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<b>Report to:</b>	<b>Corporate Committee</b>	<b>Meeting Date:</b>	<b>26 August 2025</b>
<b>Report by:</b>	<b>Depute Chief Executive (Education Communities and Organisational Development)</b>	<b>Report No:</b>	<b>DCE(ECOD)009/25</b>
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<b>Subject:</b>	<b>Best Value Action Plan Review and Progress Reporting</b>		

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## 1. PURPOSE

For Decision     For Information

- 1.1 The purpose of this report is to ask the Committee to consider a revised Best Value Action plan taking account of progress against the actions in the previous plan and the outcome of the self-assessment undertaken in June 2025.
- 1.2 This report is submitted to Committee in terms of paragraph III B (41) of the Council's Scheme of Administration, Best Value being a cross-cutting issue that does not fall within the remit of a particular committee.

## 2. SUMMARY

- 2.1 This report seeks agreement of a refreshed Best Value Action Plan (**Appendix 1**) taking account of progress made on the previous plan as reported to the Corporate Committee on 10 June 2025 (para 6 of the minute refers) and the self-assessment undertaken by councillors and senior officers in June 2025.
- 2.2 In preparing the refreshed plan, there has been cognisance of the need to drive forward transformational change as a council priority and therefore, that planned work must be carefully prioritised within available capacity. Therefore, the refreshed best value action plan has been drafted to be realistic and achievable within the overall context of Council priorities and continues to focus predominantly on the ongoing improvement actions with adjustment which takes account of the 2025 self-assessment and actions from the external audit thematic review of Transformation.

2.3 The report also proposes that as a national tool supported by the Improvements Service, the Public Sector Improvement Framework (PSIF) is used for future annual self-assessments.

### **3. RECOMMENDATIONS**

#### **3.1 It is recommended that the Committee:**

- i) reviews and approves the refreshed Best Value Action plan taking account of progress against the actions in the previous plan and the outcome of the self-assessment undertaken in June 2025 (Appendix 1); and**
- ii) agrees that the PSIF framework is used for the corporate annual self-assessment from 2026 onwards.**

**Denise Whitworth**

**Depute Chief Executive (Education Communities and Organisational Development)**

### **4. BACKGROUND AND CONTEXT**

4.1 Councils in Scotland have a statutory duty to demonstrate Best Value, introduced in the Local Government (Scotland) Act 2003. Statutory Guidance defines Best Value as:

*Ensuring that there is good governance and effective management of resources, with a focus on continuous improvement, to deliver the best possible outcomes for the public.*

4.2 In March 2020 the Scottish Government published refreshed Best Value guidance requiring councils to demonstrate a focus on continuous improvement in performance around seven themes:

- Vision and leadership
- Governance and accountability
- Effective use of resources
- Partnerships and collaborative working
- Working with communities
- Sustainability
- Fairness and equality

4.3 The Corporate Committee on 23 April 2024 agreed a Best Value Action Plan that set out the Council's priorities for the next 3 years to enable it to meet its Best Value duty (paragraph 6 of the minute refers). The Plan took account of the consolidated list of improvement actions that brought together recommendations from a number of sources in relation to the Council's progress in achieving its Best Value duty and the output from the Council-Wide Strategic Self-Assessment of Performance by both Councillors and officers.

4.4 Since that time, the Committee has received quarterly monitoring reports of progress made on the actions set out in the Best Value Action Plan. As well as reporting to

Committee, arrangements are in place to ensure that the Corporate Leadership Team has regular oversight of performance monitoring of progress on the actions in the plan to ensure that work is prioritised and early remedial action can be taken if required.

- 4.5 On 10 June 2025, the Committee noted the progress made against the BV Action Plan and that many of the actions were concluded or well progressed. The Committee also noted that work had begun on the development of a refreshed Best Value Action Plan to continue the Council's improvement journey.
- 4.6 The summary of the outcome of the self-assessment undertaken on 3 June 2025 by Councillors and senior officers is set out in **Appendix 2**. The broad overview was that good progress had been made across the seven best value themes and overall, a positive assessment was made. In order to continue the journey of improvement, the workshop groups gave feedback on areas for improvement and these are captured in the summary of comments and issues in the table. Where there is existing practice in place that can be used to address the points, this is noted and where there is action required to support an improvement this is also identified and has been drawn out for inclusion in the refreshed Best Value Action Plan.
- 4.7 The refreshed Plan (**Appendix 1**) has now been drafted taking account of:
- i) recommendations from external audit work during 2024/25;
  - ii) remaining actions from the current BV Action plan, taking forward those that were identified in the 10 June update report as "Carry Forward" and as updated in **Appendix 3**;
  - iii) the outcome from the workshop held on 3 June 2025 with Councillors and senior officers to undertake a self-assessment against the best value themes.
- 4.8 In preparing the refreshed plan, the Extended Corporate Leadership Team (ECLT) were alert to the significant work that continues to be required in relation to financial planning and developing and delivering the Council Transformation Strategy to ensure the future sustainability of the council. It is vital that the Council focuses on transformational change as a priority and ensures resources are available to be allocated to that work. It is also important that the Council continues its improvement journey and delivers on commitments that have been made. Therefore, the refreshed best value action plan has been drafted to be realistic and achievable within the overall context of Council priorities and resources. This means the focus is on ensuring completion of the ongoing improvement actions from the previous plan, incorporating the outcome of the self-assessment workshop and the actions from the external audit thematic review of best value.
- 4.9 Moving forward, the Council has begun to re-activate use of the Public Sector Improvement (PSIF) framework which is a national tool from the Improvement Service that is used across local government. The purpose of PSIF is to provide a structured approach for Councils to assess their performance, identify areas for improvement, and ultimately deliver better outcomes for communities. It acts as a self-assessment tool to help understand what is working well, compare performance with others and pinpoint areas for attention. The framework is useful in ensuring local services are efficient, effective and responsive to the needs of citizens. The Council previously used PSIF extensively, particularly in services where there were no alternative improvement tool or inspections.

Recently, the Improvement Service has supported its reactivation beginning in HR, ICT and Organisational Development. Therefore, from 2026 onwards it is proposed to use the PSIF framework for the corporate annual self-assessment.

## 5. PROPOSALS

- 5.1 It is proposed that the Committee considers and approve the refreshed Best Value Action Plan in **Appendix 1** and that the PSIF framework is used for the corporate annual self-assessment from 2026 onwards.

## 6. SUMMARY OF IMPLICATIONS

- 6.1 The table below shows whether risks and implications apply if the recommendations are agreed:

SUBJECT	YES	NO
Corporate Plan and 10 Year Plan (Local Outcome Improvement Plan)	√	
Policy and Legal		X
Financial		X
Risk		X
Staffing		X
Best Value and Transformation	√	
Property		X
Information Communications Technology/Digital		X
Equalities. Social Inclusion and Economic Impact		X
Climate Change and Biodiversity Impact		X

### 6.2 **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))**

Improved Collaborative Leadership, as part of continuous improvement through Best Value, will better enable the Council to fulfil the ambitions set out in its strategic plans.

The Best Value Action Plan supports the Council to deliver the priorities in the corporate plan and supports the Council values of Improving: drive improvement; Ambitious: ensure sustainable and efficient services; and Responsive: promote community participation and involvement and involve our communities.

- a) Links to Council Corporate Plan – The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Council Plan strategic priorities:

- Tackle Poverty and Inequality.
- Build Stronger Greener Vibrant Economy.
- Build Thriving, resilient, empowered Communities.

- b) Links to Local Outcomes Improvement Plan – The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Local Outcomes Improvement Plan priorities:

- Developing a diverse, inclusive, and sustainable economy
- Building a better future for our children and young people in Moray.
- Empowering and connecting communities.

Improving wellbeing of our population

**6.3 Policy and Legal**

The Best Value Action Plan supports the Council to fulfil its statutory duty to demonstrate Best Value, introduced in the Local Government (Scotland) Act 2003.

