Services are awaiting precise payee details for 3 of the Trusts. The reorganisation process is principally a legal process and accountancy will assist as and when required. Action, therefore, taken to be complete.		
CPS12-4	Benefits - Prepare for welfare reforms	31-Mar-2013	Update report	31-Mar-2013	Yes	Update reports to committee on 30/10/12 and briefing to Members on scope of Welfare Reforms in general. Welfare Reforms Working Group in operation with service heads. Revenues Service preparation well underway for April 2013 changes. IT business case and change management plans developed for Scottish Welfare Fund. Final update presented to Policy and Resources Committee on 12 Mar 13.	100%	
			Update report	31-Oct-2012	Yes			
CPS12-5	Procurement - Implement E-Invoicing	30-Sep-2012				System developed – Identifying pilot projects to test theory. Further progress has been delayed due to resources and the imminent system version migration which will affect the IT developments.	80%	
CPS12-6	Registrars - Monitor the "Tell Us Once" system	31-Mar-2013				Tell Us Once is being implemented for all birth and death registrations on a voluntary basis	100%	
CPS12-7	Customer Services - Develop performance indicators	01-Aug-2012				Performance indicators agreed for 2012/13 reporting at Policy and Resources Committee on 4 September 2012 (para 18 of the minute refers)	100%	
CPS12-8	Customer Services - Produce data profiles	31-Mar-2013				The analysis to frame contact profiles is complete.	100%	

2012/13 Quarter 4 Performance Report Development Services Service Plan



Action Code & Title	Due Date	Latest Status Update	Progress Bar	Status Icon
Development12.01 Customer Feedback, establish systems for gathering, recording and reviewing customer experience of the service, implementing improvements and reporting back changes to customers	30-Jun-2012	Development Management: -Customer Satisfaction survey in place and operational since October. Review of first three months feedback summarised and provided to Jim in December for subsequent reporting to P & RS Committee. Building Standards: -Customer Satisfaction survey set up through Survey Monkey. Link goes out with all email and letter correspondence. Feedback to customers is via our website, eNewsletter to agents, Focus Groups etc as appropriate. Development Plans:-Customer Satisfaction survey. For economic development surveys are carried out on a project by project basis. For development plan opportunities are provided as part of the plan making process. Environmental Health - A Customer Satisfaction survey system has been put in place. A report was prepared in December for reporting to committee.		
Development12.02 Liaison Groups for planning and building standards will be developed to engage the main applicants, agents and architects in improving the service at a time of significant change	30-Jun-2012	Liaison Group Meeting held last year (2012) agreed to be an annual event. This will be an annual event with smaller focus groups formed for key topics on a need basis.		
Development12.03 Embed employee review based on competence, output, objectives, behaviour and development needs. Identify training needs and resources and encourage employee development to provide a more comprehensive review process	31-Jul-2012	ERDP's held last year (2012) to be carried out every year with interim reviews as applicable.		

Action Code & Title	Due Date	Latest Status Update	Progress Bar	Status Icon
Development12.04 Manage Change from DBS Programme to improve service provision and efficiencies. Deliver regular open and frank communications to staff on the change process. Developing a change management plan to aid communication and measurement against objectives	31-Mar-2013	Complete	100%	
Development12.05 Equality Impact Assessment will be carried out by each service manager and where equality issues are found these will be incorporated into the service action plans	31-Aug-2012	Equality Impact Assessments are carried out where necessary and where issues are identified they will be incorporated into policies, procedures and plans. An equality issue in relation to Development Plan policy and travellers has been raised , identified and action taken.	100%	
Development12.06 Risk Registers will be completed by each service identifying political, financial, staffing, regulatory, financial, environmental, reputational, continuity and IT risks. The results of which will inform actions to mitigate risks	30-Sep-2012	Risk Registers completed	100%	
Development12.07 Public Service Improvement Framework will be used by service managers to assess the services with regards to service planning, people, partners, leadership, processes and performance	31-Aug-2012	PSIF Cycle 2 for Development Services has been delayed until the end of the calendar year 2013	10%	
Development12.08 Benchmarking will be used to examine service provision from a quality and cost viewpoint, identifying appropriate local authority comparators, learning from good practice elsewhere and seeking to identify opportunities to improve	31-Mar-2013	Enforcement Benchmarking completed for Enforcement with all LPA's in Scotland. Development Management: The majority of benchmarking work has now been done but there has been delays due to workload. The work will be completed in Q1 2013/14 Building Standards:- LA Building Standards services in Scotland are divided into 7 consortia groups. Moray is part of the Grampian group that meet at least quarterly. Part of the ongoing continuous improvement and aim is to achieve consistency and improved service delivery with benchmarking used as appropriate. Mechanisms are in	85%	

