

Report Date	December 2024 (Corporate Committee 28/01/2025)										
BRAGG Status - KEY	BLACK - Completed	RED - Concern	AMBER - Caution	GREEN On Target	GREY - Not Started						
						Lead Officer	Priority	Delivery Date	Schedule	% Complete	
BEST VALUE ACTION PLAN								Aug-26	GREEN	63%	
1. Vision and Leadership								Mar-26	GREEN	69%	
1.1 Collaborative Leadership - ensuring members and officers work effectively to secure key						CEx/Council (CL)	1	Dec-24	AMBER	85%	
1.2 Community and Partner Engagement on Council priorities						DCE (ECOD)	3	Jun-25	GREEN	53%	
1.3 Leadership Development Action						H HR,ICT & OD	1	Dec-24	AMBER	80%	
1.4 Continuous Improvement – implement self-evaluation.						CEx / DCE (ECOD)	2	Mar-26	GREEN	27%	
1.5 Performance Reporting						DCE (ECOD)	3	Jun-24	Complete	100%	
<p>Summary:</p> <p>Work progressed as planned on collaborative leadership with report to Council on 4/12/24 setting out progress and planned next steps, including a survey in early 2025 to measure impact. Community Planning Board considered community engagement at a development session in October and identified opportunities for development to be taken forward in the new year as part of the approach to the LOIP.</p> <p>Leadership development preparations are progressing. However, with revisions to the corporate management structure being developed and a new Chief Executive due to start in post in March, work on delivery of leadership development will be more appropriately implemented from March 2025.</p> <p>Implementation of self-evaluation to deliver continuous improvement is progressing with the re-activation of the PSIF process moving forward and planned work with the Improvement Service to support delivery. The Council engagement strategy for financial planning has been implemented with information and engagement activity through October, November and December for reporting to the council to inform and influence financial planning in the new year . All actions within this BV theme are currently on target.</p>											
2. Governance and Accountability								Jan-25	GREEN	67%	
2.1 Effective Scrutiny						HoGSP	3	Oct-24		100%	
2.2 Sound Governance						Cex	1	Jan-25	AMBER	80%	
2.3 Risk Management						HoGSP	E	April 24 / 25*	AMBER	73%	
2.4 Digital Resilience Management						H HR,ICT & OD	E	Sept 25*	AMBER	15%	
<p>Summary:</p> <p>The 6 month review of scrutiny training is not yet due. Under the Risk Management project, the annual review of departmental risk registers that feed wider risks into Corporate Risk Register is complete as is the work on the corporate overview of business continuity and resilience which was reported to committee in April 2024. Work on business continuity is progressing as planned.</p> <p>Work on digital resilience is progressing with the first stage of the Board level desktop exercise completed and preparation for the next phase of workforce training and awareness in the final stages of preparation.</p>											

3. Effective Use of Resources			Aug-26	GREEN	82%
3.1 Transformation and Sustainable Services	CEx / DCE (ECOD)	1	Aug-26	GREEN	55%
3.2 Workforce Planning	CEx	2	Sep-24		100%
3.3 Financial Management	CEx / DCE (EEF) / CFO	1	Dec-24	GREEN	91%
<p>Summary:</p> <p>The refresh and refocus of the Transformation Strategy is complete and was approved by the Council in April 2024. Further updates were presented to the Council in August 2024, with further definition of the strategy and including development of new projects and in October and November with a new project agreed by Council on 22/10 and an update to corporate committee on 5/11. Work is also well progressed on developing planned projects which following a member workshop are nearing readiness for reporting and progress continues on active projects. On workforce, the workforce working group has completed its planned work to update workforce strategy and this was reported in August.</p> <p>The 10 year capital plan has been reviewed by officers under the Financial Management project with the cap mechanism agreed in October 2024 and the review having progressed in November/December for reporting in January 2025. The Revised Short to Medium Term Financial Strategy is complete and was reported to Council on 26 June 2024. The medium to long term financial plan was reported to Council on 4 December. Revenue estimated actuals reported in December and corrective action planned. Significant strategic service reviews completed. Further work is underway for the remaining actions and to continue to develop the short to medium term financial position taking account of the budget settlement.</p> <p>Corporate Workforce Strategy and Plan agreed at Corporate Committee on 27 August and is now being implemented as part of normal HR-OD work.</p>					
4. Partnerships and Collaborative Working			Oct-25		26%
4.1 Partnership Working for Moray	DCE (EEF / ECOD)	2	Oct-25		26%
<p>Summary:</p> <p>Work with community planning partners is moving forward to develop shared priorities for the LOIP and there is early indicative support to develop a single Moray plan. Locality plans are well developed and ongoing and consideration is now planned of learning across partners and service areas to identify opportunities for learning and greater impact from partners working more closely. There has been limited progress for Nov/Dec due to other priorities, however, work continues on building on the positive work within the partnership in the approach to locality working. Discussions are also taking place between partners on options to dedicate resources to partnership work to enable more focussed action on Partnership Working for Moray in 2025 and it is hoped this will assist in taking forward planned developments.</p>					
5. Working With Communities			Jun-25	GREEN	48%
5.1 Community Budget Engagement ensuring local communities are more in Participatory	DCE (EEF / ECOD)	2	Jun-25	GREEN	48%
<p>Summary:</p> <p>Guide to mainstream PB developed by CSU and circulated to all services. Consideration is being given to the use of online tools and website enhancement to support engagement. Work to review the operation of the Community Engagement Group has been completed and considered by the Group and was considered at the CPB development session in October 2024 where future approaches were identified. These are being taken into account in the proposals being developed for the CPB for the development of locality working. £109,000 via UK shared prosperity fund was allocated via PB to eligible arts, culture and heritage groups (July 24). Progress is being made in mainstreaming PB principles into the council's approach to financial planning. Event scheduled for November 2024 as part of engagement work to encourage community influence was cancelled due to low sign up. Consideration is being given to how best to address this for future.</p> <p>Draft list of current PB type activity circulated to Heads of Service and will be used to guide future activity.</p>					
6. Sustainable Development			Sep-24	GREEN	55%
6.1 Sustainable Development	DCE (EEF)	3	Sep-24	GREEN	55%
<p>Summary:</p> <p>Progress has been made in mapping the Council Corporate strategies relevant to sustainable development against National Performance Indicators and corporate priorities; identify areas of focus 2024-2029, SD changes expected and PIs to monitor progress; finalise draft principles. It is planned to bring this forward for wider consultation and involvement on the sustainability statement.</p> <p>Dec 2024: The Statement was agreed at committee on 4.11.24. This included a small number of actions for completion by the end of 2025. As the action plan is now agreed, the end date for actions has been adjusted to December 2025 with progress on these ongoing including a report to council on 4.12 and a paper to the next meeting of the Community Planning Board on 3.12.24 on collective action on sustainable development and climate change.</p>					