**6.4 Financial**

There are no specific financial implications, however, the Best Value Action Plan supports the Council in its duty to make best use of resources and there are a number of specific actions that relate to financial management that are moving forward.

One off Costs:

<b>Service Area</b>	<b>Budget</b>	<b>Budget Years</b>	<b>Proposed Spend this Year</b>	<b>Virement From</b>	<b>Other Comments</b>
-	-	-	-	-	-

Annually Recurring Costs:

<b>Service Area</b>	<b>Budget</b>	<b>With Effect From</b>	<b>Annual Net Impact</b>	<b>Virement From (if applicable)</b>	<b>Other Comments</b>
-	-	-	-	-	-

**6.5 Risk**

There are risks associated with not making adequate progress on the actions set out in the Best Value Action Plan. The Council has had feedback from a number of external stakeholders that identified areas for improvement and failure to address these through the planned actions is likely to lead to adverse reporting and implications for the Council.

Several of the Best Value themes feature on the Council's Corporate Risk Register including leadership, financial sustainability and workforce development. Progressing the actions in the Plan will also secure improvements in the management of these risks.

**6.6 Staffing**

There are no specific staffing implications arising from this report.

**6.7 Best Value and Transformation**

The implications are as set out in the report

**6.8 Property**

None.

**6.9 Information Communications/Technology/Digital**

None

**6.10 Equalities, Social Inclusion and Economic Impact**

This is covered in the Best Value inspection regime itself and the Council's duty to deliver best value.

#### 6.11 **Climate Change and Biodiversity Impacts**

None

### 7. **CONSULTATION**

- 7.1 This report has been prepared in consultation with Extended Corporate Leadership Team (E/CLT) who have contributed to the proposed action plan set out in **Appendix 1** and any comments made have been incorporated into the report

### 8. **BACKGROUND PAPERS**

- 8.1 Corporate Committee report on Best Value Action plan 23 April 2024 ([item 5a](#))  
8.2 Corporate Committee report on 27 August 2024 Best Value Action Plan ([item 11](#))  
8.3 Corporate Committee report on 5 November 2024 Best Value Action Plan ([item 8](#))  
8.4 Corporate Committee report on 28 January 2025 Best Value Action Plan ([item 7](#))  
8.5 Corporate Committee report on 10 June 2025 Best Value Action Plan ([item 6](#))

**Best Value Action Plan 2025-2026: Progress Update**

**Report Update:** Corporate Committee – 26 August 2025  
**Ref:** 001

1. Vision and Leadership: Actions	Lead	Start Date	End Date	% Complete	Current Position	Next Step	Evidence Log
<p><b>*New 2025* Collaborative Leadership – ensuring Members and Officers work effectively to secure key decisions</b></p> <p>1.1 Strengthen links to strategic documents in Committee reports</p>	AMcE		31/03/2026		July 2025: New Committee template in place with ability to show links. Additional report drafting guidance being considered on how to complete the sections.		
<p><b>Community and Partner Engagement on Council priorities</b></p> <p>1.2 Working with Community Planning Partners (CPP) to develop shared engagement</p>	ED (FST)	01/07/24	30/06/26	85	July 2025: Discussion held with Community Engagement Group to reflect on the findings from the CPB self-assessment undertaken with the Improvement Service and consider how best to go forward taking account of the recent experience and report on community engagement within the CPB. It was noted that there had been significant change in working practices over the years and that there had been less value in the CEG as a result. Work is		

1. Vision and Leadership: Actions	Lead	Start Date	End Date	% Complete	Current Position	Next Step	Evidence Log
					<p>underway on a refreshed Community Engagement Strategy for the CPB. The Council online engagement tool will also be shared with partners in August giving an opportunity for shared engagement to be highlighted.</p> <p>It is proposed that that date for finalising this work is revised to take account of the challenges of resourcing community planning, which are noted as an area for consideration the planned review of council structures.</p>		
<p><b>Continuous Improvement – implement self-evaluation</b></p> <p>1.3 Consider and establish service score cards to provide overview to develop and track service improvement corporately</p>	Head/ CSP&C	01/08/24	31/03/26	20	July 2025: Use the HR /OD self-assessment (currently underway) to consider how best to capture actions to allow these to be tracked and monitored.	Confirm whether Pentana (performance information system) work meets Scorecard expectation.	

2. Governance and Accountability: Actions	Lead	Start Date	End Date	% Complete	Current Position	Next Step	Evidence Log
<p><b>Risk Management</b></p> <p>2.1 Business Continuity Plans to be in place for all critical services</p>	AMcE	28/03/24	31/12/25	50	<p>July 2025: Updating of Business Continuity Plans is being progressed alongside risk management practice and has regard to complementary emergency planning arrangements. Resilience levels can be affected by change as identified in the latest update of the Corporate Risk Register with issues including financial constraints and reductions in staffing impacting on capacity to maintain continuity of services. Corporate support to ensure plans are periodically updated to reflect the impact of change will be ongoing beyond the end date reported here.</p>	<p>July 2025: Progress on individual services BC plans has not progressed as quickly as anticipated due to finite central resource and pressures on services to undertake their assessments. Work will continue to refresh Business Continuity Plans held within critical services. Although a date is specified, this work should be a constant cycle of review. A workshop with elected members to develop a risk appetite statement is scheduled for October 2025 and this will include consideration of risks to business continuity arising from operational change and the extent to which these can be mitigated in the current operating environment.</p>	

2. Governance and Accountability: Actions	Lead	Start Date	End Date	% Complete	Current Position	Next Step	Evidence Log
<b>Risk Management</b>  2.2 Business impact assessments (resilience) completed for all services.	AMcE	28/03/24	30/04/26	70	July 2025: Linking to the comment above, Business Impact Assessments are updated for critical services on an on-going basis reflecting challenges from organisational change and responding to new opportunities as well as constraints. Where adverse risk impacts apply these are then considered for inclusion in Business Continuity Plans as appropriate.	July 2025: As above	

2. Governance and Accountability: Actions	Lead	Start Date	End Date	% Complete	Current Position	Next Step	Evidence Log
<b>Digital Resilience Management</b>  2.3 Complete implementation of Cyber Resilience Plan	H/CE, ICT&DS	28/03/24	31/12/25		July 2025: Cyber Resilience and Information Security Team established. Recruitment for Senior ICT Officer post in progress. Work progressing on ICT Information Security Policy: target for final draft is Sep 25. Supplier selected for testing of cyber incident response plan. Results from simulated phishing exercise showed an improvement on baseline results. Work in progress for next simulation. Next training modules launched for cyber awareness. PSN accreditation process complete. Work has started on procurement of supplier for next submission. Further penetration testing undertaken for online services and work in progress for penetration for employee self-service on HR / Payroll system.	July 2025: Complete recruitment and selection process. Review and update Cyber Resilience Action Plan with revised prioritisation and timescales to be able to move to business as usual position and close this action off. Final draft of Information Security Policy. Undertake desktop exercise for Cyber Incident Response Planning. Define work programme for 2025/25 cyber awareness training. Award contract for IT Health Check and Penetration testing.	
<b>Digital Resilience Management</b>  2.4 Complete Business Continuity Plans/work for corporate and service cyber resilience	H/CE, ICT&DS	28/03/24	31/03/26	50	July 2025: Limited progress during Q1. Priority for Q2. Establishment of dedicated team will help to progress this.	July 2025: Draft final version of BC plan.	