Action Code & Title	Due Date	Latest Status Update	Progress Bar	Status Icon
		place for each consortium to feed info up the line into a national forum via Local Authority Building Standards Scotland. Development Plans: Benchmarking: SLAED Economic Outcomes Programme is being used to make improvement to Economic Development Services provided by the Council. Performance Indicators in development to monitor progress against objectives of the Moray Economic Strategy. Environmental Health: Benchmarking of the food service and health and safety service takes place with the publication of national performance information annually. Information will also be used from the results of the Chartered Institute of Public Finance and Accountancy (CIPFA) questionnaire to measure cost. Complete		
Development12.09 Health and Safety implementation will be reviewed and risk assessments and procedures developed to cover all the work carried out by the service and ensure statutory compliance	30-Jun-2012	Development management: All health & safety Assessments reviewed Building Standards: Some work has been done but work pressures have meant that this will be continued in next year's 2013/14 Service Plan. It will be completed in quarter 2 2013/14 Development Plans: All health & safety Assessments reviewed. Environmental Health: All health & safety Assessments reviewed.		
Development12.10 The Planning Performance Framework requires the development of new indicators, working procedures and performance standards recognising the speed, quality and cost of service delivery within the Planning Service.	30-Sep-2012	Planning Performance Framework submitted last year. To be submitted every year		
Development12.11 The Moray Economic Strategy requires Development Services to actively provide leadership and resources to implement the action plan, facilitate partnership working, develop the Moray identity and delivers the outcomes identified within the strategy.	31-Mar-2013	Moray Economic Strategy. Strategy Governance Structure and Organisational Management for partnership implementation in place. Development Services leading on the Development programme for the strategy and provides programme coordination across the partnership, work underway with partners to resource action plan for engagement marketing and communications strategy.		

Action Code & Title	Due Date	Latest Status Update	Progress Bar	Status Icon
Development12.12 Local Development Plan Main Issues Report will be consulted on. The main issues report identifies the main land use planning issues in our area.	30-Sep-2012	Local Development Plan Main Issues Report. This was published for consultation on 23rd November 2012, with responses due by February 15th 2013.	100%	
Development12.13 Welfare Benefits a review of policies and processes will be undertaken together with the introduction of performance indicators and customer satisfaction surveys	30-Sep-2012	Customer satisfaction surveys in operation. Performance data recording and analysis created. Performance targets and indicators created. Obtained case management software. Approximately 20% through implementation of new software. Review of procedures postponed as they will be changed by DBS implementation. Policy on service capacity and taking on clients completed. Referral policy under discussion with referral services and partners.	75%	
Development12.14 Trading Standards will improve their ecommerce capability reflecting the growing public concerns relating to internet based scams	31-Mar-2013	Researched and specified equipment and software requirements for online compliance / enforcement work. Purchase postponed until April 2013 as no budget left. Covert and overt Facebook accounts set up to allow monitoring of Facebook transactions. Regular monitoring of Facebook business transactions commenced. Details of 760 business web sites obtained and recorded in work management software. 81 Websites inspected for compliance.	50%	
Development12.15 The Councils Contaminated Land Strategy will be reviewed and updated to establish progress, current resource and adequacy of approach. The review will include revisions due in 2012/13 to the Scottish Government Statutory Guidance on contaminated land	31-Aug-2012	All the draft strategies have been completed. The revised Scottish Government Guidance on Contaminated Land has not yet been issued.	100%	
Development12.16 Carbon/ Climate Change/Sustainability are all recognised within the SOA. A review of current strategies and development of new strategies, targets and methodologies are required to embed this within the organisation and community partners	31-Mar-2013	Progress on existing actions within the Carbon Management plan continues to be made. Sustainability, Climate Change and Carbon will form part of the Communities Group on the Community Planning Partnership to ensure it remains a focus of the partnership. A report will be going to the 25/6/13 meeting of ED&I.	75%	
Development12.17 Development	30-Sep-2012	The current contract expires in May 2013, discussions have been taking	75%	