7. Fairness & Equality			Normal business	GREEN	97%	
7.1 Equalities Action	HoGSP	2	Normal business	GREEN	97%	
<p>Summary: This workstream is well advanced and the planned actions are complete for: equality and socio-economic duty actions and consideration of these within committee reports; Integrated Impact Assessments were carried out on budget proposals and the views of equality groups were sought where appropriate. The remaining action is for staff training on equalities and the council equalities as an employer and this is underway and on target. Dec 2024: Further refinement of the paper on sponsored eLearning has been carried out and is with DCE prior to going to CMT for final sign off.</p>						

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BRAGG Status - KEY		BLACK - Completed	RED - Concern	AMBER - Caution	GREEN - On Target	GREY - Not Started														
1. Vision and Leadership																	Overall Schedule	% Complete		
																	GREEN	69%		
Summary: Work progressed as planned on collaborative leadership with report to Council on 4/12/24 setting out progress and planned next steps, including a survey in early 2025 to measure impact. Community Planning Board considered community engagement at a development session in October and identified opportunities for development to be taken forward in the new year as part of the approach to the LOIP. Leadership development preparations are progressing. However, with revisions to the corporate management structure being developed and a new Chief Executive due to start in post in March, work on delivery of leadership development will be more appropriately implemented from March 2025. Implementation of self-evaluation to deliver continuous improvement is progressing with the re-activation of the PSIF process moving forward and planned work with the Improvement Service to support delivery. The Council engagement strategy for financial planning has been implemented with information and engagement activity through October, November and December for reporting to the council to inform and influence financial planning in the new year. All actions within this BV theme are currently on target.																				
1.1 Collaborative Leadership - ensuring members and officers work effectively to secure key decisions							Lead: CEx/Council (CL)	PRIORITY 1			DELIVERY DATE: Dec 24	Schedule	Complete	Issues, Risks, Changes (I/R/C)		Hyperlink to document				
Actions:		Lead	Schedule	Start Date	End Date	% Complete	Progress Update			Next Steps										
i. Best value relationships project successfully concluded (May 24).		JWM	Complete	28/03/24	20/08/24	100%	External consultant completed this phase of work by 31 May 2024 and the findings were reported to Corporate Committee on 27 August 2024.			This action is complete and the Report recommendations are being progressed and tracked as part of other actions identified in the BV Action Plan										
ii. Review undertaken to assess the level to which relationships have improved across Members/ snr officers and clarity regarding roles and responsibilities. (Dec 24).		JWM	AMBER	01/08/24	24/12/24	80%	Dec 2024: In compliance with the previous decisions on the report relating to progress on Collaborative Leadership Development Work considered by the Corporate Committee on 27 August, a further update report on progress was presented by the Interim Chief Executive to Council on 4 December 2024 in lieu of the external consultant returning to conduct a review. Positive progress was reported with more work required and being progressed to embed the relationship changes necessary to enhance the Council's culture. A progress review is planned for December 24.			Dec 2024: A 'pulse' survey will be issued to elected members and chief officers in January to establish a revised baseline in advance of the new Chief Executive starting in post in March 2025. The analysis of the results will be completed in February and subsequently reported to Council. Sessions with groups previously established by the external consultant to be organised for November to ensure progress with Collaborative Leadership development work continues.										
iii. Collaborative leadership programme established drawing on best practice (Oct 24).		JWM	Complete	01/08/24	31/10/24	100%	Dec 2024: The Collaborative Leadership Programme was established with a progress update on delivery provided in a report to Moray Council on 4 December 2024. The Leader & Interim Chief Executive continue to work collaboratively to develop positive working relationships internally and with external partners and local organisations to promote the Council's work. Members' Lounge option agreed. The Leader and Interim Chief Executive continue to work collaboratively and develop positive working relationships with external partners and local organisations to promote the Council's work. Members' Lounge option agreed.			Future reports on progress with collaborative leadership will continue to be monitored through regular reporting in the Corporate Best Value Action Plan updates to Council. A corporate management structure review is now scheduled to be progressed by February. Therefore, it is appropriate to align the implementation of the Leadership Dev. Prog. after the structural work and start date of the new Chief Executive. A corp. management structure review is now scheduled for completion by February. Therefore, it is appropriate to align the implementation of the Leadership Dev. Prog. after structure work.										
iv. Joint political leadership continues to develop so members work effectively on key decisions including financial sustainability.		JWM	AMBER	01/08/24	24/12/24	60%	Dec 2024: political issues around party press releases in relation to a libraries budget proposal had potential to set back the progress made. These were however dealt with in a collegiate way in a special council meeting on 19 December 2024 which councillors recognising the need for further training in relation to budget decision making. Financial planning workshop sessions diaried for members in August and preparatory work on course. An draft annual programme of Member/Officer Workshops will be prepared by December.			Dec 2024: Further training on Code of Conduct and budget decision making to be scheduled for early 2025		19 December 2024 Code of Conduct								
1.2 Community and Partner Engagement on Council priorities							Lead: DCE (ECOD)	PRIORITY 3			DELIVERY DATE: Jun 25	Schedule	Complete	Issues, Risks, Changes (I/R/C)		Hyperlink to document				
Actions:		Lead	Schedule	Start Date	End Date	% Complete	Progress Update			Next Steps										
i. Build Council vision, priorities and values into employee engagement programme work.		FG	GREEN	01/07/24	30/06/25	50%	Dec 2024: TTD issued 14/11. Reference to vision, priorities as appropriate in public and staff communications. 05-11-24 Detailed delivery plan developed and agreed at council along with engagement strategy on 25-09-24 Detailed plan being developed with OD and Comms teams to ensure a planned and co-ordinated approach to deliver outcomes required across all areas of the employee engagement programme, public communications and engagement and social media ensuring appropriate alignment and co-ordination of public and workforce messaging.			Dec 2024: Detailed work on overall approach to employee engagement continuing with proposals for review and updating being developed further. 5-11-24: Information to be issued to provide update and shared understanding on current position to workforce and community. Will include feedback on previous work on vision, values and priorities, response to feedback and action since										
ii. Promote vision and priorities in public communication and engagement and social media.		DW/FG	GREEN	01/07/24	30/06/25	50%	Dec 2024: Engagement to take place with public and workforce over October (information) and November (engagement) to enable influence on council financial planning linked to priorities: > Teamtalk dialogue to be cascaded (Oct - Nov) > Public information issued (Nov) > Public/staff survey open on general financial planning (Nov/Dec) > Public engagement session planned for Nov was postponed due to low take up and feedback that more specific topics would be of more interest. Plan to re-organise when specific topics are agreed by the council for discussion. > Specific consultation and engagement on libraries proposal took place (Nov) 05-11-24: Council engagement strategy agreed at Council on 25-09-24 to take forward engagement on priorities and financial planning. Delivery plan for strategy also approved and planning in place to begin delivery in October. Workforce engagement plans discussed with trade unions at TU/Officer meeting and JCC (18/09/24) to build on previous experience and develop next engagement in light of that. Teamtalk dialogue approach to be used across workforce with parallel engagement to community work on council priorities and financial planning run in October. Detailed plan being developed with OD and Comms teams to ensure a planned and co-ordinated approach to deliver outcomes required for communication and engagement activity. A summary of planned engagement work has been prepared and is being shared with/CMT for awareness and oversight Bid submitted for investment in online engagement tool.			Report back to Council (Jan) Continue development of sourcing online tool (once budget secured) 5-11-24: Engagement to take place with public and workforce over October (information) and November (engagement) to enable influence on council financial planning linked to priorities: Teamtalk dialogue to be cascaded (Oct - Nov) Public information issued (Oct) Public/staff survey on general financial planning (Oct/Nov) Public engagement session (Nov) Report back to council (Dec/Jan) Continue development of sourcing online tool (once budget secured)		Council report 25/09/24 (item9) - savings plan - engagement strategy appendix		Council report 21/01/2025 (item 5) - savings plan - engagement strategy appendix						