3. Effective Use of Resources: Actions	Lead	Start Date	End Date	% Complete	Current Position	Next Step	Evidence Log
<p><b>Transformation and Sustainable Services</b></p> <p>3.1 Stage 3: Future council programme (normal business)</p>	ED (FST)	01/08/24	28/08/26	50	<p>July 2025: The Council on 25 June 2025 agreed reports on the Depot Review, Customer Services and the way forward for the Out of Hours project. Workshops have been held with councillors/ECLT (March) and the Leadership Forum for service managers on 11 June 2025. Work is underway to review the outcomes and incorporate these into Phase 3 of the Transformation Strategy for reporting to Council in September</p>	<p>June 2025: report to Council in September on Transformation Strategy</p>	<p><a href="#">Smarter working phase 2 update report to council 4/12/2024 (item 19)</a></p> <p><a href="#">Libraries report council 22/10/2024 (item 10 - confidential)</a></p> <p><a href="#">Review of OOH report 22/10/2024 council (Item 12 - confidential)</a></p> <p><a href="#">Corp cttee update on 5/11/2024 (item 16)</a></p> <p>Accts Commission Overview Report</p>

3. Effective Use of Resources: Actions	Lead	Start Date	End Date	% Complete	Current Position	Next Step	Evidence Log
<b>Transformation and Sustainable Services</b>  3.2 Establish corporate oversight to ensure pace, prioritisation, new opportunities, ongoing development and delivery of benefits	ED (FST)	01/08/24	30/01/26	50	July 2025: Work is ongoing to prepare the next stage of the Transformation Strategy. This will include oversight of the existing projects to ensure that appropriate prioritisation is in place in relation to alignment with council priorities and that target dates are appropriate to ensure pace. This will be reported to the Council in September.  Work on project governance has been initiated but resource challenges make steady progress on this difficult.		
<b>Transformation and Sustainable Services</b>  3.3 Build in engagement with communities and staff about the need for change and impact any mitigation of proposed changes.	ED (FST)	01/08/24	30/01/26	70	July 2025: Community engagement work continues as part of the Council's approach to ensuring local needs and user perspectives are built into service design and change. 2 public meetings have been held for learning estate, library user groups are established and meeting and leisure user groups are being instigated. The procurement of the online engagement tool is completed and implementation work is well advanced with launch planned over the summer	July 2025: Leisure user groups to be established Online engagement tool to launch	

3. Effective Use of Resources: Actions	Lead	Start Date	End Date	% Complete	Current Position	Next Step	Evidence Log
<b>Transformation and Sustainable Services</b> <b>*New 2025*</b> 3.4 Annual reporting on Transformation Strategy and Moray Growth Deal to be aligned Ref: BV Thematic Action 3	ED (FST)	01/04/26	30/06/26	n/a			BV Thematic Report Corporate Committee 26/08/25
<b>Transformation and Sustainable Services</b> <b>*New 2025*</b> 3.5 Review Transformation Programme Governance Ref: BV Thematic Action 7	ED (FST)	tbc	30/03/26	n/a			BV thematic report Corp cttee 26/08/25
<b>Financial Management</b> 3.6 The Council will strengthen monitoring of the delivery of the Capital Plan and take action to address any slippage. Ongoing quarterly	LP	01/07/24	31/03/2026	30	July 2025: Out-turn for 2024/25 (reported June 2025) shows a significant decrease in slippage from previous years - 90% compared to 71% completion in 2023/24		<a href="#">Officers use only: Guidance for Budget Monitoring to Committee</a>  <a href="#">Capital Plan 2024/2025 04/12/2024</a>

3. Effective Use of Resources: Actions	Lead	Start Date	End Date	% Complete	Current Position	Next Step	Evidence Log
<b>Financial Management *New 2025*</b> 3.7 Next iteration of Medium to Long Term Financial Strategy to be updated to explicitly include link with Transformation Strategy and reducing budget gap and Transformation as drivers Ref: BV Thematic Action 2	LP	01/01/26	28/02/26	n/a			BV Thematic Report Corporate Committee 26/08/25

4. Partnership and Collaborative Working: Actions	Lead	Start Date	End Date	% Complete	Current Position	Next Step	Evidence Log
<b>Partnership Working for Moray</b> 4.1 Work with Community Planning Partners (CPP) to develop shared priorities for incorporation into Local Outcome Improvement Plan (LOIP)	ED (FST)	28/03/24	<del>30/10/25</del> 31/10/26	30	Dec 2024: The most recent development session on 24/10 considered opportunities to further develop community engagement in the delivery of priorities. 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		
<b>Partnership Working for Moray</b> 4.2 Investigate and develop potential single Moray Plan	ED (FST)	28/03/24	<del>30/10/25</del> 31/10/26	12	Nov 2024: 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.		

4. Partnership and Collaborative Working: Actions	Lead	Start Date	End Date	% Complete	Current Position	Next Step	Evidence Log
<b>Partnership Working for Moray</b>  4.3 Identify opportunities to maximise the impact of resources and budgets through alignment of activity. 2 Oct 25 CEx / DCE BV CRITERIA Ref Best Value Improvement Outcome Proposed Action E= existing 1 = High Priority Date Delivery Lead ECLT	ED (FST)	28/03/24	<del>30/10/25</del> 31/10/26	10	Dec 2024: 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  Nov 24: meeting taken place with partners re locality work. Identified scope for development and this will be taken forward		

4. Partnership and Collaborative Working: Actions	Lead	Start Date	End Date	% Complete	Current Position	Next Step	Evidence Log
<b>Partnership Working for Moray</b>  4.4 Continue development and delivery of Locality Plans, involving service users and local communities in the design of services	ED (FST)	28/03/24	30/10/25	75	<p>April 2025: The work on development of Locality Plans for the areas agreed by the Council and CPP is well developed and will be ongoing work. The Council is also considering how to secure community influence on services and priorities through the next stage of its community engagement approach.</p> <p>MIJB is currently undertaking work in relation to children and HSCM locality models in specific locality areas over the next few months and officers will aim to build on this from a partnership perspective to connect more directly with a Moray wide CPP approach. This work is noted as 75% complete as the final stages are to be refined by the CPP.</p>		

5. Sustainable Development: Actions	Lead	Start Date	End Date	% Complete	Current Position	Next Step	Evidence Log
<p><b>Sustainable Development</b></p> <p>5.1 Identify any gaps that require consideration and action.</p>	RG	28/03/24	31/12/25	50	<p>July 2025: An initial meeting of the MEP Subgroup covering this activity has been held. Later actions are progressing in line with deadlines in Action Plan.</p>	<p>July 2025: Work planning in MEP subgroup to begin in August meeting. Work on the Climate Change Strategy update incorporating sustainable development is progressing with a report to council in September. The area wide Climate Change Strategy work will build on the Moray Climate Action Network Annual Conference being held at the start of October.</p>	<p><a href="#">Climate Change Overview - CPB 03/12/2024 (item 2)</a></p> <p><a href="#">Climate Change Strategy / updated Routemap to Net Zero - FC 4/12/2024 (item 15)</a></p>

## Best Value Criteria self-assessment session 03 June 2025 involving Members and ECLT: Summary of Actions

BV theme	Summary of Comments and issues	What are we doing to progress them	Include in Best Value action plan
<b>1</b>	<b>Vision and Leadership</b>		
	Improve communication with the public about what the council is doing and how council resources are being used.	Take forward in our Comms and 2025/2026 budget engagement activities.	
	Align priorities with partners: ensure that council priorities align with the priorities of partners and improve collaboration. Everyone is agreed around child poverty but what else.	Continue work in the community planning partnership to define the overarching priorities.  Currently referenced in para 1.2 and 4.1 of Best Value Action Plan, consideration of “one plan” for Moray. Retain in the plan.	✓ existing
	Strengthen links to strategic documents in committee reports	New committee template in place with ability to show links. Consider additional report drafting guidance on how to complete these sections.  Add as a new item in Best Value Action Plan.	✓ new
	Improve support for members, continue briefings/ development sessions for members	Maintain regular briefing/workshop programme developed from collaborative leadership work.  Consider working groups where appropriate.	

