



Report to:	Corporate Committee	Meeting Date:	10 June 2025
Report by:	Depute Chief Executive (Education Communities and Organisational Development)	Report No:	DCE(ECOD)002/25
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Subject:	Best Value Action Plan Progress Reporting		

1. PURPOSE

For Decision For Information

- 1.1 The purpose of this report is to inform the Committee of progress against the actions set out in the Council's Best Value Action Plan since the last quarterly update on 28 January 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 outlines the progress made against the actions in the Council's Best Value Action Plan since the last update. It highlights the key areas of progress and the actions that require monitoring, emphasizing the importance of continuous improvement in governance and resource management. The report notes that from a total of 64 actions within the Action Plan, 30 are completed, 19 are on target, 14 require monitoring, and 1 has yet to commence.
- 2.2 Key Highlights include improvements in collaborative leadership and ongoing transformation strategies where there has been significant progress. However, 14 areas are identified for close monitoring, including leadership development, partnership working, and ICT developments, to ensure timely progress.

3. RECOMMENDATIONS –

- 3.1 It is recommended that the Committee reviews and notes the progress made against the actions in the Council’s Best Value Action Plan (Appendix 1).

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 new Best Value Action Plan that set outs 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 takes account of and supersedes the consolidated list of improvement actions which bring 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 The Committee also agreed that the Best Value Action plan will be monitored on a quarterly basis and **Appendix 1** provides the quarterly monitoring of the actions in the Plan for January to March 2025. 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 Progress is on target in implementing the actions in the Best Value Action plan with more of the planned actions being concluded. Overall, there 64 actions in total, of which 30 are black (completed) actions, 19 green (on target), 14 amber (require monitoring), no reds and 1 action that has yet to commence. Key highlights in progress as noted as follows:

- I. Vision and Leadership: work on collaborative leadership has concluded and the survey results in **Appendix 2** to this report evidence improvement in this area. Work continues in this area including joint workshops and events which build relationships and joint working across political groups and with officers and members and ensure a whole council perspective on key issues such as best value and transformation.
- II. Public communication and engagement: the Council engagement strategy has been implemented in relation to the general budget position as well as decisions of the council on financial planning, including libraries consultation and was reported to the council in February 2025. Relevant progress is reflected in **Appendix 1** against the Vision and Leadership, Effective Use of Resources and Working with Communities themes.
- III. Transformation Strategy work is progressing with the depots project due for reporting and a workshop with members and senior officers in March to inform and influence the next stage of future council transformation.

4.6 The Best Value Action Plan sets out an ambitious programme of work and it is important to maintain pace to ensure that targets are delivered. As indicated in the appendix, while overall progress is positive with 30 actions now completed, there are a small number (14) areas that have been identified for close monitoring:

- I. Leadership development – action is being taken to progress a short term programme of development and to ensure that individual development needs are identified. A draft strategic position has been prepared and the opportunity is now being taken for the new Chief Executive to provide direction on some of the cultural aspects that need to be part of this work.
- II. Partnership working – the absence of specific resource has been a barrier to progress. This is an issue across partners and recent discussions have identified some options to provide capacity which is being explored further in anticipation of proposals coming forward in the New Year that will enable this work to come back on track.
- III. ICT developments – there are a few amber actions relating to the demand for ICT resources. A recent decision by the Council to allocate additional resources will improve this once recruitment to the positions is concluded. Meantime, the service is prioritising work across various requirements to ensure priorities are addressed.

4.7 Many of the actions in the report are coming to a conclusion with a number due for completion over the next few weeks. Some actions are identified for “Carry Forward” where work will not be complete by June 2025 and some have been noted as “Continuing Work” where planned actions have been concluded but the activity will continue as business as usual and be reported in the normal way e.g. community engagement, performance management (including PSIF). Highlights of actions due for this reporting period are noted as follows:

Vision and Leadership

- I. Leadership development – approach for leadership development to be finalised to support the new management structure and plans put in place for the employee engagement programme.