Action Code & Title	Due Date	Latest Status Update	Progress Bar	Status Icon
Contributions requires to be reviewed to reduce costs and provide an open and transparent process		place to look at how this service can be provided in the future to achieve greater value for money. Proposed budget reductions for the service of 50% will mean that an alternative method of service provision will be considered. A report will be going to the 11/6/2013 meeting of the Planning & Regulatory committee.		
Development12.18 E Coli 0157 Food Standards Agency Guidelines- Cross Contamination require to be implemented and advice offered to businesses through the application of cooksafe	31-Mar-2013	This has commenced early and will be ongoing for the next 3 years. Complied.	100%	
Development12.19 An Animal Health Service Plan requires to be developed to meet statutory requirements	30-Sep-2012	This has been developed and complied with the timescale.	100%	
Development12.20 A Food Enforcement Service Delivery Plan requires to be prepared and implemented to meet statutory requirements	31-Aug-2012	This was complied with and the plan was approved by Committee in October 2012	100%	
Development12.21 Website development to improve the customer interface, content and processes for developing and updating and assist the public to get the information they need, resulting in improved applications and service outcomes	31-Mar-2013	Development Services has completed all tasks against this action. The final implementation phase will be done by DBS.	100%	

2012/13 Quarter 4 Performance Report Direct Services Service Plan



Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

Action Code	Action Title	Due Date	Milestone Description	Milestone Due Date	Milestone Completed	Latest Note	Progress	Status
Direct12.01	Extend and standardise kerbside waste and recycling methods across Moray (50% rollout by March 2013)	31-Mar-2013				Rollout to 50% of remaining urban households completed on time	100%	
Direct12.02	Investigate and report on options for a long term alternative to landfill for residual waste.	31-Mar-2013				The report has been deferred. The ED&I Committee was advised through update on 5th March 2013. A presentation on Waste which included alternative options to landfill was given to Cross Party Working Group on 15th May 2013.	0%	
Direct12.05	Hold regular inter-service liaison and programme planning meetings	31-Mar-2013	Meeting 1	30-Nov-2012	Yes	The second, of two, meetings was held on 11 March 2013 and a further meeting is being scheduled.	100%	
			Meeting 2	31-Mar-2013	Yes			
Direct12.06	Processes to be adapted to suit Direct Services structure and fully embedded in Direct Service with clear links to structured training plan	31-Mar-2013	Adaption of Employee Review and Development Programme (ERDP)	31-Mar-2013	Yes	ERDP due to take place in May 2013 will include 360 degree appraisal for 3rd tier managers based on Council's competency framework Service Plans to be reviewed	100%	
			Adaption of Team Talk	31-Mar-	Yes			

Action Code	Action Title	Due Date	Milestone Description	Milestone Due Date	Milestone Completed	Latest Note	Progress	Status
				2013		and include ERDP and PSIF actions. Direct Services away day took place to review performance framework for Direct Services. Service Plan to be reported to ED&I Committee in June 2013.		
			Adaption of the Public Sector Improvement Framework (PSIF)	31-Mar-2013	Yes			
Direct12.07	Review consultant reports on managing health, safety and welfare within roads maintenance and fleet services.	30-Nov-2012					100%	
Direct12.08	Transfer Janitorial and Caretaking services from Educational Services	31-Mar-2013	Budget transfer	31-Mar-2013	Yes	Staff and Trade Union Consultation complete. Discussions with Accountancy regarding budget transfer as from April 2013 ongoing. All staff affected have been notified of the transfer date being 1 October 2012	100%	
			Transfer the School Janitors and Educational Services Caretakers service to the Environmental Protection Section within Environmental Services, following full consultation with staff and Trade Unions	01-Oct-2012	Yes			
Direct12.09	Produce first flood asset management plan and associated asset management system	31-Mar-2013				Permission to recruit to the two posts for asset assessment has not been given. Consultancy are in the process of recruiting a Technical Support Officer to allow development of the asset management system, however progress on this has been slow. There have been discussions with the asset management company to set up the system.	5%	
Direct12.10	Work with SEPA, Scottish Water and neighbouring Councils to produce statutory flood risk management plans (First 2 stages of plan which completes in 2016)	31-Dec-2012	Assess surface water flood risk	31-Dec-2012	Yes	The draft plan for statutory consultation is due on 22 December 2014.	50%	
			Map water bodies including Sustainable Urban Drainage Systems (SUDS)	31-Dec-2012	No	Assess surface water flood risk: The requirement in guidance "Flood Risk Management Planning: Arrangements for 2012 – 2016" set out this target date. It has since been clarified that this is not a statutory deadline and it is not possible for Councils to comply because of lack of		