BV theme	Summary of Comments and issues	What are we doing to progress them	Include in Best Value action plan
	Improve officer understanding of the role of members, the pressures they are under and their constituency concerns	Use comms/connect articles to highlight the role of Councillors to staff.	
<b>2</b>	<b>Governance and accountability</b>		
	Performance reports should give detail about lessons learned from complaints	In theory this should happen at the moment. Highlight with RIO team who compile performance reports.  Note Members' role in scrutinising reports.	
	Mixed comments on the style of performance reports – some feel too high level, some feel too much detail.	Feedback to RIO team. Continue with high level summary within reports with links to more detailed backing tables.	
	There has been improved transparency on feedback to members where things have gone wrong following work carried out on collaborative Leadership	Maintain regular Chair meetings and encourage scrutiny reports where things have gone wrong to improve trust between members and officers.	
<b>3</b>	<b>Effective use of resources</b>		
	Ensure council budget and savings proposals align with strategic priorities.	Picked up in our budget template forms. Ensure forms are completed correctly	
	Have earlier, more open engagement with communities to help develop services /budget options with appropriate comms	Consider in our Comms activities and 2025/26 budget engagement.  Consider roles of community councils and other focus groups in budget consultation process	✓ existing

BV theme	Summary of Comments and issues	What are we doing to progress them	Include in Best Value action plan
		<p>Developed as part of specific projects and work e.g. libraries, learning estate, bus revolution</p> <p>Currently referenced in para 5.1 ii of our Best Value Action Plan.</p>	
	Change corporate risk appetite to be more innovative and collaborate with other public authorities	Can be progressed through the budget process and PSIF. Risk appetite workshop planned with Councillors for 29 Oct	
<b>4</b>	<b>Partnership and collaborative working</b>		
	Good examples of joint working and jointly funded projects in a number of areas	Growth deal, MEP, housing partnership, CPB subgroups	
	<p>In terms of community planning partnership however</p> <ul style="list-style-type: none"> <li>• More joined up planning needed to ensure alignment (link to 1 above)</li> <li>• Better reporting of joint outcomes</li> <li>• Feeling that the Council shouldering the burden.</li> </ul>	<p>Further work required at CPP level to define joint priorities, indicators and outcomes.</p> <p>Currently reference in para 4.1 of Best Value Action Plan. Retain in the plan.</p>	✓ existing
<b>5</b>	<b>Working with communities</b>		
	Involve people in communities in decisions that affect their everyday lives and improve consultation processes – however some have noted consultation fatigue	<p>Also comes up under budget consultation above. Referenced in para 5.1 ii of Best Value Action Plan. Retain in the Plan.</p> <p>Community engagement team to consider as part of engage software</p>	✓ existing
	Ask more open questions rather than being too prescriptive	Community engagement team to consider as part of engage software/consultation toolkit?	✓ existing

BV theme	Summary of Comments and issues	What are we doing to progress them	Include in Best Value action plan
	Some have suggested a continual conversation rather than sporadic engagement, perhaps with focus groups	Currently referenced for consideration in para 1.2 v of Best Value Action Plan.  Something we can consider in Comms activities?	✓ existing
	Can we do joint consultation with our partners?	The current BV action plan includes working with partners on consultation (para 1.2, iii) and this will be taken forward for consideration	✓ existing

Report Date	August 2025 (Corporate Committee 10/06/2025)												
BRAGG Status - KEY	BLACK - Completed	RED - Concern	AMBER - Caution	GREEN On Target	GREY - Not Started								
						Lead Officer	Priority	Delivery Date	Schedule	% Complete			
<b>BEST VALUE ACTION PLAN</b>													
<b>1. Vision and Leadership</b>													
											Aug-26	GREEN	74%
											Mar-26	GREEN	81%
1.1 Collaborative Leadership - ensuring members and officers work effectively to secure key						CEx/Council (CL)	1	Dec-24	AMBER	50%			
1.2 Community and Partner Engagement on Council priorities						DCE (ECOD)	3	Jun-25	GREEN	74%			
1.3 Leadership Development Action						H HR,ICT & OD	1	Dec-24	AMBER	100%			
1.4 Continuous Improvement – implement self-evaluation.						CEx / DCE (ECOD)	2	Mar-26	GREEN	80%			
1.5 Performance Reporting						DCE (ECOD)	3	Jun-24	Complete	100%			
<p>Summary:</p> <p>Planned engagement and communication activity has been completed and reported as intended with reports to the council in February 2025. The next stage of community engagement work is in development. The outcome of the collaborative leadership survey is being reported in June with the BV update. Other work in this theme continues to progress well. There are revised dates proposed for the BV self-assessment to move away from the budget and year end timing and some work has been scheduled to enable input from the new Chief Executive.</p> <p>Work progressed as planned on collaborative leadership with a survey that was concluded on 14 February and a report is scheduled to Council in May (now corporate committee for June). 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>The proposals for Phase 1 of the corporate management structure have been approved by Council and formal consultation is in progress and now being led by the new Chief Executive who started in March. A programme for the delivery of leadership development will now be finalised and implemented from late August 2025 once the new Team is in place.</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.</p> <p>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> <p>2024/25 Conclusion: The majority of actions in theme BV1 are completed or well progressed and will be concluded by June 2025 as planned. The actions relating to leadership development and performance score cards for services will be carried forward to the next action plan. Continuing work will be required on PSIF to support the council's self-assessment and continuous improvement activity and Community Engagement will also feature as an ongoing area of development.</p>													
<b>2. Governance and Accountability</b>													
											Jan-25	GREEN	79%
2.1 Effective Scrutiny						HoGSP	3	Oct-24	Complete	100%			
2.2 Sound Governance						Cex	1	Jan-25	AMBER	100%			
2.3 Risk Management						HoGSP	E	Apr-26	AMBER	60%			
2.4 Digital Resilience Management						H HR,ICT & OD	E	Sept 25*	AMBER	55%			
<p>Summary:</p> <p>The 6 month review of scrutiny training is completed. 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 has not progressed as quickly as anticipated however steady progress is being made.</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> <p>2024-25 Conclusion: Good progress has been made in strengthening governance with considerable improvement on the arrangements relating to financial planning with the MIJB leading to a more sustainable budget position for both MIJB and the Council. Actions relating to business continuity and resilience assessment and planning and cyber resilience will be carried forward.</p>													

3. Effective Use of Resources			Aug-26	GREEN	74%
3.1 Transformation and Sustainable Services	CEx / DCE (ECOD)	1	Aug-26	GREEN	57%
3.2 Workforce Planning	CEx	2	Sep-24	Complete	100%
3.3 Financial Management	CEx / DCE (EEF) / CFO	1	Dec-24	GREEN	65%
<p>Summary:</p> <p>Work is underway to advance the Council's engagement with communities, focussing on particular projects and services. The online engagement tool is ready to launch.</p> <p>The review of the transformation boards has been completed and a single Council Transformation Board is now in place to ensure oversight of the whole Transformation programme of work. Projects continue to progress and the depots full business case is being finalised for reporting. The planned workforce and community engagement/consultation was completed and reported to the Council in February 2025. Community engagement to involve the community and enable influence on the design of the future council transformation is under development.</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. 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> <p>2024/25 Conclusions: The majority of actions planned for completion have been achieved on time. Actions with longer timescales are noted to be carry forward.</p>					
4. Partnerships and Collaborative Working			Oct-25	GREEN	32%
4.1 Partnership Working for Moray	DCE (EEF / ECOD)	2	Oct-25	AMBER	32%
<p>Summary: Resourcing challenges for community planning work will be considered as part of the planned review of council structures. Limited progress has been made meantime</p> <p>A report has been considered on locality planning to embed this further into the work of the CPP based on the outcomes of CPP development sessions. However, there is limited progress in other areas of work on this theme as work is managed by officers alongside their substantive remit with no specific CPP resource. This remains a risk due to managing conflicting priorities.</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> <p>2024-25 Conclusions: There have been challenges in developing partnership working as while community planning partners have been willing and supportive, constraints on resourcing across all agencies has meant that it has not been possible to allocate specific resources and conflicting priorities have made steady progress challenging. This work is identified for carry forward with the exception of where the single agency work has concluded and the CPP has been unable to resource progress in relation to the development of an approach to locality planning.</p>					
5. Working With Communities			Jun-25	GREEN	100%
5.1 Community Budget Engagement ensuring local communities are more in Participatory	DCE (EEF / ECOD)	2	Jun-25	GREEN	100%
<p>Summary: A number of actions in this section are now established as business as usual and an action plan has been prepared to provide an overview of planned progress to engage communities (agreed as operational deployment of resources to meet BV actions by CLT). These actions focus on specific areas of work and developing the online community to support that.</p> <p>Community engagement is being considered that will advance the use of PB approaches in influencing across the whole of the council's financial planning and plans for transformation.</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. Draft list of current PB type activity circulated to Heads of Service and will be used to guide future activity.</p> <p>2024-25 Conclusions: All actions in working with communities are now complete The Council has well developed arrangements in place for communication and engagement that have been followed through in relation to financial planning. The next stage of community engagement will aim to take forward the council's approach to mainstreaming PB to give community impact across its financial planning and services.</p>					
6. Sustainable Development			Sep-24	GREEN	50%
6.1 Sustainable Development	DCE (EEF)	3	Sep-24	GREEN	50%

