

SERVICE	EDUCATIONAL SERVICES		
ACTIVITY	PRIMARY EDUCATION		
VISION	Learning to Live, Living to Learn – Inspire, Include and Improve		
KEY SERVICE OUTCOMES			
	Key Service Outcome	Outcome Measure	Frequency / Source
1	<p>We will work with parents / carers to develop children who are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>Action:</p> <ul style="list-style-type: none"> Continue to develop Curriculum for Excellence. 	<p>% of HMIE inspection reports which obtain ratings of satisfactory or above against four Quality Indicators</p> <p>1.1 Improvements in Performance 2.1 Learners' Experiences 5.1 Curriculum 5.3 Meeting Learning Needs</p>	<p>As decided by HMIE. Approximately eight schools per year at present.</p>
2	<p>Our schools will improve through self-evaluation.</p> <p>Action:</p> <ul style="list-style-type: none"> Work with headteachers and schools to improve self-evaluation. 	<p>Average value of quality indicator 5.9 from HMIE inspection reports</p>	<p>As decided by HMIE. Approximately eight schools per year at present.</p>

SERVICE	EDUCATIONAL SERVICES		
ACTIVITY	SECONDARY EDUCATION		
VISION	Learning to Live, Living to Learn – Inspire, Include and Improve		
KEY SERVICE OUTCOMES			
	Key Service Outcome	Outcome Measure	Frequency / Source
1	<p>We will work with parents / carers to develop young people who are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>Action:</p> <ul style="list-style-type: none"> Continue to develop Curriculum for Excellence 	<p>% of HMIE inspection reports which obtain ratings of satisfactory or above against four Quality Indicators</p> <p>1.2 Improvements in Performance 2.2 Learners' Experiences 5.1 Curriculum 5.3 Meeting Learning Needs</p>	<p>As decided by HMIE. Approximately one secondary school per year at present.</p>
2	<p>Our young people can expect to attain improved examination results, particularly at S5/6 stages.</p> <p>Action:</p> <ul style="list-style-type: none"> Continue to implement strategies to raise attainment. 	<p>Attainment results.</p>	<p>Annual measure – from Scottish Qualifications Authority.</p>
3	<p>Our schools will improve through self-evaluation.</p> <p>Action:</p> <ul style="list-style-type: none"> Work with headteachers and schools to improve self-evaluation. 	<p>% of HMIE inspection reports which obtain ratings of satisfactory or above against Quality Indicator 5.9 Improvement through self-evaluation</p>	<p>As decided by HMIE. Approximately one secondary school per year at present.</p>

SERVICE	ENVIRONMENTAL SERVICES		
ACTIVITY	BUILDING STANDARDS		
VISION	To ensure the health, safety and welfare of people in and around buildings and to limit the use of energy by ensuring that buildings are properly designed and constructed to minimum national standards.		
KEY SERVICE OUTCOMES			
	Key Service Outcome	Outcome Measure	Frequency / Source
1.	<p>The health and safety of public are protected.</p> <p>Action:</p> <ul style="list-style-type: none"> Ensure that all building proposals that do not fall within the exempted classes are properly designed and constructed in accordance with the minimum national standards as set out within the Building Regulations. 	<p>That 100% of the targets set within the performance indicators for the verification of building proposals and the acceptance of Completion Certificates are met.</p>	<p>Performance against these targets is reported twice yearly to the Audit & Performance Review Committee.</p>
2.	<p>That the public are not subjected to injury and risk arising from dangerous buildings and unauthorised works.</p> <p>Action:</p> <ul style="list-style-type: none"> Ensure that dangerous buildings are made safe or demolished and that unauthorised works are removed or altered to comply with Building Regulations. 	<p>Number of accidents and incidents reported</p> <p>Number and value of litigation claims</p>	<p>That operations are carried out within the statutory time limitations as set out within Building (Scotland) Act 2003</p>
3.	<p>That public are provided with advice and guidance in relation to building related matters.</p>	<p>Gaining confirmation of satisfaction before public leave the building backed by a questionnaire with a target of overall satisfaction rating of 90%</p>	<p>Satisfaction rates reported through the Building Standards Balanced Scorecard as a measure of best value</p>