iii. Working with Community Planning Partners (CPP) to develop shared engagement.	DW	GREEN	01/07/24	30/06/25	35%	<p>Dec 2024: CPP considered feedback from report outcomes of engagement review work at October development session (24/10) and identified opportunities to develop</p> <p>Further work on locality partnership working to inform future Loip (Mar 2025). It is planned to advance this in the new year.</p> <p>05-11-24 - the CPP development session on 24/10 will include consideration of the findings from the SCDC work below relating to localities work and the outcome of this will be used to contribute to the self-evaluation that the CPP will be carrying out as part of the national programme being led by the Improvement Services.</p> <p>Work has also begun in September with CP partner Locality specialists to identify way forward and further work will be progressed for inclusion in the future approach to the LOIP and potential One Moray plan</p> <p>Development sessions been held with community planning partners to consider priorities and how can take forward collectively. This will inform engagement</p> <p>Work ongoing to review the role of the Community Engagement Group and define moving forward.</p> <p>Work also taking place through the Scottish Community Development Centre (SCDC) to review and learn from current practice</p>	<p>Further work on locality partnership working to inform future Loip (Mar 2025)</p> <p>June 25 - report to CPB on proposal for the development of locality working aligned to CPB priorities</p> <p>Report outcomes of engagement review work (Oct/Nov)</p> <p>Further work on locality partnership working to inform future Loip (Mar 2025)</p>				CPP feedback report and presentations from development session 24/10	
iv. Take forward engagement and consultation on service specific proposals e.g. for libraries and leisure.	DW	GREEN	01/08/24	30/06/25	50%	<p>Dec 2024: Council approved library proposals for consultation on 22/10. Public and workforce communications were issued per stage 2 of the engagement strategy and a survey issued to facilitate responses. Over 2000 responses were received to the Library survey and these have been analysed and will be reported to the council in the new year. The Council also approved savings on 4 December 2024, however, there are limited specific requirements for public consultation on these.</p> <p>05-11-24 - Engagement strategy approved on 25/09/24 sets foundation and plan to take this forward for libraries following council decision on 22/10/14 after the 7/11 by election</p>	Subject to council decision on 22/10 - library consultation under Stage 2 of the engagement strategy				Library Council report (22/10/2024 item 10 *confidential*) Teamtalk dialogue and Cex email Survey (lib and general) Public information links	
v. Establish Community survey/panel, jointly with partners if agreed	DW	Not Started	01/08/24	30/06/25	0%	Dec 2024: Work is at very early stages to consider options and how these would contribute to the council's engagement strategy.	Mar 24 - proposal to be developed					
vi. Staff survey – add questions on priorities.	FG	GREEN	01/08/24	30/06/25	80%	<p>Dec 2024: Questions drafted and added to survey due March 25 for approval.</p> <p>05-11-24 Suggestions for additional questions survey being drafted and survey refreshed for 2025.</p> <p>Adding questions on priorities to employee survey is being picked up as part of the plan referred to in lines 18 and 19 above.</p>	Dec 2024: Approval for updated survey questions required then work taken forward to launch March 2025					
1.3 Leadership Development Action						Lead: H HR,ICT & OD	PRIORITY 1	DELIVERY DATE: Dec 24	Schedule AMBER	Complete 80%	Issues, Risks, Changes (I/R/C)	Hyperlink to document
Actions:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update		Next Steps				
i. Establish leadership development programme to address corporate and individual leadership needs	FG	AMBER	01/07/24	24/12/24	80%	<p>Dec 2024: Papers reviewed and further developed following feedback from CMT and ECMT. To progress with implementation of operational aspects within budget and underlying strategy to be considered with new CEx but ready to be reported to Full Council as required. Timescales reviewed to enable reporting to Full Council in 2025.</p> <p>05-11-2024 Strategy and plan drafted, scheduled for CMT and circulated to ECMT for comments and on agenda for Corporate Committee for January 2025</p> <p>Work undertaken during early part of 23/24 being reviewed and refreshed taking account of feedback from CMT. Project plan drafted with detailed actions, milestones, allocation of work to ensure adherence to timescales, supporting development of Leadership Development strategy. Focus as a matter of priority on Senior Leadership Development (1st and 2nd Tier) with phased approach planned to ensure that agreed approach filters through 3rd and 4th tier and further. Papers being prepared with a view to reporting to CMT in August and Full Council in Sept/Oct.</p>	Dec 2024: Timescales and phased approach to be considered given work on corporate management review, due to report in February 2025 and the appointment of new, permanent Chief Executive, due to take up post in Spring 2025.	05-11-2024 Risk of not meeting BV deadline if not agreed at Corporate Committee in January.				
1.4 Continuous Improvement – implement self-evaluation.							PRIORITY 2	DELIVERY DATE: Mar 26	Schedule GREEN	Complete 27%	Issues, Risks, Changes (I/R/C)	Hyperlink to document
Actions:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update		Next Steps				
i Re-establish Public Service Improvement Framework (PSIF) as service continuous improvement tool.	AMcE	GREEN	01/07/24	31/03/26	60%	<p>Dec 2024: Agreed to adopt a 33 question psif I for all services apart from those who have their own regulatory or professional assessment model such as "how good is our school". Further work requested to evaluate which services have suitable alternative continuous improvement models.</p> <p>Survey of services complete. 3mb went to CMT in October to agree methodology.</p>	Agree review schedule with services. Incorporate improvements into service plans/team plans/ERDP where appropriate.					
ii. Align other improvement tools to PSIF.	AMcE	GREEN	01/07/24	31/03/26	40%	<p>Survey of services complete. 10 Oct 3mb due to CMT to agree methodology.</p> <p>Dec 2024: no update</p>						
iii. Put in place measure to address gap.	AMcE	GREEN	01/07/24	31/03/26	40%	<p>Survey of services complete. 10 Oct 3mb due to CMT to agree methodology.</p> <p>Dec 2024: no update</p>						
iv. Continue corporate BV self-assessment for yearly.	DW/AMcE	Not Started	01/08/24	31/03/26	0%	<p>Dec 2024: Plan to undertake 2nd self-assessment in March 2025</p> <p>Completed Apr 24</p>	Due March 2025					
v. Agree updated BV action plan for continuous improvement.	DW/AMcE	Not Started	01/08/24	31/03/26	0%	Agreed April 24	Due April 2025					