<p>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.</p> <p>July 25: Good progress is being made on delivery of the actions.</p> <p>April 25: Good progress is being made on delivery of the actions.</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> <p>Conclusions: The actions in the Sustainable Development theme have been delivered as planned and the final action due for completion in December will be carried forward.</p>		
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7. Fairness & Equality			Normal business		100%		
7.1 Equalities Action	HoGSP	2	Normal business	Complete	100%		
<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.</p> <p>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> <p>Conclusions: All actions in the Fairness and Equality theme are complete</p>							



iii. Working with Community Planning Partners (CPP) to develop shared engagement.	DW	AMBER	01/07/24	<del>30/06/25</del> 30/06/26	85%	<p>July 2025: Discussion held with Community Engagement Group to reflect on the findings from the CPB self-assessment undertaken with the Improvement Service and consider how best to go forward taking account of the recent experience and report on community engagement within the CPB. It was noted that there had been significant change in working practices over the years and that there had been less value in the CEG as a result. Work is underway on a refreshed Community Engagement Strategy for the CPB. The Council online engagement tool will also be shared with partners in August giving an opportunity for shared engagement to be highlighted.</p> <p>It is proposed that that date for finalising this work is revised to take account of the challenges of resourcing community planning, which are noted as an area for consideration the planned review of council structures.</p> <p>April 2025: Council proposal for wider community engagement to be shared at Community Planning Officer Group (CPOG) in May. However, resourcing across the Partnership remains to be resolved which impacts on the work that can be taken forward at strategic level for the CPP.</p> <p>Nov 2024 - 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>July 2025: Change of target date to June 2026 to take account of need to resolve resources if date change agreed, RAG would become green</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>	Resourcing of community planning is an ongoing risk to the work of the CPP partnership which partners are aware of and considering	CPP feedback report and presentations from development session 24/10			
<b>1.3 Leadership Development Action</b>						Lead: H HR,ICT & OD	PRIORITY 1	DELIVERY DATE: Dec 24	Schedule AMBER	Complete 100%	Issues, Risks, Changes (I/R/C)	Hyperlink to document
<b>Actions:</b>	<b>Lead</b>	<b>Schedule</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Complete</b>	<b>Progress Update</b>		<b>Next Steps</b>				
i. Establish leadership development programme to address corporate and individual leadership needs	FG	Complete	01/07/24	24/12/24	100%	<p>July 2025: Leadership development approach agreed at Council meetings on 15/4 and at 25/6 as part of the corporate management restructure. Finite detail of programme to be agreed as part of business as usual. <b>COMPLETE</b></p> <p>April 2025; Indicative strategy and Plan agreed at Corporate Committee on 25 January 2025. Details of interim soft launch being worked on but timing needs careful consideration given the corporate management restructure proposals and taking views of new Chief Executive in to account. Agreed at special full council on 15/4 that leadership development programme will be externally sourced to support the implementation and embedding of the corporate management restructure proposals.</p> <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 CX but ready to be reported to Full Council as required. Timescales reviewed to enable reporting to Full Council in 2025.</p> <p>Nov 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>	<p>July 2025: <b>ACTION COMPLETED AND TO BE REMOVED FROM PLAN</b></p> <p>April 2025; work to date and future approach to be discussed with new Chief Executive at end of April in accordance with information outlined in the corporate management restructure. Ensure the themes and approach in the leadership development programme that supports the implementation of the management restructure is reflected in any substantive longer term leadership development programme, <b>CARRY FORWARD</b></p> <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.</p>	<p>April 2025; Change - revert to monitoring as part of corporate workforce plan in August 2025.</p> <p>05-11-2024 Risk of not meeting BV deadline if not agreed at Corporate Committee in January.</p>				
<b>1.4 Continuous Improvement – implement self-evaluation.</b>							PRIORITY 2	DELIVERY DATE: Mar 26	Schedule GREEN	Complete 80%	Issues, Risks, Changes (I/R/C)	Hyperlink to document
<b>Actions:</b>	<b>Lead</b>	<b>Schedule</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Complete</b>	<b>Progress Update</b>		<b>Next Steps</b>				
ii. Align other improvement tools to PSIF.	AMcE	Complete	01/07/24	31/03/26	100%	<p>July 2025: list of services who will complete PSIF has been agreed.</p> <p>April 2025; Work completed to compare various improvement tools and reported to ECMT to give assurance of coverage. Survey of services complete. 10 Oct 3mb due to CMT to agree methodology.</p> <p>Dec 2024: no update</p>	<p>July 2025: <b>ACTION COMPLETED AND TO BE REMOVED FROM PLAN</b></p>					
iii. Put in place measure to address gap.	AMcE	Complete	01/07/24	31/03/26	100%	<p>July 2025: rolling programme has now been finalised.</p> <p>April 2025; PSIF being re-activated with a planned programme across services where PSIF is not currently active and there is no other self-evaluation improvement tool in place</p> <p>Survey of services complete. 10 Oct 3mb due to CMT to agree methodology.</p> <p>Dec 2024: no update</p>	<p>July 2025: <b>ACTION COMPLETED AND TO BE REMOVED FROM PLAN</b></p>					
iv. Continue corporate BV self-assessment for yearly.	DW/AMcE	Complete	01/08/24	31/03/26	100%	<p>July 2025: Annual BV self assessment held on 3 June with councillor/senior officer workshop. Outcome reported to Corporate Committee on 26/08/25 and incorporated into action plan as required. BV Action plan updated for year ahead.</p> <p>April 2025; A workshop is scheduled for 3 June 2025 to undertake the annual self-assessment. Preparation is well underway, with consultation with the Chair/Depute of ECLS and work with ECMT ahead of the workshop session. It was decided to plan for a June session to move this work away from the busy budget and financial year end periods and so while not following the planned date, this was moved to enable council business and so the date is shown as amended and the RAG has been set at green.</p> <p>Dec 2024: Plan to undertake 2nd self-assessment in March 2025</p> <p>Completed Apr 24</p>	<p>July 25 <b>ACTION COMPLETED AND TO BE REMOVED FROM PLAN</b></p> <p>Due March 2025 June 2025 - amended date to move from budget time</p>	change of date				
v. Agree updated BV action plan for continuous improvement.	DW/AMcE	Complete	01/08/24	31/03/26	100%	<p>July 2025: BV action plan updated following self-assessment and review of actions from previous plan and reported to Corporate Committee for approval 26/08/25</p> <p>April 2025; This will be taken forward after the recess so that the self-assessment and Audit outcomes can be taken into account. The due date has been changed to take account of this</p> <p>Agreed April 24</p>	<p><b>ACTION COMPLETED AND TO BE REMOVED FROM PLAN</b></p> <p>Due April 2025 Sept 2025 - amended date</p>	change of date				
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%	<p>July 2025: Use the HR/OD self assessment (currently underway) to consider how best to capture actions to allow these to be tracked and monitored.</p> <p>April 2025; 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.</p> <p>Dec 2024: No Update</p>	<p>Confirm whether Pentana work meets Scorecard expectation</p> <p><b>CARRY FORWARD</b></p>					
<b>1.5 Performance Reporting</b>						Lead: DCE (ECOD)	PRIORITY 3	DELIVERY DATE: Jun 24	Schedule Complete	Complete 100%	Issues, Risks, Changes (I/R/C)	Hyperlink to document
<b>Actions:</b>	<b>Lead</b>	<b>Schedule</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Complete</b>	<b>Progress Update</b>		<b>Next Steps</b>				