SERVICE	ENVIRONMENTAL SERVICES		
ACTIVITY	DEVELOPMENT MANAGEMENT		
VISION	<p>To ensure the highest standard of customer care and to modernise the development management service to offer an effective and efficient way ahead. This will enable new development opportunities to be realised and meet the needs of all stakeholders.</p> <p>The vision has to recognise that the aspirations of people in Moray are for a development management service, which provides quality decisions in the determination of planning applications for the wellbeing and the overall prosperity of the area for the future.</p>		
KEY SERVICE OUTCOMES			
	Key Service Outcome	Outcome Measure	Frequency/Source
1.	<p>The Community will benefit by having quicker and 24/7 access to information on planning applications which are submitted, without the need for direct contact with officers of the Council allowing those who choose to make applications to do so on line at any time, assisting in the quicker determination of planning applications.</p> <p>Action:</p> <ul style="list-style-type: none"> The ePlanning project is intended to speed up the whole planning process and introduce the submission of Online Planning processes and advice to renew and improve DM activity through electronic service delivery. 	<p>The ePlanning project will be measured in terms of the numbers of applications which are submitted on line, as opposed to those submitted on paper.</p>	<p>Ongoing continuous improvement through use of the new IDOX workflow system and staff training as necessary.</p>
2.	<p>Awareness within communities of planning proposals within their locality will be raised and communities will benefit from a more structured approach to the provision of information.</p> <p>Action:</p> <ul style="list-style-type: none"> The terms of the Planning, etc (Scotland) Act 2006 and the Emerging Moray Local Plan (2008) implemented as enabling outcomes to promote and enable development and harness positive culture based change. Implement the Planning Act and Local Plan involving the Council and communities in considerably more discussion with developers before applications are submitted. Ensure that planning information can be provided more timeously, allowing better decision making. 	<p>The speed of determination of planning applications. The Scottish Government may introduce amended performance indicators, but this has yet to be determined.</p>	<p>The Act will be a Statutory requirement for the foreseeable future.</p> <p>The Emerging Local Plan (when Adopted) will have a five-year time scale (2008 – 2013).</p>

3.	<p>Consistent and acceptable levels of customer service will be provided. by the Service reviewing its internal procedures and customer care.</p> <p>Actions:</p> <ul style="list-style-type: none">• The Public Service Improvement Framework (PSIF) Initiative and Moray Performs will result in enhanced customer care provision and service delivery performance advances.• Enhance quality of advice given to Agents / Applicants and members of the public.• Review internal procedures and customer care in relation to dealing with correspondence, other forms of communication and advice given to applicants, agents or the general public.	<p>Performance indicators regarding the speed of determination of planning applications. Corporate performance indicators measure customer service and these will also apply to the Development Management Service.</p>	<p>To be advised (as the PSIF initiative and Moray Performs progresses) during 2009.</p>
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SERVICE	ENVIRONMENTAL SERVICES		
ACTIVITY	ENVIRONMENTAL HEALTH		
VISION	To maintain and improve standards relating to food safety, health and safety at work environmental protection including contaminated land, public health and animal health and welfare so that the quality of life of those living and visiting Moray is enhanced.		
KEY SERVICE OUTCOMES			
	Key Service Outcome	Outcome Measure	Frequency / Source
1.	<p>Consumers of food will have a reduced risk of food poisoning and contamination. Employees and public frequenting workplaces will encounter a safer and healthier environment.</p> <p>Action:</p> <ul style="list-style-type: none"> By complying with our planned inspection programmes and interventions for food safety and health and safety at work we will reduce the risks in food businesses and workplaces for which we are the enforcing authority. 	% of high risk category A health and safety and categories A and B food safety inspected in accordance with the planned inspection programme..	Annual/planned inspection programme /LAEMS (Local Authority Enforcement Monitoring System) Return to FSA Scotland/Quarterly reports to Committee/Health and Safety Return.
2.	<p>Risks of infectious disease spreading is minimised.</p> <p>Action:</p> <ul style="list-style-type: none"> Contact with cases of infectious disease notified to us by NHS Grampian will be carried out within 24 hours of receipt of notification. 	% of cases contacted within 24 hours of notification.Target of 100%	Quarterly report submitted to Committee/internal records.
3.	<p>To bring back damaged land into beneficial use for development and preserve the development of greenfield land.</p> <p>Action:</p> <ul style="list-style-type: none"> Identification and removal of unacceptable risks to human health and the environment, by bringing back into beneficial use land, which is contaminated. Ensuring land is remediated and made suitable for its use via sustainable development. 	A reduction annually in the total number of potentially contaminated sites in the area based on a prioritisation system reflecting the highest risk scenario.	Annual report to Scottish Government/SEPA's State of Contaminated Land Report from internal records.

