

<b>SERVICE</b>	CENTRAL SERVICES		
<b>ACTIVITY</b>	ADMINISTRATION OF COUNCIL BUSINESS		
<b>VISION</b>	To facilitate compliance with and access to the democratic process of Council Business		
<b>KEY SERVICE OUTCOMES</b>			
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	The Council's decision making process is open and transparent.  Action: <ul style="list-style-type: none"> <li>Ensure that the timely issue of agenda, reports, minutes and action sheets.</li> </ul>	% of Agendas, Reports, Minutes and Action Sheets issued within timescales	Quarterly monitoring report to P&R Committee
2.	The public has greater access to local authority meetings by monitoring webcast viewing figures.	Monitoring of webcast viewing figures	Quarterly monitoring report to P&R Committee

<b>SERVICE</b>	CENTRAL SERVICES		
<b>ACTIVITY</b>	ESTATES SERVICES		
<b>VISION</b>	To support the delivery of Council services through the provision of appropriate land and buildings.		
<b>KEY SERVICE OUTCOMES</b>			
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	<p>The public have access to council buildings, which are suitable for their needs.</p> <p>Actions:</p> <ul style="list-style-type: none"> <li>• Access to services in Moray will improve.</li> <li>• Management of Public Assets will improve.</li> </ul>	<p>The number of Council services provided through accessible buildings will increase.</p> <p>The proportion of operational accommodation in both a satisfactory and suitable condition will increase.</p>	<p>Annually</p> <p>Statutory Performance Indicators</p>
2.	<p>Businesses in Moray have the opportunity to start-up, grow and survive.</p>	<p>Increase the total area of Moray Council sites available to lease to businesses erecting their own premises.</p>	<p>Annually.</p> <p>Committee report on the performance of the Council's Industrial Portfolio.</p>

<b>SERVICE</b>	CENTRAL SERVICES		
<b>ACTIVITY</b>	LEGAL SERVICES		
<b>VISION</b>	To support the Council's local outcomes/priorities with a high quality and good value legal service.		
<b>KEY SERVICE OUTCOMES</b>			
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	<p>The Council offers proven value for money legal services.</p> <p>Action:  Added Value Work –</p> <ul style="list-style-type: none"> <li>Advise and help identify actions/solutions on statutory powers.</li> <li>Application of legislation.</li> <li>Council activities, projects, policies and procedures.</li> </ul>	<p>Success in achievement of outcome agreement goal</p> <p>Cost comparison</p>	Quarterly to Policy and Resources
2.	<p>The Council acts in the public's interest by representing the Council's interest in statutory processes and contentious issues.</p> <p>Action:  No choice work –</p> <ul style="list-style-type: none"> <li>Progress transactional work; represent the Council's interest in statutory processes and contentious issues.</li> </ul>	<p>Level of Complaints / Challenge / Tribunals / Public Enquiry / Court Action / Judicial Review</p>	Quarterly to Policy and Resources
3.	<p>The financial reputation and integrity of the Council is protected, ensuring fairness, equity and scrutiny.</p> <p>Action:  Regulatory –</p> <ul style="list-style-type: none"> <li>Ensure compliance with regulatory statutes, reduce risk, avoid challenge.</li> </ul>	<p>Level of Complaints / Tribunals</p> <p>Unqualified Accounts</p> <p>Inspection Results</p>	Quarterly to Policy and Resources

<b>SERVICE</b>	CENTRAL SERVICES		
<b>ACTIVITY</b>	PERSONNEL SERVICES		
<b>VISION</b>	To develop the Council as an outstanding employer where we employ the right number of skilled and competent people who we manage and develop effectively in a safe and positive working environment to meet current and planned service needs.		
<b>KEY SERVICE OUTCOMES</b>			
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	<p>The Council deliver professional services by having a competent, willing and able workforce to meet future challenges delivering services to meet the needs of our community.</p> <p>Actions:</p> <ul style="list-style-type: none"> <li>• <b>Workforce Planning and Strategy:</b> ensure that the right people with the right skills are employed at the right time and that there are plans to deal with risks and meet future demand. Employment Policies are aligned to strategic and legislative requirements.</li> <li>• <b>Employee Development:</b> provide a framework for employees to understand their role and be developed and supported to meet service requirements in the short and longer term.</li> <li>• <b>Health and Safety:</b> provide a healthy and safe environment for employees and service users with support given for health and safety responsibility at all levels</li> </ul>	<p>Statistical Information</p> <p>Workforce Plan in place which reflects risks, developments and actions</p> <p>Regular policy review</p> <p>Workforce Plan</p> <p>Council wide employee review and development</p> <p>Staff survey</p> <p>Corporate Health and Safety Audits introduced and action plans implemented to reduce areas of risk from initial assessment.</p>	<p>Reported to CMT quarterly</p> <p>Annual with 6 month review and quarterly monitoring via service plan monitoring to P&amp;R</p> <p>Quarterly to P&amp;R</p> <p>Annual with quarterly monitoring</p> <p>Annual</p> <p>Biennial</p> <p>Annual report. Quarterly monitoring of statistics to P&amp;R.</p>