Report Date	August 2025 (Corporate Committee 10/06/2025)																			
BRAGG Status - KEY	BLACK - Complete	RED - Concern	AMBER - Caution	GREEN On Target	GREY - Not Started															

<b>2. Governance and Accountability</b>																		Overall Schedule	% Complete
																		GREEN	79%

**Summary:**  
The 6 month review of scrutiny training is completed. 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 has not progressed as quickly as anticipated however steady progress is being made.  
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.

**2024-25 Conclusion:** Good progress has been made in strengthening governance with considerable improvement on the arrangements relating to financial planning with the MIJB leading to a more sustainable budget position for both MIJB and the Council. Actions relating to business continuity and resilience assessment and planning and cyber resilience will be carried forward.

<b>2.1 Effective Scrutiny</b>						Lead: HoGSP	PRIORITY 3	DELIVERY DATE: Oct 24	Schedule Complete	Complete 100%	Issues, Risks, Changes (I/R/C)	Hyperlink to document
Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update			Next Steps			

<b>2.2 Sound Governance</b>						Lead: CEx	PRIORITY 1	DELIVERY DATE: Jan 25	Schedule AMBER	Complete 100%	Issues, Risks, Changes (I/R/C)	Hyperlink to document
Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update			Next Steps			

i. Review effectiveness of monitoring and scrutiny for Health and Social Care Moray (HSCM) established at Council 24/01/24.	JP	Complete	01/08/24	31/01/25	100%	<p>July 2025: Regular reporting of IJB and HSCM within Council.</p> <p>April 2025: No update</p> <p>Dec 2024: Report to full Council on matters relating to the HSCP is ongoing and report now includes the regular Chief Officer report to the IJB in addition to the most recent minutes of the IJB meeting. Work being undertaken to continue to adapt and develop this to reflect services delegated by the Moray Council. HSCM provides a regular report to Full Council in relation to the activities and operational performance of those services delegated by TMC for which they remain statutorily responsible. The report aims to provide information on those services as well as inform TMC on the strategic decisions being made by the MIJB. The effectiveness of this will be considered over the course of the calendar year through ongoing engagement with elected members and the Corporate Management Team.</p>	<p>July 2025: Ongoing reporting and regular review as part of both Council and IJB processes to ensure reporting remains robust.</p> <p>Dec 2024: As above - reporting has been developed to include the Chief Officer's report with intent to develop this further to include key performance information in the first three months of the new year.</p> <p>Regular reporting through Council in place with most recent report discussed at Council on 13/08/24. Ongoing consideration of report formal and inclusion of matters relating to the council's statutory duties. Regular reporting and briefing by the Chief Social Work Officer in this period in relation to current Joint Adult Support and Protection follow up inspection.</p>	Risks are that there is insufficient awareness of the operational delivery of social care services which are the statutory responsibility of the council as one of the partners to the integration scheme.	<a href="#">Links to recent Council Committee report from the IJB and also briefings from the CSWO</a>	<a href="#">Link to most recent Full Council report in 04/12/2024 Item 7)</a>
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ii. Develop arrangements for additional assurance, in particular on financial management.	LP	Complete	01/08/24	31/01/25	100%	<p>July 2025: Ongoing oversight of IJB and HSCP budgets at officer level a set out previously. IJB outturn an improved position forecast and delivered in relation to savings for 2024/25.</p> <p>April 2025: No update</p> <p>Dec 2024: Regular review meetings with MIJB CFO have now resumed. This included a review of the estimated actual for 24/25. Access to confidential MIJB reports has also been provided to s95 and DCE who are now consultees on key financial reports for MIJB. MIJB oversight of the recovery plan is through the Budget Savings Oversight Group and any issues arising between meetings are fed back to s95 by MIJB CFO. Regular review meetings with MIJB CFO.</p>	<p>Dec 2024: Agreed that updated papers will be provided as far as possible for all joint meetings to support greater scrutiny of ongoing budget monitoring and progress with the Recovery Plan, together with action logs. Meetings to be programmed 8 weekly.</p> <p>Review estimated actual.</p>	Risks are (a) dynamic environment with changing patterns of need but a general upwards trajectory from ageing population and increased high costs packages and (b) most recovery plan actions are cost reduction rather than budget savings so methodology for monitoring different from standard practice in council		
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iii. Ensure effective ongoing partnership and collaborative working arrangements for Council/Moray Integrated Joint Board (MIJB) management/ leadership.	JP JMM KG	Complete	01/08/24	31/01/25	100%	<p>July 2025: Meetings and budget scrutiny in place as set out below. This now forms a standard process.</p> <p>April 2025:</p> <p>Dec 2024: Meeting has also taken place between TMC and the Chair and Executive Team from NHS Grampian in relation to financial pressures and plans for 2025/26. Regular meetings are in place with the Chief Executives of TMC and NHS Grampian as partners with the Chief Officer to the MIJB and the Chief Officer is a member of both the Council and NHS Executive Leadership Teams. Regular meetings also in place in relation to the budget and budget setting process with finance teams across TMC and NHSG. The Chief Officer and Senior Management Team meet on a weekly basis with the IJB Chair and Vice Chair and also reports regularly into both TMC and the NHS Grampian Board.</p>	<p>Dec 2024: As per previous</p> <p>Meetings in place and reporting into Council in relation to statutory delivery as above.</p>	Issue is to ensure positive strategic and operational relationships across the partnership and that there are appropriate forums to discuss risks, pressures and actions required	Can share link to September NHS Board meeting on IJB report and also most recent Full Council IJB report from December.	
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2.3 Risk Management						Lead: HoGSP	PRIORITY E	DELIVERY DATE: April 26	Schedule	Complete	Issues, Risks, Changes (I/R/C)	Hyperlink to document
									AMBER	60%		
Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update		Next Steps				
iii. Business Continuity Plans to be in place for all critical services.	AMcE	AMBER	28/03/24	31/12/25	50%	<p>July 2025: Updating of Business Continuity Plans is being progressed alongside risk management practice and has regard to complementary emergency planning arrangements. Resilience levels can be affected by change as identified in the latest update of the Corporate Risk Register with issues including financial constraints and reductions in staffing impacting on capacity to maintain continuity of services. Corporate support to ensure plans are periodically updated to reflect the impact of change will be on-going beyond the end date reported here.</p> <p>April 2025: 3 minute brief prepared for CMT identified that capacity is an issue for some services to progress business continuity plans. Critical services have been identified and prioritised to focus on areas of higher risk. The brief also identifies that an increased risk appetite may be required.</p> <p><b>CARRY FORWARD</b></p> <p>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.</p>	<p>July 2025: Progress on individual services BC plans has not progressed as quickly as anticipated due to finite central resource and pressures on services to undertake their assessments. Work will continue to refresh Business Continuity Plans held within critical services. Although a date is specified, this work should be a constant cycle of review. A workshop with elected members to develop a risk appetite statement is scheduled for October 2025 and this will include consideration of risks to business continuity arising from operational change and the extent to which these can be mitigated in the current operating environment.</p> <p>April 2025: continue to progress this work with acceptance of an increased risk appetite.</p> <p>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.</p>				<a href="#">CRR link 20250610</a>	
iv. *Business impact assessments (resilience) completed for all services.	AMcE	RED	28/03/24	31/03/25	70%	<p>July 2025: Linking to the comment above, Business Impact Assessments are updated for critical services on an on-going basis reflecting challenges from organisational change and responding to new opportunities as well as constraints. Where adverse risk impacts apply these are then considered for inclusion in Business Continuity Plans as appropriate.</p> <p>April 2025: the work carried out in the previous paragraph helps identify the relative risks across services so BC plans can be targeted to higher risk areas.</p> <p><b>CARRY FORWARD</b></p> <p>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.</p>	<p>July 2025: as above</p> <p>As above</p>					
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	55%		
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	31/12/25	60%	<p>July 2025: Cyber Resilience and Information Security Team established. Recruitment for Senior ICT Officer post in progress. Work progressing on ICT Information Security Policy: target for final draft is Sep 25. Supplier selected for testing of cyber incident response plan. Results from simulated phishing exercise showed an improvement on baseline results. Work in progress for next simulation. Next training modules launched for cyber awareness. PSN accreditation process complete. Work has started on procurement of supplier for next submission. Further penetration testing undertaken for online services and work in progress for penetration for employee self service on HR / Payroll system.</p> <p>April 2025: Further phishing exercise undertaken, results being analysed. 3rd training module underway. Resourcing plan drafted. Development of second desktop exercise on cyber incident response begun.</p> <p><b>CARRY FORWARD</b></p> <p>Dec 2024: Resourcing option delayed due to time required on other critical demands i.e. Education connectivity issues and cyber threats.</p> <p>Nov 2024 First stage of desktop exercise undertaken at Board level on 03-10-24. Resourcing option to create capacity identified, change management exercise being planned.</p> <p>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.</p>	<p>July 2025: Complete recruitment and selection process. Review and update Cyber Resilience Action Plan with revised prioritisation and timescales to be able to move to business as usual position and close this action off. Final draft of Information Security Policy. Undertake desktop exercise for Cyber Incident Response Planning. Define work programme for 2025/25 cyber awareness training. Award contract for IT Health Check and Penetration testing.</p> <p>April 2025: Resourcing plan to be implemented. Second desktop exercise to be scheduled.</p> <p>Dec 2024: HoS to progress resourcing plan.</p> <p>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..</p> <p>Timescales in plan to be defined more clearly, resource to be addressed to create capacity required to ensure completion within timeframe.</p>	<p>Risk that volume of work arising through threat exploration and fixing detracts from progress through actions.</p> <p>FG report on capacity to be drafted.</p> <p>Change - review date of completion following refresh of action plan and ongoing business as usual nature of the work once fully staffed (added July 2025).</p>				
ii Complete Business Continuity Plans/work for corporate and service cyber resilience.	FG	AMBER	28/03/24	31/03/26	50%	<p>July 2025: Limited progress during Q1. Priority for Q2. Establishment of dedicated team will help to progress this.</p> <p>April 2025: BC plan under review.</p> <p><b>CARRY FORWARD</b></p> <p>Dec 2024: Not progressed due to demands previously above.</p> <p>Nov 2024: Work progressing, further information being considered by service. Initial review of previous BC plan begun.</p>	<p>July 2025: Draft final version of BC plan.</p> <p>April 2025: BC plan to be moved to next stage of review (draft final version).</p> <p>Dec 2024: HoS to progress review of BC plan.</p> <p>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.</p>	<p>Lack of capacity for service manager and Information Security Officer to properly address.</p> <p>Change - amend date of completion following refresh of action plan (added July 2025).</p>				