vi. Consider and establish service score cards to provide overview to develop and track service improvement corporately.	DW/AMcE	GREEN	01/08/24	31/03/26	20%	Work to develop Pentana ongoing, initial work to present performance overview on landing page for one sample service complete, progress is slow as individual queries to be written. Dec 2024: No Update	Confirm whether Pentana work meets Scorecard expectation					
1.5 Performance Reporting						Lead: DCE (ECOD)	PRIORITY 3	DELIVERY DATE: Jun 24	Schedule Complete	Complete 100%	Issues, Risks, Changes (I/R/C)	Hyperlink to document
Actions:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update		Next Steps				
i. Finalise the performance and delivery framework for the new Corporate Plan.	DW	Complete	28/03/24	28/06/24	100%	Corporate Plan agreed by Full Council on 28/02/24 Service plans agreed in May/June committee cycles					Corporate Plan Full Council 28 June 2024 Item 4	Service Plans (ECOD) ECLS 20 June 2024 Item 04
ii. Publish Public Performance Report (PPR).	FG	Complete	28/03/24	28/06/24	100%	PPR agreed at Full Council on 26/06/2024 and published on the Council's website on 28/06/2024.						

2.3 Risk Management						Lead: HoGSP	PRIORITY E	DELIVERY DATE: April 24 / 25*	Schedule	Complete	Issues, Risks, Changes (I/R/C)	Hyperlink to document
								AMBER	73%			
Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update		Next Steps				
i. Risk management is undertaken.	AMcE	Complete	28/03/24	30/04/24	100%	Annual review of departmental risk registers feed wider risks into Corporate Risk Register		Moved to quarterly review of Corporate Risk Register.				
ii. Corporate overview of business continuity and resilience.	AMcE	Complete	28/03/24	30/04/24	100%	Strategies approved in April 24						
iii. Business Continuity Plans to be in place for all critical services.	AMcE	AMBER	28/03/24	31/03/25	40%	This work continues with services committed to maintaining business continuity while in some cases finding it challenging to create capacity to update formal plans. This particularly where day to day business decisions are essentially focused on continuity, where in house resources are constrained and innovative solutions are required to maintain service delivery.		A review is being undertaken of the scope and coverage of plans in the current operating environment. This will ensure those which add most value continue to be prioritised, it being recognised in progressing this work that some services are experiencing unmet need or are meeting that need only through securing external support. The target delivery date for critical services was 31 March 2025, this target may need to be extended and is dependent on service priorities.		The imperative is to match available resources to agreed corporate and service plans that deliver optimum services and secure best value. As this becomes more challenging, decisions on business continuity are applied on a daily basis as scarce resources are assigned to priority need. With limited capacity or resource to invest in business continuity the updating of formal plans is lower priority and this position is unlikely to change in the current financial climate.		
iv. *Business impact assessments (resilience) completed for all services.	AMcE	AMBER	28/03/24	31/03/25	50%	Business Impact Assessments are a precursor to development of business continuity plans and the constraints outlined above apply equally here. Risk Management reviews are identifying business impacts as a consequence of wider challenges all councils are facing, these challenges are difficult to fully mitigate against in a period of rapid change.		As above		A summary outline of the challenges to progress has been provided to senior management in a 3 minute briefing report.		
2.4 Digital Resilience Management						Lead: H HR,ICT & OD	PRIORITY E	DELIVERY DATE: ?	Schedule	Complete	Issues, Risks, Changes (I/R/C)	Hyperlink to document
								AMBER	15%			
Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update		Next Steps				
i Complete implementation of Cyber Resilience Plan.	FG	AMBER	28/03/24	?	20%	Dec 2024: Resourcing option delayed due to time required on other critical demands i.e. Education connectivity issues and cyber threats. 05-11-24 First stage of desktop exercise undertaken at Board level on 03-10-24. Resourcing option to create capacity identified, change management exercise being planned. Progress made on cyber awareness training, arrangements for desktop exercise for CMT-SMT for cyber incident response, deployment of fixes for live threats as notified by CRU/NCSC.		Dec 2024: HoS to progress resourcing plan. 05-11-24 Change management plan and delegated authority report to be drafted. Timescales in plan to be reviewed with respect to anticipated implementation of creation of resource.. Timescales in plan to be defined more clearly, resource to be addressed to create capacity required to ensure completion within timeframe.		Risk that volume of work arising through threat exploration and fixing detracts from progress through actions. FG report on capacity to be drafted.		
ii Complete Business Continuity Plans/work for corporate and service cyber resilience.	FG	AMBER	28/03/24	?	10%	Dec 2024: Not progressed due to demands previously above. 05-11-24 Work progressing, further information being considered by service. Initial review of previous BC plan begun.		Dec 2024: HoS to progress review of BC plan. 05-11-24 BC plan to be reviewed with first draft to be completed Oct 25, confirm feasible timescale, should progress with additional resource noted above.		Lack of capacity for service manager and Information Security Officer to properly address.		