Effective Use of Resources

- II. Transformation strategy – delivery of workshops to inform the next stage of the development of the future council transformation programme.

4.8 There are amendments to three planned target dates proposed within the update as follows:

BV 1: Vision and Leadership

- i) the BV self assessment report is rescheduled from June to September to follow on from the June workshop; and
- ii) the revised BV action plan will be reported in September (moved from April). Both have been adjusted to take dates away from the busy budget setting calendar commitments

BV3: Resources

- iii) the completion date for capital planning has been changed from 30 June 2025 to March 2026 to take account of the developing approach to capital planning

4.9 Work has begun on the development of a refreshed Best Value Action Plan to continue the Council's improvement journey, which will be reported for approval in September 2025. This will take account of:

- i) recommendations from external audit work during 2024/25;
- ii) remaining actions from the current BV Action plan, taking forward those that are identified in Appendix 1 as "Carry Forward";
- 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.

5. PROPOSALS

5.1 It is proposed that the committee review and note the progress on the Best Value Action Plan in **Appendix 1**.

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:

Service Area	Budget	Budget Years	Proposed Spend this Year	Virement From	Other Comments
-	-	-	-	-	-

Annually Recurring Costs:

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

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 CMT (E/CMT) have contributed to the progress monitoring 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](#))

Report Date	April 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		
BEST VALUE ACTION PLAN								Aug-26	GREEN	70%		
1. Vision and Leadership								Mar-26	GREEN	82%		
1.1 Collaborative Leadership - ensuring members and officers work effectively to secure key						CEx/Council (CL)	1	Dec-24	AMBER	99%		
1.2 Community and Partner Engagement on Council priorities						DCE (ECOD)	3	Jun-25	GREEN	82%		
1.3 Leadership Development Action						H HR,ICT & OD	1	Dec-24	AMBER	90%		
1.4 Continuous Improvement – implement self-evaluation.						CEx / DCE (ECOD)	2	Mar-26	GREEN	42%		
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>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>												
2. Governance and Accountability								Jan-25	GREEN	76%		
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	78%		
2.4 Digital Resilience Management						H HR,ICT & OD	E	Sept 25*	AMBER	45%		
<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> <p>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	85%
3.1 Transformation and Sustainable Services	CEx / DCE (ECOD)	1	Aug-26	GREEN	64%
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 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.</p> <p>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> <p>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		32%
4.1 Partnership Working for Moray	DCE (EEF / ECOD)	2	Oct-25		32%
<p>Summary: 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>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	55%
5.1 Community Budget Engagement ensuring local communities are more in Participatory	DCE (EEF / ECOD)	2	Jun-25	GREEN	55%
<p>Summary: 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>Conclusions: 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	60%
6.1 Sustainable Development	DCE (EEF)	3	Sep-24	GREEN	60%

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.

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.

7. Fairness & Equality			Normal business	GREEN	100%		
7.1 Equalities Action	HoGSP	2	Normal business	GREEN	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>							