<b>SERVICE</b>	CENTRAL SERVICES		
<b>ACTIVITY</b>	REGISTRATION OF BIRTHS, MARRIAGES, CIVIL PARTNERSHIPS AND DEATHS IN MORAY		
<b>VISION</b>	To deliver a professional, efficient and responsive service.		
<b>KEY SERVICE OUTCOMES</b>			
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	<p>Registration services in Moray support economic and population forecasting and grant funding based on per capita, all factors influencing public strategy</p> <p>Action:</p> <ul style="list-style-type: none"> <li>Accurate records are maintained in accordance with GRO standards.</li> </ul>	<p>Inspection by GRO Examiner</p> <p>Undertake customer satisfaction surveys</p>	<p>Annually reported to Policy and Resources Committee</p> <p>Random surveys reported to Policy and Resources Committee</p>

<b>SERVICE</b>	CHIEF EXECUTIVE'S OFFICE		
<b>ACTIVITY</b>	COMMUNITY PLANNING & CORPORATE POLICY		
<b>VISION</b>	To ensure agencies and communities contribute to planning and delivery of priorities.		
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	<p>Scottish Government commitments are delivered and Scottish Government penalties avoided in the completion of community planning and national priorities.</p> <p>Actions:</p> <ul style="list-style-type: none"> <li>• Complete the development, delivery and monitoring of the SOA with full engagement of the Community Planning Partnership.</li> <li>• Develop Corporate Policy which supports the development, delivery and monitoring of the SOA within the Council.</li> </ul>	<p>All community planning partners have agreed priorities and are signatories to the agreement in accordance with the Scottish Government timescales.</p> <p>All departments deliver against their priorities with an auditable trail</p>	<p>Annual - Signature by all partners</p> <p>Quarterly monitoring report to P&amp;R– SOA defines the frequency and source of each indicator.</p> <p>Quarterly monitoring report to Committee - SOA &amp; SIP define the frequency and source of each indicator.</p>
2.	<p>Communities have a voice and engage with the Council, influencing the setting of council priorities.</p> <p>Action:</p> <ul style="list-style-type: none"> <li>• Implement Community Support Unit which supports community engagement activity on behalf of the Council.</li> <li>•</li> </ul>	<p>Community engagement structures contribute meaningfully to consultation exercises and provide regular feedback to services</p>	<p>Quarterly monitoring reports to Committee – SOA and SIP define the frequency and source of each indicator</p>
3.	<p>Partners are accountable for their community planning commitments.</p> <p>Action:</p> <ul style="list-style-type: none"> <li>• Effective Partnership Working: developing governance arrangements for the Community Planning Partnership.</li> </ul>	<p>All community planning partnership has defined accountability and scrutiny arrangements in place</p>	<p>Quarterly monitoring report to P&amp;R– SOA defines the frequency and source of each indicator.</p>

<b>SERVICE</b>	CHIEF EXECUTIVE'S OFFICE		
<b>ACTIVITY</b>	EMERGENCY PLANNING and BUSINESS CONTINUITY		
<b>VISION</b>	Keeping Moray safe		
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	The public are protected. Action: <ul style="list-style-type: none"> <li>To ensure that the Council is able to respond to emergencies when they arise.</li> </ul>	Emergency response plans developed in conjunction with other responder organisations.	Quarterly Monitoring report to Economic Development and Infrastructure Committee
2.	The provision of Council service delivery is protected in the event of an emergency or unexpected event. Action: <ul style="list-style-type: none"> <li>To ensure that critical council services have business continuity plans in place.</li> </ul>	Business Continuity plans developed for all critical services by September 2009.	Quarterly Monitoring report to Economic Development and Infrastructure Committee

<b>SERVICE</b>	CHILDREN AND FAMILIES SOCIAL WORK SERVICE		
<b>ACTIVITY</b>	CASEWORK SERVICES		
<b>VISION</b>	To protect and promote the welfare of children and young people in need in Moray, in partnership with children, their families, communities and others providing services		
<b>KEY SERVICE OUTCOMES</b>			
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	Children's needs are met at home and within their own families whenever possible.	The number, per thousand of the child population in Moray, looked after and accommodated by the local authority	Quarterly, from in service sources – Carefirst and Team Statistical returns
2.	Compulsory measures are only used when children's needs cannot be safely met through agreement.	The number, per thousand of the child population in Moray, subject to compulsory measures of supervision or care	Quarterly, from in service sources – Carefirst and Team Statistical returns
3.	The needs of children and young people using the service are being met.	% service users showing evidence of progress at Review	Quarterly review of Looked After Reviews and Child Protection Reviews and Moray Realtime Evaluation database
4.	Persistent young offenders are learning to be responsible.	% reduction in the rate of re-offending by persistent offenders:  a. during intervention  b. six months after intervention	Quarterly, from team statistical returns