Action Code	Action Title	Due Date	Milestone Description	Milestone Due Date	Milestone Completed	Latest Note	Progress	Status
						data. Surface Water Management Plan Guidance was published on 5 February 2013. Effectively, this target can now be deleted as no longer relevant to the FRM process, superseded by new guidance. Mapping water bodies: This activity will largely be replaced by a Scottish Government initiative to produce a "Detailed River Network" in digital form. Councils will supplement this as part of asset management planning. Firm timescales are difficult as the "alpha" version, due in December 2012, has yet to be released.		
Direct12.11	Develop and implement improvement actions as part of the corporate initiative to improve engagement with customers	30-Nov-2013				Customer satisfaction survey carried out in March 2013 and actions to be included in service plan.	100%	
Direct12.12	Publish a revised 'Design Guide for Development' aligned with national 'Designing Streets' policy and guidance	31-Mar-2013				The due date of 31/03/13 was agreed when the document was to be up-dated in-house. Subsequently we discovered that SCOTS (The Society for Chief Officers of Transport), the national professional body, is co-ordinating a new Design Guide which will be acceptable nationally. It was decided to wait and participate in the national review, rather than produce our own document that would be at odds with national guidance and would probably have to be scrapped. We do not have control over the SCOTS delivery timetable but we will ensure that the Development Guide used is fit for purpose until the national guidance is available.	10%	
Direct12.13	Integrate budgetary control of school transport from Education and act as lead provider for ad-hoc school transport	31-Mar-2013				Subsequently it was decided that Procurement section would act as provider for ad-hoc transport. Budgetary control for school transport now with Public Transport Unit.	100%	

2012/13 Quarter 4 Performance Report Housing and Property Services

Service Plan

Service Priority 1 – Increase the Supply of Affordable Housing

Golden Thread			
Corporate Improvement Plan - There are high quality and affordable housing opportunities for our residents		Single Outcome Agreement 2012 -	Healthier Citizens A more prosperous and fairer Moray
Projects/Actions that contribute to this objective			
Action	Milestones	Responsibility	Progress: Quarter 4
Launch the Common Housing Register	June 2012	Head of Service; Housing Needs Manager	Completed. CHR launched June 2012.
Agree Strategic Local Programme with the Scottish Government for investment in new affordable housing	September 2012	Head of Service; Housing Strategy & Development Manager	Completed in October 2012.
Develop the Council's Local Housing Strategy for 2013 onwards for consultation	October 2012	Head of Service; Housing Strategy & Development Manager	Completed. Report to Communities Committee in December 2012. Consultation period commenced in January 2013.
Complete Council House Allocations Policy review – report to Committee	December 2012	Head of Service; Housing Needs Manager	Report to Committee considered on 11 December 2013. Further report to be presented by June 2013.
Implement and develop the Council's new build housing programme – achieve 91 completions in 2012/13	March 2013	Head of Service; Housing Strategy & Development Manager	132 completions to end of Q4.
Develop the Strategic Housing Investment Plan (SHIP) 2012 projects in line with available resources	March 2013	Head of Service; Housing Strategy & Development Manager	This action links with the agreement of the SLP with the Scottish Government.
Prepare the Strategic Housing Investment Plan (SHIP) for 2013 onwards for submission to the Scottish Government.	March 2013	Head of Service; Housing Strategy & Development Manager	The Scottish Government did not require a SHIP to be completed during 2012/13.

Action	Milestones	Responsibility	Progress: Quarter 4
Finalise the Council's Local Housing Strategy for 2013 onwards.	March/April 2013	Head of Service; Housing Strategy & Development Manager	Final LHS to be considered by Communities Committee on 23 April 2013.

Service Priority 2 – Tackle Homelessness

Golden Thread			
Corporate Improvement Plan -	There are high quality and affordable housing opportunities for our residents. Our most vulnerable residents enjoy a better quality of life and live as independently as possible.	Single Outcome Agreement 2012 -	Healthier Citizens A more prosperous and fairer Moray
Projects/Actions that contribute to this objective			
Action	Milestones	Responsibility	Progress: Quarter 4
Complete self assessment for the Scottish Housing Regulator	June 2012*	Head of Service; Housing Needs Manager	Completed. Feedback received in mid February 2013.
Review Homelessness Strategy actions in 2011/12 and set out actions for 2012/13 – report to Committee	June 2012	Head of Service; Housing Needs Manager	Completed June 2012
Annual review of Housing Options Team work and outcomes in homelessness prevention – report to Committee	June 2012	Head of Service; Housing Needs Manager	Completed June 2012
Complete PSIF self assessment for the Housing Needs Team	March 2013	Head of Service; Housing Needs Manager	To be carried forward to 2013/14.