Report Date	April 2025 (Corporate Committee 10/06/2025)																									
BRAGG Status - KEY	BLACK - Completed	RED - Concern	AMBER - Caution	GREEN On Target	GREY - Not Started	carry forward - action to be added to next plan	Continuing work - carry on as business as usual																			
1. Vision and Leadership																		Overall Schedule	% Complete							
																		GREEN	82%							
Summary:																										
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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 AMBER	Complete 99%	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	Complete	01/08/24	24/12/24	100%	<p>April 2025; Positive progress continues with further progress in collaborative working as evidenced with the decision making processes for the 2025/26 Budget. The collaborative working survey closed on 14 February. It consisted of 16 questions answered by all groups and 8 distinct questions for Chief Officers and another eight only answered by Councillors, each group answered 24 questions in total.</p> <p>There were a total of 26 respondents from the previous participants in the external advisor's work (8 Chief Officers, 10 Elected Members Without Special Responsibility and 8 Elected Members With Special Responsibility). The results confirm positive progress..</p> <p>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.</p> <p>A progress review is planned for December 24.</p>				<p>April 2025; The results of the collaborative working survey will be reported to Corporate Committee in June.</p> <p>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.</p> <p>Sessions with groups previously established by the external consultant to be organised for November to ensure progress with Collaborative Leadership development work continues.</p>																
iii. Collaborative leadership programme established drawing on best practice (Oct 24).	JWM	Complete	01/08/24	31/10/24	100%	<p>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.</p> <p>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.</p>				<p>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.</p> <p>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.</p>																
iv. Joint political leadership continues to develop so members work effectively on key decisions including financial sustainability.	JWM	GREEN	01/08/24	24/12/24	95%	<p>April 2025; Further Member training was implemented and good joint political leadership working continues to progress positively and needs to be maintained or enhanced wherever possible on an ongoing basis. Therefore progress is marked as 95%.</p> <p>Good progress has been achieved with collaborative working as evidenced by the development of the 2025/26 Budget which resulted in achieving balance without the use of non-earmarked reserves and with foundation work for the 2026/27 Budget progressed. Additional Member training on the Code of Conduct was delivered.</p>				<p>Dec 2024: Further training on Code of Conduct and budget decision making to be scheduled for early 2025</p>				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 GREEN	Complete 82%	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	90%	<p>April 2025; TTD analysis completed; awareness of need to embed vision, priorities and values in engagement work going forward and proposal on overall approach developed; suggested programme to be discussed with new CX at end of April and will be taken forward once direction provided.</p> <p>Dec 2024: TTD issued 14/11. Reference to vision, priorities as appropriate in public and staff communications.</p> <p>05-11-24 Detailed delivery plan developed and agreed at council along with engagement strategy on 25-09-24</p> <p>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.</p>				<p>April 2025; agree approach going forward; deliver programme for remainder of year and consider longer term work required around the engagement agenda.</p> <p>Dec 2024: Detailed work on overall approach to employee engagement continuing with proposals for review and updating being developed further.</p> <p>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</p>																

