

1. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 to 5)
<b><u>Recommendation 1</u></b> <b>Increase the pace of transformational change</b>	Review and re-prioritise programme of work to ensure focus on work that will deliver priority outcomes.	Projects show sustained progress towards defined outcomes and the Council delivers its priority transformation projects.  Corporate priorities are delivered.	Transformation programme with defined benefits driven by priorities and appropriately resourced to deliver.  Projects deliver planned outcomes within timescale.	Aug 2024	DCE (ECOD)	1
<b><u>Recommendation 2</u></b> <b>Improve Performance Management Reporting</b>	Roll out of Performance Management Framework.	More focused corporate performance management reporting.  Continuous improvement based on evidence.	Set of core performance measures linked to corporate plan priorities in place.  Officers and political leaders know the key performance messages and priorities.	Sept 2021	HoS GSP	2
<b><u>Recommendation 3</u></b> <b>Financial Planning</b>	Further develop medium-long term financial strategy	Affordable and achievable medium-long term financial strategy.  Budget more clearly aligned to council priorities	Strategy agreed to address funding gap.  Shift in resource to reflect priorities.	Feb 2022	DCE (EEF)	1

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<b><u>Recommendation 4</u></b>  <b>Implement the Elected Member Development Strategy</b>	Work with elected members to implement the Elected Member development strategy through programmed activities and personal development plans to support strategic and corporate roles of members.	<ul style="list-style-type: none"> <li>Continuing development in place for elected members.</li> </ul>	<ul style="list-style-type: none"> <li>Training and development activities organised and routinely attended by 75% of (relevant) Members.</li> </ul>	Oct 21	H/HR ICT & OD	3
<b><u>Recommendation 5</u></b>  <b>Continue to progress the Governance Review</b>	Streamline processes including reviews of Committee structures, Schemes of Delegation and reporting to Committees.	Business of the Council more strategic, corporate and efficiently progressed.	<p>Reporting across multiple governance lines is reduced.</p> <p>Use of suitable alternative reporting methods including information reports and briefings increases.</p>	April 2021	H/SG&S P	3
<b><u>Recommendation 6</u></b>  <b>Improve Educational Attainment</b>	Determine investment in resourcing to drive the pace and scale of change in educational attainment.	Improved attainment identified ACEL and LGBMF measures.	% of primary pupils achieving expected CfE levels in literacy and numeracy meeting local targets.	June 2023 Then annually	H/E	2

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	Launch and establish the revised Education plan to improve outcomes for Moray's children and young people 2020-23.		Consistent improvement across SCQF levels achieved in senior phase per local targets.	August 2023 then annually		
<b><u>Recommendation 7</u></b>  <b>Improving satisfaction levels in Housing</b>	Review existing improvement plan and implement a revised SMART Improvement Plan.	Tenants are more satisfied with the quality of their home and housing services.  Tenants feel more engaged and better informed.	LGBMF satisfaction indicators.	Dec 2021	H/H&PS	4
<b><u>Recommendation 8</u></b>  <b>Continue working with Community Planning Partners to determine clear outcomes and milestones and performance reporting</b>	Progress planned work to develop delivery framework to support the revised LOIP, including measures of progress.	Progress is made in delivering the planned priorities and outcomes in the LOIP.	LOIP delivery framework developed.  Set of core performance measures linked to LOIP priorities in place.	Sept 2021	H/SG&S P	3

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<a href="#">Accounts Commission Findings</a> Need for clear committed and decisive leadership	Work to develop and improve relationship of trust between members and officers.  Consider enhanced investment in leadership development.	The Council makes sustained progress in its improvement and transformation work.	Measures per section 1 above.  Reduced demand for operational scrutiny evident in committee business.	Oct 2021	CEx	1