3.3 Financial Management						Lead: Cex / DCE (EEF) / CFO	PRIORITY 1	DELIVERY DATE: Dec 24	Schedule GREEN	Complete 65%	Issues, Risks, Changes (I/R/C)	Hyperlink to document				
Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update		Next Steps								
ii. The Council will strengthen monitoring of the delivery of the Capital Plan and take action to address any slippage. <b>Ongoing quarterly</b>	LP	GREEN	01/07/24	<del>30/06/2025</del> March 2026	30%	<p><b>July 2025:</b> Out-turn for 2024/25 (reported June 2025) shows a significant decrease in slippage from previous years - 90% compared to 71% completion in 2023/24</p> <p><b>April 2025:</b> Proposed to amend completion date to take account of developing approach to capital planning. <b>Carry Forward</b></p> <p><b>Dec 2024:</b> 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</p> <p>Outline project plan for improved capital monitoring to budget managers developed. No further development as resource directed towards annual audit</p>		<p>April 2025: Pilot by Sept 2025, complete by March 2026 Dec 2024: Pilot budget profile for major projects in a project management style analysis of project phases</p> <p>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</p>			change of date	<a href="#">Officers use only: Guidance for Budget Monitoring to Committee</a>	<a href="#">Capital Plan 2024/2025 04/12/2024</a>			
iv. The Council will review its forecasting process to ensure the most accurate projections. <b>Dec 24</b>	LP	Complete	01/08/24	31/12/24	100%	<p><b>July 2025:</b> Forecasting of central contingency improved. Issue with loans charges forecast error and procedures updated to ensure this does not recur</p> <p><b>April 2025:</b> No further action until year end results available in June</p> <p><b>Dec 2024:</b> 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</p> <p>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</p>		<p><b>July 2025: Completed</b></p> <p>April 2025: Compare estimated out-turn with actuals when available (June) Dec 2024: Complete review of loans pool spreadsheet, Set up template for capturing use of ear-marked reserves</p> <p>Calculate estimated actuals and incorporate risk factor</p>								



<p>iv. Continue development and delivery of Locality Plans, involving service users and local communities in the design of services.</p>	<p>DW</p>	<p>AMBER</p>	<p>28/03/24</p>	<p>30/10/25</p>	<p>75%</p>	<p><b>April 2025:</b> The work on development of Locality Plans for the areas agreed by the Council and CPP is well developed and will be ongoing work. The Council is also considering how to secure community influence on services and priorities through the next stage of its community engagement approach.          In considering the future of a locality approach as a CPP, a report was considered by (Community Planning Officers Group (CPOG) on 12 February and 14 May 2025 on embedding a localities approach within the LOIP and the CPP work. The general approach was supported and a number of areas were identified to be considered to develop the work. MIJB is currently undertaking work in relation to children and HSCM locality models in specific locality areas over the next few months and officers will aim to build on this from a partnership perspective to connect more directly with a Moray wide CPP approach.. This work is noted as 75% complete as the final stages are to be refined by the CPP.  <b>Carry Forward</b>  <b>Dec 2024:</b> 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.  <b>Nov 24</b> - 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>	<p>April 2025 - consider how can capitalise by linking with MIJB planned work          June 25 - report to CPB on proposal for the development of locality working aligned to CPB priorities - Not currently proposed as at April 2025</p>	<p>There is no resource against this work and so pace is likely to vary based on when capacity can be released from other tasks</p>	
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Report Date	August 2025 (Corporate Committee 10/06/2025)																			
BRAGG Status - KEY	BLACK - Complete	RED - Concern	AMBER - Caution	GREEN - On Target	GREY - Not Started															

**5. Working With Communities**

**Summary:** A number of actions in this section are now established as business as usual and an action plan has been prepared to provide an overview of planned progress to engage communities (agreed as operational deployment of resources to meet BV actions by CLT). These actions focus on specific areas of work and developing the online community to support that.

Community engagement is being considered that will advance the use of PB approaches in influencing across the whole of the council's financial planning and plans for transformation.

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.

**2024-25 Conclusions:** All actions in working with communities are now complete The Council has well developed arrangements in place for communication and engagement that have been followed through in relation to financial planning. The next stage of community engagement will aim to take forward the council's approach to mainstreaming PB to give community impact across its financial planning and services.