ii. Promote vision and priorities in public communication and engagement and social media.	DW/FG	GREEN	01/07/24	30/06/25	75%	<p>April 2025; Communication and engagement on budget proposals from December completed with workforce and public. Development of proposals on the next stage of community engagement underway, discussion has taken place at Strategic Leadership Forum for guidance. Workshop held with councillors and senior leadership team on 18/3/25 on future council transformation as first stage of new engagement programme. TTD analysis completed; supporting work to take forward implementation of digital engagement tool.</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: > 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)</p> <p>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.</p> <p>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</p> <p>Bid submitted for investment in online engagement tool.</p>	<p>Report back to Council (Jan) Continue development of sourcing online tool (once budget secured)</p> <p>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)</p>		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	AMBER	01/07/24	30/06/25	35%	<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>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>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 Work ongoing to review the role of the Community Engagement Group and define moving forward. 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) Further work on locality partnership working to inform future Loip (Mar 2025)</p>	<p>Resourcing of community planning is an ongoing risk to the work of the CPP partnership which partners are aware of and considering</p>			<p>CPP feedback report and presentations from development session 24/10</p>	
iv. Take forward engagement and consultation on service specific proposals e.g. for libraries and leisure.	DW	Complete	01/08/24	30/06/25	100%	<p>April 2025; Consultation on library proposals completed and reported to council in February 2025. Library user groups established and first meetings were held in April. Work underway to establish Leisure user groups which will provide an opportunity for input to the next stage of that review due to report later in 2025. There are no further current service proposals to be taken forward for consultation with communities, therefore, it is proposed to close this action and that the next stage of engagement will be set out in a report to Council and monitored as a new action.</p> <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>	<p>April 2025; establish leisure user groups and take forward leisure review work as part of next stage of engagement later in 2025/26. This will be part of the next stage of engagement and reported as part of the leisure review later in 2025/26.</p> <p>Subject to council decision on 22/10 - library consultation under Stage 2 of the engagement strategy</p>			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	AMBER	01/08/24	30/06/25	10%	<p>April 2025; the next stage of community engagement is being considered, which includes a citizens panel approach. Discussion will be held with CPP partners on the possibility of this being a partnership approach at CPOG. This action is behind the planned timescales and new target dates need to be considered.</p> <p>Dec 2024: Work is at very early stages to consider options and how these would contribute to the council's engagement strategy.</p>	<p>CONTINUING WORK</p> <p>Mar 24 - proposal to be developed</p>					
vi. Staff survey – add questions on priorities.	FG	Complete	01/08/24	30/06/25	100%	<p>April 2025; Survey launched following detailed comms and engagement work in effort to increase response rate, including development and agreement of joint approach with Trade Unions. Open from 10 March to 4 April. Analysis is underway supported as far as is possible with digital/technical approach. ACTION COMPLETE.</p> <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>	<p>Dec 2024: Approval for updated survey questions required then work taken forward to launch March 2025</p>					
1.3 Leadership Development Action						Lead: H HR,ICT & OD	PRIORITY 1	DELIVERY DATE: Dec 24	Schedule AMBER	Complete 90%	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	90%	<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 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>	<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, CARRY FORWARD</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>				
1.4 Continuous Improvement – implement self-evaluation.						PRIORITY 2	DELIVERY DATE: Mar 26	Schedule GREEN	Complete 42%	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>April 2025; Draft programme to re-activate PSIF has been agreed by ECMT for services that do not currently use PSIF or an alternative improvement tool. The first service (HR, ICT&OD) is being supported by the Improvement Service with council officers attending to learn from the process to support further roll out. Planned programme will be reviewed and refined as experience builds.</p> <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>	<p>April 2025; PSIF programme being re-activated. HR, ICT&OD to complete in May/June. Planned programme to be reviewed following experience of completing initial services CONTINUING WORK</p> <p>Agree review schedule with services. Incorporate improvements into service plans/team plans/ERDP where appropriate.</p>					
ii. Align other improvement tools to PSIF.	AMcE	GREEN	01/07/24	31/03/26	80%	<p>April 2025; Work completed to compare various improvement tools and reported to ECMT to give assurance of coverage.</p> <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	60%	<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>						
iv. Continue corporate BV self-assessment for yearly.	DW/AMcE	GREEN	01/08/24	31/03/26	30%	<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>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	Not Started	01/08/24	31/03/26	0%	<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>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>April 2025;</p> <p>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 CARRY FORWARD</p>					
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%	<p>Corporate Plan agreed by Full Council on 28/02/24</p> <p>Service plans agreed in May/June committee cycles</p>				<p>Corporate Plan Full Council 28 June 2024 Item 4</p> <p>Service Plans (ECOD) ECLS 20 June 2024 Item 04</p>		
ii. Publish Public Performance Report (PPR).	FG	Complete	28/03/24	28/06/24	100%	<p>PPR agreed at Full Council on 26/06/2024 and published on the Council's website on 28/06/2024.</p>						

Report Date	April 2025 (Corporate Committee 10/06/2025)										
BRAGG Status - KEY	BLACK - Complete	RED - Concern	AMBER - Caution	GREEN On Target	GREY - Not Started	carry forward - action to be added to next plan	Continuing work - carry on as business as usual				

2. Governance and Accountability											Overall Schedule	% Complete
											GREEN	76%

Summary:
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. 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.

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.