ii. Update Workforce Plan to reflect new models of service delivery and ways of working, including how the Council is: • Identifying and addressing skills gaps, at operational and leadership levels. • Making best use of existing workforce by collaborating with partners to overcome recruitment challenges.	FG	Complete	28/03/24	27/09/24	100%	05-11-24 Revised Workforce Strategy and Plan agreed at Corporate Committee on 28-08-24. Workforce Strategy and Plan updated with revised draft incorporating feedback and actions from the Workforce Working Group.	05-11-24 Planned work now business as usual across HR and OD teams and monitored through normal performance management framework. Workforce Strategy and Plan scheduled for Corporate Committee on 27/8/2024.								
iii. Develop actions to support workforce culture aligned to Transformation Strategy and to support the issues identified from employee survey results.	FG	Complete	28/03/24	27/09/24	100%	05-11-24 Revised Workforce Strategy and Plan agreed at Corporate Committee on 28-08-24. Actions to support issues identified from employee survey results are included in the workforce strategy and plan, specifically developing the workforce to be prepared for change as well as actions for broad cross cutting themes e.g. Communication.	05-11-24 Planned work now business as usual across HR and OD teams and monitored through normal performance management framework. Workforce Strategy and Plan scheduled for Corporate Committee on 27/8/2024.								
3.3 Financial Management						Lead: Cex / DCE (EEF) / CFO	PRIORITY 1	DELIVERY DATE: Dec 24	Schedule GREEN	Complete 91%	Issues, Risks, Changes (I/R/C)	Hyperlink to document			
Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update	Next Steps								
i. The Council will keep the affordability of its capital plan and related revenue implications under review,	LP	Complete	01/07/24	Fri 27/09/24	100%	Capping mechanism for capital plan approved October 2024. 10 year plan updated during November and officer review in December. Cap applied. Loans pool estimates updated for current rate of interest for affordability PI	Report to Council January 2025					Capital Strategy 04/12/2024	Corporate Asset Mgmt Plan 04/12/2024		
including review of the Capital Strategy and Corporate Asset Management Plan.	LP	Complete	01/07/24	Fri 27/09/24	100%	Review commenced May 2024, looking at approach to applying cap on capital expenditure. Recommended approach developed during September and reported to Council on 22 October 2024. Following Council decision the Capital Strategy and CAMP has been updated to incorporate the agreed approach and approved by Council.	N/A - complete								
ii. The Council will strengthen monitoring of the delivery of the Capital Plan and take action to address any slippage. Ongoing quarterly	LP	GREEN	01/07/24	30/06/25	30%	Dec 2024: Prior to entering new structure to fms, discussed at Finance Development Group to scope ICT support needed. Significant slippage reported at project level, moderated at programme level for report to Council. Monitoring report guidance issues to budget managers Outline project plan for improved capital monitoring to budget managers developed. No further development as resource directed towards annual audit	Dec 2024: Pilot budget profile for major projects in a project management style analysis of project phases Restructure capital on fms. Trial revised budget monitoring statements with budget managers - awaiting structure input following discussion with ICT and this will be a lengthy task, prep work done					Officers use only: Guidance for Budget Monitoring to Committee	Capital Plan 2024/2025 04/12/2024		
iii. The Council will review its Asset Management Strategy to ensure optimum arrangements are in place and the property portfolio is reduced wherever possible. Phase 1 01/09/2024	DW	Complete	01/08/24	Fri 27/09/24	100%	05-11-24 Sept date was noted as first stage of review. Phase 1 complete Beyond that, further work has progressed to develop a longer term sustainable asset base. Project on rationalisation of learning estate considered at members workshop in Aug 24. ECLS committee on 17/9 agreed to establishes a working group to consider further and first meeting has been scheduled for 24/10. Learning estate is a significant council asset and will have a considerable impact on the capital plan and has been prioritised for that reason, however, the challenges will be significant. Work is also under development in relation to the Leisure Estate, including MLC where buildings are also at risk of failure and not being fit for the future. An update report was provided to the council in October re MLC and the work commissioned on the future of leisure services is due to report in October following which a holistic report will come forward to the council, likely early 2025 due to complexities Review planned to commence after the Council recess (overarching status of LES, Leisure, smarter working etc reviews)	Report on learning estate targeted for early 2025 on leisure estate targeted for early 2025	Report	Learning estate - high risk. Risks of acceptability of approach, national policy and community reaction Affordability major risk and condition of buildings and ongoing viability						
iv. The Council will review its forecasting process to ensure the most accurate projections. Dec 24	LP	GREEN	01/08/24	31/12/24	90%	Dec 2024: Detailed forecast of centrally held provisions. Corrective action identified by services re projected overspend. Capital plan spend forecast used programme level risk based modification of individual budget managers line by line forecast Reviewed last year's actual to estimated actuals to identify if there are any clear problem areas. Main issue is around accurate forecasting of central contingency	Dec 2024: Complete review of loans pool spreadsheet, Set up template for capturing use of ear-marked reserves Calculate estimated actuals and incorporate risk factor								
v. The Council will review its Reserves Policy to ensure alignment with financial planning including investment in Transformation. Sept 24	LP	Complete	01/07/24	Fri 27/09/24	100%	Need for further ear-marked reserves identified and implemented for 2023/24. Metrics for assessing risk for free general reserve updated and reported to Council September 2024. Level of free general reserves approved.						Financial Reserves Policy 25/09/2024 (item 8)			
vi. The Council will review its Short to Medium Term Financial Strategy. Jun 24	LP	Complete	28/03/24	Fri 28/06/24	100%	Revised Short to Medium Term Financial Strategy reported to Council on 26 June 2024									