<b>SERVICE</b>	CHILDREN AND FAMILIES SOCIAL WORK SERVICE		
<b>ACTIVITY</b>	CARE PLACEMENT SERVICES		
<b>VISION</b>	To protect and promote the welfare of children and young people in need in Moray, in partnership with children, their families, communities and others providing services		
<b>KEY SERVICE OUTCOMES</b>			
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	While children cannot stay at home, their upbringing, while they are away, is as near to normal as possible.	% Looked After and Accommodated Children in family, residential or out-of-area placement	Quarterly, from Carefirst and Team Statistical returns
2.	Plans for alternative care arrangements for looked after children meet their needs.	% Looked After and Accommodated children and young people showing evidence of progress at Review  % Looked After Children attaining Maths and English at SCQF level 3 or above  The number of available foster placements	Quarterly, from review of Looked After Reviews and Child Protection Reviews and Realtime Evaluation database  Annual, from Education Service Statistics  Quarterly, from team reports

<b>SERVICE</b>	CHILDREN AND FAMILIES SOCIAL WORK SERVICE		
<b>ACTIVITY</b>	COMMUNITY SUPPORT SERVICES		
<b>VISION</b>	To protect and promote the welfare of children and young people in need in Moray, in partnership with children, their families, communities and others providing services		
<b>KEY SERVICE OUTCOMES</b>			
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	Effectiveness of support in meeting children's needs.	% of positive outcomes on closure or review	Quarterly, from review of Looked After Reviews and Child Protection Reviews and Realtime Evaluation database
2.	Effectiveness of the Children's Rights Service in supporting children's participation in the making of decisions affecting their lives and circumstances.	Children and young people, report that their views, wishes and intentions have been effectively presented to the appropriate forum	Statistics provided by the service on the basis of evaluation sheets completed by service users

<b>SERVICE</b>	COMMUNITY SERVICES		
<b>ACTIVITY</b>	CRIMINAL JUSTICE SOCIAL WORK		
<b>VISION</b>	Increase community safety in Moray using the most effective methods of working with offenders in order to change their behaviour.		
<b>KEY SERVICE OUTCOMES</b>			
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	<p>Risk management plans are in place to minimise the potential for offenders to re-offend and cause harm in our communities.</p> <p>Action:</p> <ul style="list-style-type: none"> <li>• Deploy resources so that identified risk can be effectively managed.</li> <li>• Staff to receive prescribed training in risk assessment.</li> </ul>	<p>Attendance at MAPPA meetings to agree action plans which will assess and manage the risks posed by serious violent and/ or sexual offenders.</p> <p>All staff to receive training in LSCMI.</p>	<p>Annual – MAPPA Implementation Group</p> <p>By December 2009</p>
2.	<p>The risk of re-offending and the impact of offending in our communities will reduce by offender's commencing community service work placements at the earliest opportunity.</p> <p>Action:</p> <ul style="list-style-type: none"> <li>• Increase the availability of community service placements.</li> </ul>	<p>Offenders to be issued work instructions for attendance at CS within one week of imposition of order.</p>	<p>Stats to be produced on a quarterly basis.</p>

<b>SERVICE</b>	CHILDREN AND FAMILIES SOCIAL WORK SERVICE		
<b>ACTIVITY</b>	PERFORMANCE AND STRATEGY (activity area currently in the process of being established as separate from service delivery activities)		
<b>VISION</b>	To protect and promote the welfare of children and young people in need in Moray, in partnership with children, their families, communities and others providing services		
<b>KEY SERVICE OUTCOMES</b>			
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	Those responsible for service delivery have the performance information framework, tools and skills to manage performance directly.	Progressive improvements in performance, at least in line with targets.  Progressive improvements in inspections reports.	Quarterly, from Covalent  Periods ranging from Annual to Tri-ennial