SERVICE	ENVIRONMENTAL SERVICES		
ACTIVITY	PLANNING AND DEVELOPMENT		
VISION	To provide a service that maximises the council's contribution to the economy and development industry of Moray, but at the same time protects its best environmental features.		
KEY SERVICE OUTCOMES			
	Key Service Outcome	Outcome Measure	Frequency / Source
1.	<p>Development occurs in appropriate locations, to appropriate standards and at the appropriate time, maintaining and enhancing the local economy and environment.</p> <p>Action:</p> <ul style="list-style-type: none"> • That we keep the Council's Development Plan up to date and ensure it's policies and proposals provide both clear guidance to developers and confidence for investors. • Developers, investors and the public are aware of the Council's policies which guide development and determine planning applications. 	Development Plan is monitored annually and replaced within 7 years from Adoption	Annual monitoring reports
2.	<p>Communities understand how their locality will be maintained, conserved, enhanced or developed and are confident about the information as to how changes and conservation will take place.</p> <p>Action:</p> <ul style="list-style-type: none"> • The Council provides advice on how it will be guiding and deciding upon development and achieving the objectives and proposals in the Development Plan. • The Council advises on the protection of the environment and the principles of sustainable development. 	Number of applications which are determined in accordance with the development plan, those which may be departures from the development plan, and the approval or dismissal of appeals against the Council's decision.	Annual monitor of Development Plan
3.	<p>Communities benefit from services or projects which would otherwise not be achievable financially by the Council securing external funding.</p> <p>Action:</p> <ul style="list-style-type: none"> • That the Council secure maximum financial benefit from other funding sources for projects which further the Council's aims. Projects for which external funding is sought, are in pursuit of proposals and objectives in the single outcome agreement, community plan, development plan, or other Council policies and objectives. 	Partnership investment achieves at least 1:1 funding ratio to supplement the Council	Annual performance report

4.	<p>Economic development in Moray is based on the highest priority, provides the best economic return to the community and provides the best value for money for the Council's limited budget.</p> <p>Action:</p> <ul style="list-style-type: none">• That the Council's limited resources to promote economic development in Moray are spent wisely. The Council has an annual fixed budget to spend on Economic Development projects. All proposals for use of that budget are measured against criteria regarding economic benefit, and are the subject of report to Committee setting out the benefits to the local community and the local economy by pursuing that project.	Annual report which measures the amount of money which is achieved by external funding to match any Council budgets and this will also specify how the projects have been implemented and the economic benefit arriving from that.	Annual Performance Report
5.	That the opportunities offered through Moray Training result in a high success rate of permanent employment.	Percentage of trainees who move onto permanent jobs.	Per Audit for each Government grant scheme.

SERVICE	ENVIRONMENTAL SERVICES		
ACTIVITY	TRADING STANDARDS		
VISION	To ensure consumers are informed and confident when dealing with consumer law and debt problems and businesses are informed and compliant with regard to Trading Standards requirements.		
KEY SERVICE OUTCOMES			
	Key Service Outcome	Outcome Measure	Frequency / Source
1.	Consumers are informed and confident when dealing with consumer law problems.	Consumer satisfaction questionnaire with a target of overall consumer satisfaction rating of 95%	Reported annually but questionnaires completed throughout the year.
2.	Businesses are informed and compliant with regard to Trading Standards requirements.	Business satisfaction questionnaire with a target of overall business satisfaction rating of 95%	Reported annually but questionnaires completed throughout the year.
3.	Consumers with debt problems become informed and more confident and have practical solutions to reduce the financial and social burdens upon them.	Money Advice (debt client) satisfaction questionnaire with a target of overall satisfaction rating of 95%	Reported annually but questionnaires completed throughout the year.