vii. The Council will review its Medium to Long Term Financial Strategy. Oct 24	LP	Complete	01/08/24	31/10/24	100%	Dec 2024: Reported to Council 4 December 2024 Review almost complete, bar update on capital	Dec 2024: Complete - no further action planned unless significant change in circumstances Update to reflect position re capital plan and finalise covering report.								

viii. The Council will develop a Savings Plan for the short to medium term. Aug 24	LP	Complete	28/03/24	Fri 30/08/24	100%	High level savings options identified at budget workshop on 19 June 2024. Updated Savings Plan developed in August and approved by Council Sept 2024								
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Report Date	December 2024 (Corporate Committee 28/01/2025)																			
BRAGG Status - KEY	BLACK - Complete	RED - Concern	AMBER - Caution	GREEN On Target	GREY - Not Started															
4. Partnerships and Collaborative Working																	Overall Schedule	% Complete		
																	GREEN	26%		
<p>Summary: Work with community planning partners is moving forward to develop shared priorities for the LOIP and there is early indicative support to develop a single Moray plan. Locality plans are well developed and ongoing and consideration is now planned of learning across partners and service areas to identify opportunities for learning and greater impact from partners working more closely. There has been limited progress for Nov/Dec due to other priorities, however, work continues on building on the positive work within the partnership in the approach to locality working. Discussions are also taking place between partners on options to dedicate resources to partnership work to enable more focussed action on Partnership Working for Moray in 2025 and it is hoped this will assist in taking forward planned developments.</p>																				
4.1 Partnership Working for Moray						Lead: DCE (EEF / ECOD)	PRIORITY 2			DELIVERY DATE: Oct 25	Schedule	Complete	Issues, Risks, Changes (I/R/C)			Hyperlink to document				
											AMBER	26%								
Project Titles:		Lead	Schedule	Start Date	End Date	% Complete	Progress Update			Next Steps										
i. Work with Community Planning Partners (CPP) to develop shared priorities for incorporation into Local Outcome Improvement Plan (LOIP).		DW	GREEN	28/03/24	30/10/25	30%	<p>Dec 2024: The most recent development session on 24/10 considered opportunities to further develop community engagement in the delivery of priorities.</p> <p>Development sessions been held with community planning partners to consider priorities and how can take forward collectively. Agreement reached on focus and main priorities for LOIP. This will inform the updating of the LOIP and development of approach to delivery</p>			Summary of what other councils do to be written up.			Pace and consistency of progress are at risk as no specific resource to develop this work. CP partners to consider how to address this, however, to date it has not been possible to identify budget due to financial pressures							
ii. Investigate and develop potential single Moray Plan.		DW	AMBER	28/03/24	30/10/25	12%	<p>Dec 2024: It has not been possible to make progress in the weeks since the last update due to focus on preparing council budget. However, there has been work to identify partner resources to support this action and it is hoped this can be advanced in the first quarter of 2025.</p> <p>05-11-24: Research completed of other councils established that 2 have single plans (noted below). Discussion taken place with Improvement Service for support on this area. Potential for IS to undertake element of work if funded. This has been raised at the development sessions with the CP Board and there has been general support for the approach. To be considered further as the LOIP is re-developed. Currently 2 of 13 family group authorities have a single plan, Midlothian and Fife. Clackmannanshire also have a variation which is being looked at.</p>			Summary of what other councils do to be written up.			There is no resource against this work and so pace is likely to vary based on when capacity can be released from other tasks							
iii. Identify opportunities to maximise the impact of resources and budgets through alignment of activity. 2 Oct 25 CEx / DCE (ECOD) BV CRITERIA Ref Best Value Improvement Outcome Proposed Action E= existing 1 = High Priority Date Delivery Lead CMT/SMT		DW	AMBER	28/03/24	30/10/25	10%	<p>Dec 2024: It has not been possible to make progress in the weeks since the last update due to focus on preparing council budget. However, there has been work to identify partner resources to support this action and it is hoped this can be advanced in the first quarter of 2025</p> <p>05-11-24: meeting taken place with partners re locality work. Identified scope for development and this will be taken forward Small development group has discussed approach based on output from development sessions. Work to take place with partner reps involved in locality work to identify opportunities</p>			Summary of what other councils do to be written up.			There is no resource against this work and so pace is likely to vary based on when capacity can be released from other tasks							
iv. Continue development and delivery of Locality Plans, involving service users and local communities in the design of services.		DW	GREEN	28/03/24	30/10/25	50%	<p>Dec 2024: Work continues with the working group to consider the CPP approach to locality work and it is planned to report progress to the CPB in the first half of 2025.</p> <p>05-11-24 - the CPP development session on 24/10 will include consideration of the findings from the SCDC work below relating to localities work and the outcome of this will be used to contribute to the self-evaluation that the CPP will be carrying out as part of the national programme being led by the Improvement Services. Work has also begun in September with CP partner Locality specialists to identify way forward and further work will be progressed for inclusion in the future approach to the LOIP and potential One Moray plan Practice in this area is well developed and ongoing. Consideration is now planned of learning across partners and service areas to identify opportunities for learning and greater impact from partners working more closely</p>			June 25 - report to CPB on proposal for the development of locality working aligned to CPB priorities			There is no resource against this work and so pace is likely to vary based on when capacity can be released from other tasks							