Action	Milestones	Responsibility	Progress: Quarter 4
Review temporary accommodation strategy – report to Committee	March 2013	Head of Service; Housing Needs Manager	Completed. Progress report considered by Committee on 26 February 2013.
Respond to Scottish Housing Regulator report following self assessment work	TBC*	Head of Service; Housing Needs Manager	No further actions required by SHR at this time.

*Timescale dependent upon SHR

Service Priority 3 – Manage our assets effectively

Golden Thread			
Corporate Improvement Plan - Services are high quality, continuously improving and efficient		Single Outcome Agreement 2012	Healthier Citizens A more prosperous and fairer Moray
Projects/Actions that contribute to this objective			
Action	Milestones	Responsibility	Progress: Quarter 4
Implement revised structure for delivery of Capital Plan	June 2012	Head of Service; Design Manager; Property Resources Manager	Completed pending review of Capital Plan.
Complete PSIF self assessment of Housing Maintenance Partnership	June 2012	Head of Service; Building Services Manager; Property Resources Manager; Design Manager	Completed May 2012. Improvement actions now agreed by Partnership.
Review of Housing Maintenance Partnership – report to Committee	December 2012	Head of Service; Building Services Manager; Property Resources Manager; Design Manager	To be carried forward to 2013/14. Report now scheduled by August 2013.

Action	Milestones	Responsibility	Progress: Quarter 4
Complete Asset Management Plans for non housing property	March 2013	Head of Service; Property Resources Manager	Meetings held with Services to agree the approach. Service contacts identified. Programme to be finalised by September 2013.
Achieve target of £785k spend for Private Sector Housing Grants in 2012/13	March 2013	Head of Service; Housing Strategy & Development Manager	Spend of £852k was achieved during 2012/13 (budget increased by £80k during course of the year).
Achieve target of £9.3m Housing Investment Programme spend in 2012/13	March 2013	Head of Service; Building Services Manager; Property Resources Manager; Design Manager; Housing Strategy & Development Manager	Commitments as at end of Q4 are 99% of agreed programme. Expenditure of £9.8m projected to end of Q4 (budget level increased during year due to amendments for slippage etc)
Achieve target of £3.465m investment in non housing property through the Capital Plan	March 2013	Head of Service; Property Resources Manager; Design Manager	Capital contract expenditure for 2012/13 as at the end of Q4 is £3.337m (96% of the agreed programme).
Implement improvements to budget monitoring and cost control within Building Services	March 2013	Head of Service; Building Services Manager	Improvements now in place. Progress being reported as part of Building Services budget monitoring.

Service Priority 4 – Improve Service Quality

Golden Thread			
Corporate Improvement Plan - design and delivery	Services are high quality, continuously improving and efficient. Our communities are more active and have influence over service delivery	Single Outcome Agreement 2012 -	Healthier Citizens A more prosperous and fairer Moray
Projects/Actions that contribute to this objective			
Action	Milestones	Responsibility	Progress: Quarter 4
Service Training Plan for 2012/13 agreed	April 2012	Housing & Property Management Team	Completed April 2012.
Review performance in 2011/12 and agree targets for 2012/13 across service activities – report to Committee	June 2012	Housing & Property Management Team	Completed June 2012.
Sectional risk registers completed Review of risks	June 2012 December 2012	Housing & Property Management Team	Completed July 2012. Review commenced in December 2012
Review post DBS structure of Housing and Property Service – report to Committee	October 2012	Housing & Property Management Team	Completed. Reported to Committee on 11 December 2012.
Review Housing Needs Team structure – report to Committee	March 2013	Head of Service Housing Needs Manager	Report to Communities Committee on 23 April 2013.
Reduce average relet periods in 2012/13 and reduce void rent loss	March 2013	Housing & Property Management Team	Performance in Q1 – 23 days average void period Performance in Q2 – 34 days average void period Performance in Q3 – 29 days average void period Performance in Q4 – 24 days average void period Average days void to date 2012/13 = 27 days. (target – 29 days).

Action	Milestones	Responsibility	Progress: Quarter 4
Review performance management arrangements and indicators etc to prepare for introduction of new social housing regulatory regime in 2013/14 – report to Committee	March 2013	Housing & Property Management Team	Completed. Report to Communities Committee on 23 April 2013
Complete Tenant Survey (customer satisfaction) – report to Committee	March 2013	Housing & Property Management Team	Completed. Improvement Plan considered by Committee in February 2013.
Complete customer feedback improvements identified for 2012/13	March 2013	Housing & Property Management Team	Completed.