2.1 Effective Scrutiny						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				
Undertake a 6-month review of the impact of training.	AMcE	Complete	01/07/24	31/10/24	100%	<p>Dec 2024: Survey completed in October 2024 identified that members of the committee were generally satisfied with training received, were clear around the role of the committee and recognised the benefits of a rolling training schedule for AS cttee members.</p> <p>Further training on scrutiny tools to be undertaken and survey issued 02 October to members of Audit and Scrutiny to reflect on value of training in relation to their role, determine how well equipped they feel with the role and on any changes to committee remit they think are appropriate.</p>		<p>Dec 2024: Training for AS members built into the regular meetings with the Chair.</p>				

2.2 Sound Governance						Lead: CEx	PRIORITY 1	DELIVERY DATE: Jan 25	Schedule AMBER	Complete 80%	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	GREEN	01/08/24	31/01/25	50%	<p>April 2025:</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.</p> <p>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>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>		<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.</p>	<p>Links to recent Council Committee report from the IJB and also briefings from the CSWO</p> <p>Link to most recent Full Council report in 04/12/2024 Item 7</p>	
ii. Develop arrangements for additional assurance, in particular on financial management.	LP	GREEN	01/08/24	31/01/25	80%	<p>April 2025:</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</p> <p>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>		<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</p>		
iii. Ensure effective ongoing partnership and collaborative working arrangements for Council/Moray Integrated Joint Board (MIJB) management/ leadership.	JP JWM	GREEN	01/08/24	31/01/25	75%	<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.</p> <p>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>April 2025:</p> <p>Dec 2024: As per previous</p> <p>Meetings in place and reporting into Council in relation to statutory delivery as above.</p>		<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</p>	<p>Can share link to September NHS Board meeting on IJB report and also most recent Full Council IJB report from December.</p>	

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	78%			
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%	<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>CARRY FORWARD</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>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>		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	70%	<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>CARRY FORWARD</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>April 2025: as above</p> <p>As above</p>		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	45%			
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	01/07/26	40%	<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>CARRY FORWARD</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>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.</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>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>		Risk that volume of work arising through threat exploration and fixing detracts from progress through actions. <p>FG report on capacity to be drafted.</p>			
ii Complete Business Continuity Plans/work for corporate and service cyber resilience.	FG	AMBER	28/03/24	31/12/25	50%	<p>April 2025: BC plan under review.</p> <p>CARRY FORWARD</p> <p>Dec 2024: Not progressed due to demands previously above.</p> <p>05-11-24 Work progressing, further information being considered by service.</p> <p>Initial review of previous BC plan begun.</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>		Lack of capacity for service manager and Information Security Officer to properly address.			

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BRAGG Status - KEY	BLACK - Complete	RED - Concern	AMBER - Caution	GREEN - On Target	GREY - Not Started	carry forward - action to be added to next plan	Continuing work - carry on as business as usual

3. Effective Use of Resources							Overall Schedule	GREEN	% Complete	85%
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Summary:
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.

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.

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.

Conclusions: The majority of actions planned for completion have been achieved on time. Actions with longer timescales are noted to be carry forward.