Report Date	December 2024 (Corporate Committee 28/01/2025)																			
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5. Working With Communities																	Overall Schedule	% Complete
																	GREEN	48%

Summary: Guide to mainstream PB developed by CSU and circulated to all services. Consideration is being given to the use of online tools and website enhancement to support engagement. Work to review the operation of the Community Engagement Group has been completed and considered by the Group and was considered at the CPB development session in October 2024 where future approaches were identified. These are being taken into account in the proposals being developed for the CPB for the development of locality working. £109,000 via UK shared prosperity fund was allocated via PB to eligible arts, culture and heritage groups (July 24). Progress is being made in mainstreaming PB principles into the council's approach to financial planning. Event scheduled for November 2024 as part of engagement work to encourage community influence was cancelled due to low sign up. Consideration is being given to how best to address this for future. Draft list of current PB type activity circulated to Heads of Service and will be used to guide future activity.

5.1 Community Budget Engagement ensuring local communities are more in Participatory Budgeting						Lead: DCE (EEF / ECOD)	PRIORITY 2	DELIVERY DATE: Jun 25	Schedule GREEN	Complete 48%	Issues, Risks, Changes (I/R/C)	Hyperlink to document
Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update		Next Steps				
i. Progress arrangements to mainstream Participatory Budgeting (PB)– develop guidance for services and establish skills development approach.	RG LP	GREEN	28/03/24	30/06/25	75%	Dec 2024: Drafted list of current activity and identified further areas to progress, circulated to Heads of Service Guide to mainstream PB developed by CSU and circulated to all services. Commenced discussions with Heads of Service about capturing current activity		Dec 2024: arrange meeting to discuss with budget managers following feedback from Heads of Service				
ii. Continue to build on approach to date of involving communities across its financial planning and service/policy change processes and undertake reviews as applicable.	DW	GREEN	28/03/24	30/06/25	50%	Dec 2024: Engagement to take place with public and workforce over October (information) and November (engagement) to enable influence on council financial planning linked to priorities: > Teamtalk dialogue to be cascaded (Oct - Nov) > Public information issued (Nov) > Public/staff survey open on general financial planning (Nov/Dec) > Public engagement session planned for Nov was postponed due to low take up and feedback that more specific topics would be of more interest. Plan to re-organise when specific topics are agreed by the council for discussion. > Specific consultation and engagement on libraries proposal took place (Nov) 05-11-24: Council engagement strategy agreed at Council on 25-09-24 to take forward engagement on priorities and financial planning. Delivery plan for strategy also approved and planning in place to begin delivery in October. Workforce engagement plans discussed with trade unions at TU/Officer meeting and JCC (18/09/24) to build on previous experience and develop next engagement in light of that. Teamtalk dialogue approach to be used across workforce with parallel engagement to community work on council priorities and financial planning run in October. Bid submitted for engagement tool to enhance options and capacity for engagement.		Report back to council on public engagement (Jan) Continue development of sourcing online tool (once budget secured)				
iii. Engage key stakeholders (e.g. Community Engagement Group, Community Councils) on progress and feedback for PB approaches and local priorities.	DW	GREEN	28/03/24	30/06/25	35%	Dec 2024: CPP considered feedback from report outcomes of engagement review work at October development session (24/10) and identified opportunities to develop Further work on locality partnership working to inform future Loip (Mar 2025). It is planned to advance this in the new year. Work has also begun in September with CP partner Locality specialists to identify way forward and further work will be progressed for inclusion in the future approach to the LOIP and potential One Moray plan Work has been completed to review the operation of the Community Engagement Group (CEG) and reported back at the CEG meeting on the 16th July. This work was carried out to engage CEG members about the purpose/format of the proposed event and also to get feedback on the role of the CEG itself.		Further work on locality partnership working to inform future Loip (Mar 2025) June 25 - report to CPB on proposal for the development of locality working aligned to CPB priorities				
iv. Deliver specific traditional PB exercises for appropriate funding.	RG LP	GREEN	28/03/24	30/06/25	75%	Dec 2024: One further appropriate funding identified to date and Head of Service asked to consider PB approach £109K via UK shared prosperity fund allocated via PB to eligible arts, culture and heritage groups (July 24)		Dec 2024: discuss if funding can be used for PB within SG time constraints				
v. Develop approaches to wider PB i.e. participatory democracy.	DW	GREEN	01/08/24	30/06/25	5%	Dec 2024: capturing current activity to establish areas to build on 05-11-24: public engagement planned under the engagement strategy approved by the council on 17-09 is using PB principles in the design of the engagement work to enable community influence on council budget. Event planned for November 2024 will incorporate as well as opinion survey		Dec 2024: agree areas to build on Public event in November to enable community influence in council financial planning decisions				