SERVICE	FINANCE AND ICT		
ACTIVITY	ACCOUNTANCY		
VISION	Support the Council's modernisation programme and continue to provide effective financial services to the Council.		
KEY SERVICE OUTCOMES			
	Key Service Outcome	Outcome Measure	Frequency / Source
1.	An audited record of the cost of providing council services and the financial position of the council at the year end is provided. Action: • Prepare Annual Accounts within the statutory deadline.	Annual Accounts submitted by statutory deadline.	Annual.
2.	A record of how the council will allocate its financial resources to deliver its services is available. Action: • Prepare the Financial Plan.	Up to date Financial Plans are in place to identify how resources will be allocated.	Annual
3.	Where action expenditure / income exceeds council budgets, variances are identified and responses reported to Service Committees by the provision of financial monitoring statements.	Percentage of monitoring statements provided within 10 working days of quarter end.	Quarterly.
4.	Support the DBS Team to prepare business cases for the modernisation projects.	Robust business cases prepared for all DBS projects in line with time schedule.	DBS Timetable to February 2010.

SERVICE	FINANCE AND ICT		
ACTIVITY	CUSTOMER CONTACT CENTRE		
VISION	To provide an effective response to customer queries.		
KEY SERVICE OUTCOMES			
	Key Service Outcome	Outcome Measure	Frequency / Source
1.	Customers have confidence that calls are answered within a reasonable time scale and are dealt with effectively.	% of calls answered within the council's standard response time. Annual customer satisfaction survey.	Quarterly report to P&R Committee. Annual report to P&R Committee.

SERVICE	FINANCE AND ICT		
ACTIVITY	ICT		
VISION	Support the Council's ICT infrastructure and develop systems to support the modernisation programme.		
KEY SERVICE OUTCOMES			
	Key Service Outcome	Outcome Measure	Frequency / Source
1.	<p>That Council services are provided at a lower cost to at least the same standard.</p> <p>Action:</p> <ul style="list-style-type: none"> • Delivery the ICT Action Plan which develops and implements systems required for the Council's modernisation programme and the maintainance of the Council's ICT Intrastructure. 	<p>% completion of the ICT Action Plan.</p> <p>% of helpdesk calls completed on within target timescales.</p>	<p>Quarterly reports to P&R Committee.</p>

SERVICE	FINANCE AND ICT		
ACTIVITY	INTERNAL AUDIT		
VISION	Support the Council to operate in accordance with sound governance principles.		
KEY SERVICE OUTCOMES			
	Key Service Outcome	Outcome Measure	Frequency / Source
1.	The suitability of and compliance with financial control arrangements are confirmed. Action: • Deliver the approved Audit Plan.	% completion of the Audit Plan.	Quarterly reports to AP&R Committee.
2.	The public are assured of the council's governance arrangements. Action: • Co-ordinate and publicise the annual Governance Statement.	Governance Statement produced within timescales (for inclusion with the annual accounts).	Annual to A&PR Committee.
3.	Effective Governance is in place. Action: • Improve Risk Management arrangements.	Report on progress of embedding Risk Management.	Annual to P&R Committee.

SERVICE	FINANCE AND ICT		
ACTIVITY	PAYMENTS AND PROCUREMENT		
VISION	Reduce procurement costs and pay people on time.		
KEY SERVICE OUTCOMES			
	Key Service Outcome	Outcome Measure	Frequency / Source
1.	The Council secures Best Value services. Action: • Reduce procurement costs.	Achieve annual savings target. % of annual savings target achieved	Annual Efficiency Statement.
2.	The Council satisfies its duty by paying suppliers on time.	% Suppliers paid on time.	Quarterly to P&R Committee.
3.	The Council satisfies its duty and continues to demonstrate good employment practice by paying staff on time.	% Staff paid on time.	Quarterly to P&R Committee.

SERVICE	FINANCE AND ICT		
ACTIVITY	REVENUES		
VISION	Collect local taxes and provide local tax and Housing Benefits effectively and efficiently.		
KEY SERVICE OUTCOMES			
	Key Service Outcome	Outcome Measure	Frequency / Source
1.	Income available to deliver council services is maximised by our Council Tax collection rate.	% of Council Tax collected in year.	Quarterly monitoring to P&R Committee.
2.	New claims to Housing Benefit, Council Tax Benefit and changes of circumstances reported by customers receiving those benefits are dealt with promptly. Action: <ul style="list-style-type: none"> Maintain or reduce benefit processing time. 	Average time taken to process new claims and change of events.	Quarterly monitoring to P&R Committee.
3.	Maximise the financial resources available to deliver council services. Action: <ul style="list-style-type: none"> Maintain or reduce the cost of collecting Council Tax. 	Cost of collection per dwelling.	Annual to P&R Committee.