3.1 Transformation and Sustainable Services						Lead: CEx / DCE (ECOD)	PRIORITY 1	DELIVERY DATE: Aug 26	Schedule GREEN	Complete 64%	Issues, Risks, Changes (I/R/C)	Hyperlink to document			
Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update		Next Steps							
i. Stage 1: Refresh and refocus - new developing transformation strategy agreed, financial projects, new areas and acceleration / expansion (May 24).	DW	Complete	28/03/24	30/04/24	100%	The new Transformation Strategy and programme of projects was agreed by the Council on 24 April 2024. This included a refresh of the strategy and refocus on projects to ensure that they were aligned. New projects and opportunities were also identified for development.				Transformation Strategy Appendix 1 – Strategy and Projects Appendix 2 – Design Principles					
ii. Stage 2: Further develop and define strategy, specifying projects and savings (Aug 24).	DW	Complete	28/03/24	30/08/24	100%	05-11-24: Report to council in August noted progress and new projects for progress. Member workshop on 21-08 used to inform next iteration of programme of work, including direction for leisure, libraries and learning estate. Work continues to develop areas identified and out of hours, learning estate acceleration and workforce terms and conditions projects are all advancing to be reported to the council by January 2025 Projects mandates have been developed for new projects to assess merits and progress continues on active projects. Workshop on 3/7 to explore potential of digital and outcomes being considered for future. Report to Council 13/8 on progress				Council report 13/8/2024 Transformation Strategy (item 6a)					
iii. Stage 3: Future council programme (normal business).	DW	GREEN	01/08/24	28/08/26	30%	<p>April 2025: The quarterly update report was presented to Corporate Committee on 28 January 2025. Projects are progressing well and the depot review is ready to report the full business case. Libraries future service model was agreed by the Council on 19 February 2025 and work is underway with user groups on future opening hours. A workshop was held on 18/3 with councillors and senior officers to give direction for the future council transformation and future community engagement work is under development Carry Forward</p> <p>Dec 2024: Further work has been completed to confirm projects for inclusion in programme and continue the development of existing projects with update for Smarter Working Phase 2 reported to council on 4/12 and the Out of Hours project approved at Corporate Committee on 22/10 and the r Libraries, Learning Centres and Heritage service redesign approved for consultation on 22/10</p> <p>05-11-24 - work is continuing to develop and define projects and to ensure projects are specified to clarify the savings that can be expected. A number of projects are nearing reporting stage and will be included in the update scheduled for January 2025.</p>		<p>April 2025: Report on depot review;</p> <p>Review of aim, vision and design principles Confirm projects for inclusion in programme: reporting on Leisure, Workforce, Learning Estate, Customer Contact service and Pool cars as part of next iteration of transformation strategy Identify future developments and direction</p>		<p>Resources will require to be considered to ensure and enable progress. Transformation makes a medium to long term change, risk focus on short term places risk on longer term results Challenge that expectation of high financial return may not be achievable</p> <p>Smarter working phase 2 update report to council 4/12/2024 (item 19) Libraries report council 22/10/2024 (item 10 - confidential) Review of OOH report 22/10/2024 council (item 12 - confidential) Corp cttee update on 5/11/2024 (item 16) Accts comm overview report</p>					
iv. Establish corporate oversight to ensure pace, prioritisation, new opportunities, ongoing development and delivery of benefits.	DW	GREEN	01/08/24	30/01/26	50%	<p>April 2025: ECMT continue to take oversight and consider project initiation. Following the review of the transformation boards, the 3 boards have been merged and the Council Transformation Board is now operating as a single portfolio level programme board with oversight of all of the Transformation Strategy work. Work is also planned to revamp and project governance arrangements for consideration by the Board. Regular reporting to Corporate Committee is also giving oversight of the Transformation work to enable review and challenge by members. Carry Forward</p> <p>Dec 2024: ECMT have reviewed and supported new mandates for projects on the replacement of Care First and the use of Pool Cars. Further work is being completed to enable these to move to the next stage and be reported to committee/MIJB as appropriate. Review of the operation of the Transform programme boards has been identified for action early in 2025.</p> <p>05-11-24 - quarterly reporting to CMT and Corporate committee established to ensure oversight, prioritisation and pace</p>		<p>April 2025 - work on revamp of project governance arrangements</p> <p>Feb 2025 Review of Transform Boards</p>		<p>Governance becomes less effective because it is more onerous than can be supported by the current arrangements - review of Boards aims to mitigate this</p>					
v. Build in engagement with communities and staff about the need for change and impact any mitigation of proposed changes.	DW	GREEN	01/08/24	30/01/26	40%	<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. Carry Forward</p> <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 200 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 - implementation of agreed council financial engagement strategy underway to ensure awareness of the need for change and to ensure influence in proposed changes.</p>		<p>Jan 2025 - report to council on feedback from library consultation</p> <p>Feb 2025 - Leisure engagement to follow on from council decision re the future service</p>		<p>Low engagement, especially on general issues and financial planning. Public fatigue from volume and frequency. Mitigation of improved tools and wider approaches being considered</p>					