Report Date	December 2024 (Corporate Committee 28/01/2025)																			
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6. Sustainable Development																		Overall Schedule	% Complete
																		GREEN	55%

Summary: Progress has been made in mapping the Council Corporate strategies relevant to sustainable development against National Performance Indicators and corporate priorities; identify areas of focus 2024-2029, SD changes expected and PIs to monitor progress; finalise draft principles. It is planned to bring this forward for wider consultation and involvement on the sustainability statement.

Dec 2024: The Statement was agreed at committee on 4.11.24. This included a small number of actions for completion by the end of 2025. As the action plan is now agreed, the end date for actions has been adjusted to December 2025 with progress on these ongoing including a report to council on 4.12 and a paper to the next meeting of the Community Planning Board on 3.12.24 on collective action on sustainable development and climate change.

6.1 Sustainable Development						Lead: DCE (EEF)	PRIORITY 3	DELIVERY DATE: Sep 24	Schedule	Complete	Issues, Risks, Changes (I/R/C)	Hyperlink to document
								GREEN	55%			
Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update		Next Steps				
Develop a Sustainability Statement that draws together the range of work the Council has in place to deliver sustainability.	RG	Complete	28/03/24	27/09/24	100%	Dec 2024: Statement approved at committee on 4.11.24. 05-11-24: Draft Statement framed, reviewed via SLF and a group of interested members with final review at SLF 30.9.24; next step is reporting to Corporate Committee on 4.11.24		Dec 2024: Statement complete, close action. Map TMC Corporate strategies relevant to sustainable development against National Performance Indicators and corporate priorities; identify areas of focus 2024-2029, SD changes expected and PIs to monitor progress; finalise draft principles.				Sustainable Development Framework 05/11/2024 (item 15)
Identify any gaps that require consideration and action.	RG	GREEN	28/03/24	31.12.25	10%	Dec 2024: Work has begun on the actions set out in the Statement with the end date for this action adjusted to reflect the agreed action plan timings. 05-11-24: Action Plan created and part of Statement; will address current gaps pending wider review as part of Climate Strategy review.		Dec 2024: Work has begun on the review of the Summary of Implications in reports in light of the Statement and actions linked to the Climate Change Strategy review have begun with a paper to council on 4.12 and a report to the Community Planning Board on 3.12.24. Socialise Statement and proposed actions with officers and members for review; programme future action on Climate Strategy and any resultant changes.				Climate Change Overview - CPB 03/12/2024 (item 2) Climate Change Strategy / updated Routemap to Net Zero - FC 4/12/2024 (item 15)

Report Date	December 2024 (Corporate Committee 28/01/2025)																			
BRAGG Status - KEY	BLACK - Complete	RED - Concern	AMBER - Caution	GREEN On Target	GREY - Not Started															

7. Fairness & Equality																	Overall Schedule	% Complete
																	GREEN	97%

Summary: This workstream is well advanced and the planned actions are complete for: equality and socio-economic duty actions and consideration of these within committee reports; Integrated Impact Assessments were carried out on budget proposals and the views of equality groups were sought where appropriate. The remaining action is for staff training on equalities and the council equalities as an employer and this is underway and on target.
 Dec 2024: Further refinement of the paper on sponsored eLearning has been carried out and is with DCE prior to going to CMT for final sign off.

7.1 Equalities Action						Lead: HoGSP	PRIORITY 2	DELIVERY DATE: Normal business	Schedule	Complete	Issues, Risks, Changes (I/R/C)	Hyperlink to document
Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update		Next Steps				
i. Equality and socio-economic duty addressed in our Corporate Plan and Local Outcome Improvement Plan (LOIP).	AMcE	Complete	28/03/24	19/07/24	100%			Continue current practice				
ii. Integrated Impact Assessments (IIAs) carried out for strategic decisions and budget decisions.	AMcE	Complete	28/03/24	19/07/24	100%	Now to include children's rights under UNCRC		Continue current practice				
iii. Equality and socio-economic impact considered in every committee decision.	AMcE	Complete	28/03/24	19/07/24	100%	In summary section of reports		Continue current practice				
iv. Equality outcomes are set and reviewed.	AMcE	Complete	28/03/24	19/07/24	100%	Monitored and reported to committee.		Need reviewed in 2025				
v. Views of equality groups sought during consultation.	AMcE	Complete	28/03/24	19/07/24	100%			Continue current practice				
vi. Staff are trained in equalities and the Council equalities as an employer.	FG	GREEN	28/03/24	?	80%	Dec 2024: Sponsored eLearning proposal sets out planned approach to mandatory e-Learning including equalities. 05-11-24 Further work undertaken responding to feedback. Equalities training is in place through a section on the Moray Management Methods training and there is an Equalities and Diversity eLearning module.		Dec 2024: CMT sign off				