**5.1 Community Budget Engagement ensuring local communities are more in Participatory Budgeting**

Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update	DELIVERY DATE: Jun 25	Schedule	Complete	Issues, Risks, Changes (I/R/C)	Hyperlink to document
								GREEN	100%		
i. Progress arrangements to mainstream Participatory Budgeting (PB)– develop guidance for services and establish skills development approach.	RG LP	Complete	28/03/24	30/06/25	100%	<p>July 2025: Ongoing work with services to ensure reporting of activity. Now established as business as usual and will continue as part of normal business.</p> <p>April 2025: Information for 2024/25 collated; services contacted for update</p> <p>Dec 2024: Drafted list of current activity and identified further areas to progress, circulated to Heads of Service</p> <p>Guide to mainstream PB developed by CSU and circulated to all services. Commenced discussions with Heads of Service about capturing current activity</p>	July 2025: business as usual remove from action plan:				
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	Complete	28/03/24	30/06/25	100%	<p>July 2025: Community engagement work continues as part of the Council's approach to ensuring local needs and user perspectives are built into service design and change. 2 public meetings have been held for learning estate, library user groups are established and meeting and leisure user groups are being instigated. The procurement of the online engagement tool is completed and implementation work is well advanced with launch planned over the summer. A plan has been developed to take forward engagement work making use of the tool.</p> <p><b>COMPLETED</b></p> <p>April 2025: Communication and engagement on budget proposals from December completed with workforce and public and was reported to council in February 2025. Early feedback from the employee survey is showing awareness of the need for change. Proposals for the development of the next stage of community engagement on the future of the council and its services to inform transformation plans and financial planning in the medium to long term have been informed by discussion at Strategic Leadership Forum and are under consideration. A Workshop was held with councillors and senior leadership team on 18/3/25 on future council transformation.</p> <p><b>Continuing Work</b></p> <p>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:</p> <ul style="list-style-type: none"> <li>&gt; Teamtalk dialogue to be cascaded (Oct - Nov)</li> <li>&gt; Public information issued (Nov)</li> <li>&gt; Public/staff survey open on general financial planning (Nov/Dec)</li> <li>&gt; 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.</li> <li>&gt; Specific consultation and engagement on libraries proposal took place (Nov)</li> </ul> <p>Nov 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.</p>	<p>July 2025 -Development work concluded, now business as usual and so remove from action plan per report to Corporate Committee 10 June 2025 which identified this as continuing work</p> <p>Report back to council on public engagement (Jan)</p> <p>Continue development of sourcing online tool (once budget secured)</p>				
iii. Engage key stakeholders (e.g. Community Engagement Group, Community Councils) on progress and feedback for PB approaches and local priorities.	DW	Complete	28/03/24	30/06/25	100%	<p>July 2025: Discussion held with Community Engagement Group to reflect on the findings from the CPB self-assessment undertaken with the Improvement Service and consider how best to go forward taking account of the recent experience and report on community engagement within the CPB. It was noted that there had been significant change in working practices over the years and that there had been less value in the CEG as a result. PB is working well for appropriate funds. This was identified as a continuing area of work in the report to Corporate Committee on 10 June and has development work has concluded this action will now be removed from the plan.</p> <p>April 2025: proposals are under development to connect with community councils</p> <p><b>Continuing Work</b></p> <p>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.</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 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.</p> <p>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.</p>	<p>July 2025 -Development work concluded, now business as usual and so remove from action plan per report to Corporate Committee 10 June 2025 which identified this as continuing work</p> <p>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</p>				
iv. Deliver specific traditional PB exercises for appropriate funding.	RG LP	Complete	28/03/24	30/06/25	100%	<p>July 2025: <b>COMPLETED</b></p> <p>Dec 2024: Once further appropriate funding identified to date and Head of Service asked to consider PB approach</p> <p>£109K via UK shared prosperity fund allocated via PB to eligible arts, culture and heritage groups (July 24)</p>	Dec 2024: discuss if funding can be used for PB within SG time constraints				

Overall Schedule	GREEN
% Complete	100%

<p>v. Develop approaches to wider PB i.e. participatory democracy.</p>	<p>DW</p>	<p>Complete</p>	<p>01/08/24</p>	<p>30/06/25</p>	<p>100%</p>	<p><b>July 2025:</b> Plan has been prepared to take forward engagement maximising the use of the new online engagement tool. This will support the Council's approach to mainstreaming PB and ensuring participatory democracy. Engagement work continues on key projects and service changes and the online platform will also add to this. Development work <b>completed</b></p> <p><b>April 2025:</b> embedding a PB approach into mainstream service and financial planning is being considered through the community engagement that is under development. Work on the digital engagement platform is well progressed, and subject to securing the proposed temporary resource, this will also progress this action in terms of a PB based approach.</p> <p><b>Continuing Work</b></p> <p><b>Dec 2024:</b> capturing current activity to establish areas to build on</p> <p><b>Nov 2024:</b> 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</p>	<p><b>July 2025 -</b>Development work concluded, now business as usual and so <b>remove from action plan</b> per report to Corporate Committee 10 June 2025 which identified this as continuing work</p> <p>April 2025: Finalise procurement for digital engagement platform and begin implementation</p> <p>Dec 2024: agree areas to build on</p> <p>Public event in November to enable community influence in council financial planning decisions</p>	<p>resourcing is a risk to the progress that can be made in this developmental work</p>	
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Report Date	August 2025 (Corporate Committee 10/06/2025)																			
BRAGG Status - KEY	BLACK - Complete	RED - Concern	AMBER - Caution	GREEN - On Target	GREY - Not Started															

<b>6. Sustainable Development</b>																		Overall Schedule	% Complete
																		GREEN	50%

**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.

July 25: Good progress is being made on delivery of the actions.  
 April 25: Good progress is being made on delivery of the actions.

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.

**Conclusions:** The actions in the Sustainable Development theme have been delivered as planned and the final action due for completion in December will be carried forward.

6.1 Sustainable Development						Lead: DCE (EEF)	PRIORITY 3	DELIVERY DATE: Sep 24	Schedule GREEN	Complete 50%	Issues, Risks, Changes (I/R/C)	Hyperlink to document
Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update		Next Steps				
Identify any gaps that require consideration and action.	RG	GREEN	28/03/24	31.12.25	50%	<p>July 2025: An initial meeting of the MEP Sub Group covering this activity has been held. Later actions are progressing in line with deadlines in Action Plan.</p> <p>April 2025: Actions are progressing in line with deadlines in Action Plan.  <b>Carry Forward</b></p> <p>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.</p> <p>Nov 2024: Action Plan created and part of Statement; will address current gaps pending wider review as part of Climate Strategy review.</p>	<p>July 2025: Work planning in MEP sub group to begin in August meeting. Work on the Climate Change Strategy update incorporating sustainable development is progressing with a report to council in September. The area wide Climate Change Strategy work will build on the Moray Climate Action Network Annual Conference being held at the start of October.</p> <p>April 2025: Interim guidance for the Summary of Implications is now in place, to be reviewed when the IIA process approach has been agreed. A paper will be taken to MEP before the recess on the actions around area wide emissions.</p> <p>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.</p> <p>Socialise Statement and proposed actions with officers and members for review; programme future action on Climate Strategy and any resultant changes.</p>			<a href="#">Climate Change Overview - CPB 03/12/2024 (item 2)</a>	<a href="#">Climate Change Strategy / updated Routemap to Net Zero - FC 4/12/2024 (item 15)</a>	

Report Date	August 2025 (Corporate Committee 10/06/2025)																			
BRAGG Status - KEY	BLACK - Complete	RED - Concern	AMBER - Caution	GREEN On Target	GREY - Not Started															

**7. Fairness & Equality**

Overall Schedule	% Complete
Complete	100%

**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.

**Conclusions:** All actions in the Fairness and Equality theme are complete

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		Complete	100%			
								Next Steps				