3.2 Workforce Strategy						Lead: CEx	PRIORITY 3	DELIVERY DATE: Aug 24	Schedule	Complete	Issues, Risks, Changes (I/R/C)	Hyperlink to document			
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3.2 Workforce Planning						Lead: Cex	PRIORITY 2	DELIVERY DATE: Sept 24	Complete	100%					
Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update		Next Steps							
Workforce Working Group established	DW	Complete	28/03/24	27/09/24	100%	05-11-24: WFWG reviewed and supported the revise workforce strategy and plan which was approved by the Corporate Committee on 27-08-24 Agreed the draft terms of reference Workforce Working Group established and due to meet for 3rd time on 15/8.		WFWG to be asked to consider Terms and Conditions proposals associated with financial planning as new area of work			Workforce Working Group 23/04/2024 (item 12)				
i. Improve use of workforce data in ensuring effective workforce planning.	FG	Complete	28/03/24	27/09/24	100%	Dec 2024: Power BI expanded further and circulated to all 3rd tier managers. Planned work is completed although further improvements will continue to be worked on. 05-11-24 Work progressing to ensure full suite of data available for annual WFP discussions which are due Nov 24/Jan 25. Power BI developed and circulated to managers.		Dec 2024: Plan with actions, milestones, timescales to be finalised. Data Protection issues to be resolved. 05-11-24 Refreshed approach to discussions with HoS and DMTs to ensure full engagement and participation in identifying issues and actions required to increase effectiveness. Further elements of data to be included, schedule of HR metrics refresh to be reviewed per 2024 Workforce Audit actions.							
ii. Update Workforce Plan to reflect new models of service delivery and ways of working, including how the Council is: <ul style="list-style-type: none">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	30/06/2025 March 2026	30%	April 2025: Proposed to amend completion date to take account of developing approach to capital planning. Carry Forward 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		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 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			change of date 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				

Report Date	April 2025 (Corporate Committee 10/06/2025)													
BRAGG Status - KEY	BLACK - Complete	RED - Concern	AMBER - Caution	GREEN On Target	GREY - Not Started	carry forward - action to be added to next plan					Continuing work - carry on as business as usual			
4. Partnerships and Collaborative Working											Overall Schedule	% Complete		
											GREEN	32%		
<p>Summary: 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>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>														
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
						Progress Update				AMBER	32%			
Project Titles:	Lead	Schedule	Start Date	End Date	% Complete	Progress Update			Next Steps			Issues, Risks, Changes (I/R/C)	Hyperlink to document	
i. Work with Community Planning Partners (CPP) to develop shared priorities for incorporation into Local Outcome Improvement Plan (LOIP).	DW	AMBER	28/03/24	30/10/25	30%	<p>April 2025: This work has not progressed this quarter due to the focus on council priorities (e.g. budget) and the pressure on partner resources across the partnership</p> <p>Carry Forward</p> <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>April 2025: This work has not progressed this quarter due to the focus on council priorities (e.g. budget) and the pressure on partner resources across the partnership. The CPP have recently participated in a National Self Assessment session and the improvement plan will assist in progressing a way forward.</p> <p>Carry Forward</p> <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>April 2025: This work has not progressed this quarter due to the focus on council priorities (e.g. budget) and the pressure on partner resources across the partnership. It has not been possible to identify a partnership solution at this point</p> <p>Carry Forward</p> <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</p> <p>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>						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>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>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>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.</p> <p style="text-align: center;">Carry Forward</p> <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.</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>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</p> <p>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	April 2025 (Corporate Committee 10/06/2025)																			
BRAGG Status - KEY	BLACK - Complete	RED - Concern	AMBER - Caution	GREEN - On Target	GREY - Not Started	carry forward - action to be added to next plan		Continuing work - carry on as business as usual												

5. Working With Communities Overall Schedule: GREEN | % Complete: 55%

Summary: 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.