<b>SERVICE</b>	COMMUNITY SERVICES		
<b>ACTIVITY</b>	SOCIAL WORK TRAINING		
<b>VISION</b>	To have a capable, competent, confident social service workforce.		
<b>KEY SERVICE OUTCOMES</b>			
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	<p>Social services are provided by appropriately qualified staff.</p> <p>Action:</p> <ul style="list-style-type: none"> <li>To ensure staff are supported to achieve qualifications necessary to register with Scottish Social Services Council. Registration is a major part of the drive for higher standards in social services. To register, a worker must satisfy the criteria for registration. This includes holding the appropriate qualifications for the job they do and being able to evidence good character.</li> </ul>	% of relevant staff accessing appropriate SSSC register	Annual social work training plan

<b>SERVICE</b>	ECONOMIC DEVELOPMENT AND INFRASTRUCTURE		
<b>ACTIVITY</b>	BUILDING CLEANING AND CATERING		
<b>VISION</b>	To ensure that agreed cleaning standards are achieved in all Council offices and schools and to ensure the continued promotion and provision of healthy school meals which meet Government's nutritional standards		
<b>KEY SERVICE OUTCOMES</b>			
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	<p>Users and visitors to Council Buildings are provided with a clean environment, which is consistent across all buildings.</p> <p>Action:</p> <ul style="list-style-type: none"> <li>Cleaning being carried out in accordance with British Institute of Cleaning Science (BICS) standards</li> </ul>	<p>Percentage of quality inspections meeting required standard.</p> <p>Positive response to Customer Surveys</p>	<p>Ongoing assessment of quality inspections undertaken by officers/supervisors</p>
2.	<p>Children in Moray are given a good start in life and offered a balanced diet. Good eating habits for the future are promoted to aid healthier and longer lives.</p> <p>Action:</p> <ul style="list-style-type: none"> <li>More children taking school meals</li> </ul>	<p>Progressive increase in school meal uptake</p>	<p>Quarterly monitoring reports to Economic Development and Infrastructure Committee</p>

<b>SERVICE</b>	ECONOMIC DEVELOPMENT AND INFRASTRUCTURE		
<b>ACTIVITY</b>	FLEET SERVICES		
<b>VISION</b>	To be a partner with fleet users, providing advice and equipment appropriate to their requirements but balanced against wider corporate considerations.		
<b>KEY SERVICE OUTCOMES</b>			
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency / Source</b>
1.	The Council operate a fleet of properly maintained vehicles and plant.	% of SLA's signed off  % of review reports signed off  % of SLA's developed against programme	Annual review.  Service Level Agreements and review reports signed by both parties.
2.	The Council challenges and reviews it's use of the fleet resources it procures to demonstrate best value.	Utilisation reports to user services and CMT detailing hours used, mileage driven, fuel consumed individually and by group average.	Annual to CMT, quarterly to user services.  Annual or quarterly reports.
3.	Vehicles and plant are replaced at the optimum time and with the most appropriate plant to minimise whole life cost whilst taking appropriate account of sustainability.	Report incorporating user service plans, asset management planning, whole life costing and sustainability principals applied across all fleet groups.	Annual.  Report to Asset Management Working Group.

<b>SERVICE</b>	ECONOMIC DEVELOPMENT AND INFRASTRUCTURE		
<b>ACTIVITY</b>	FLOOD RISK MANAGEMENT		
<b>VISION</b>	To deliver flood alleviation for the communities in Moray as soon as possible.		
<b>KEY SERVICE OUTCOMES</b>			
	<b>Key Service Outcome</b>	<b>Outcome Measure</b>	<b>Frequency/Source</b>
1.	The risk of flooding in communities is substantially reduced for over 2,100 properties (including over 250 businesses) by delivering flood alleviation schemes for Elgin, Rothes and Forres (Burn of Mosset), Forres (River Findhorn & Pilmuir) with the realistic target timescales. Agreed by Flood Alleviation Sub-Committee.	Meeting agreed target dates on the delivery of flood alleviation schemes for Elgin, Rothes and Forres (Burn of Mosset), Forres (River Findhorn & Pilmuir)	Monitoring every 2 months by Flood Alleviation Sub-committee
2.	Minimise or avoid the risks to the health and safety of workers and the public and risks of other environmental incidents such as pollution by incurring no major accidents or incidents during the delivery of major flood alleviation construction projects.	Number of lost time accidents on site and reported environmental incidents.	Monitoring every 2 months by Flood Alleviation Sub-committee for construction phase.
3.	The Council satisfies its statutory duty in sustainable development and sustainable flood management by developing demonstrably sustainable solutions that will benefit the social, economic and environmental wellbeing of the people of Moray and the future is not compromised.	External assessment by SEPA under Controlled Activity Regulations (CAR) licensing process. SEPA monitor schemes for sustainability and ecological status for five years after completion. Measures will be qualitative.	Monitoring every 2 months by Flood Alleviation Sub-committee for construction phase. CAR licence application outcomes in advance of construction and SEPA monitoring reports