Conclusions: 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						Lead:	PRIORITY 2	DELIVERY DATE: Jun 25	Schedule	Complete	Issues, Risks, Changes (I/R/C)	Hyperlink to document
						DCE (EEF / ECOD)			GREEN	55%		
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%	<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>		<p>April 2025:</p> <p>Dec 2024: arrange meeting to discuss with budget managers following feedback from Heads of Service</p>				
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	AMBER	28/03/24	30/06/25	50%	<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 style="text-align: center;">Continuing Work</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"> > 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) <p>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.</p> <p>Bid submitted for engagement tool to enhance options and capacity for engagement.</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	AMBER	28/03/24	30/06/25	35%	<p>April 2025: proposals are under development to connect with community councils</p> <p style="text-align: center;">Continuing Work</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>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>				
iv. Deliver specific traditional PB exercises for appropriate funding.	RG LP	GREEN	28/03/24	30/06/25	75%	<p>Dec 2024: One 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>		<p>April 2025:</p> <p>Dec 2024: discuss if funding can be used for PB within SG time constraints</p>				

v. Develop approaches to wider PB i.e. participatory democracy.	DW	AMBER	01/08/24	30/06/25	40%	<p>April 2025: 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>Continuing Work</p> <p>Dec 2024: capturing current activity to establish areas to build on</p> <p>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</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>	resourcing is a risk to the progress that can be made in this developmental work	
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Report Date	April 2025 (Corporate Committee 10/06/2025)																			
BRAGG Status - KEY	BLACK - Complete	RED - Concern	AMBER - Caution	GREEN - On Target	GREY - Not Started	carry forward - action to be added to next plan				Continuing work - carry on as business as usual										

6. Sustainable Development

Overall Schedule	% Complete
GREEN	60%

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.

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	Complete	Issues, Risks, Changes (I/R/C)	Hyperlink to document
								GREEN	60%			
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	20%	April 2025: Actions are progressing in line with deadlines in Action Plan. Carry Forward 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.		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. 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.			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	April 2025 (Corporate Committee 10/06/2025)																			
BRAGG Status - KEY	BLACK - Complete	RED - Concern	AMBER - Caution	GREEN On Target	GREY - Not Started	carry forward - action to be added to next plan		Continuing work - carry on as business as usual												

7. Fairness & Equality

Overall Schedule	% Complete
GREEN	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	Next Steps	GREEN	100%			
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	Complete	28/03/24	30/11/24	100%	<p>April 2025: sign off for core mandatory eLearning, including equalities given in March 2025.</p> <p>Dec 2024: Sponsored eLearning proposal sets out planned approach to mandatory e-Learning including equalities.</p> <p>05-11-24 Further work undertaken responding to feedback.</p> <p>Equalities training is in place through a section on the Moray Management Methods training and there is an Equalities and Diversity eLearning module.</p>	<p>April 2025: all core mandatory modules, including equalities, to be uploaded to updated LMS, due to be launched in May. (although is already available on existing platform)</p> <p>Dec 2024: CMT sign off</p>					

Collaborative Leadership and Working Relationships 2025 Survey – Brief Summary

Overview

The survey opened on Thursday 30 January and closed on Friday 14 February. It was analysed by the following groupings -

1. Overall (All participants who gave a response to individual questions)
2. Chief Officers
3. Elected Member with Special Responsibility Allowance
4. Elected Member without Special Responsibility Allowance

Each respondent had the opportunity of answering 25 questions. A total of 26 respondents answered all 25 questions (8 Chief Officers, 8 Elected Members with Special Responsibility allowance and 10 Elected Members without Special Responsibility Allowance).

Analysis and detailed source tables highlighting key points have been considered by members at the Best Value workshop held on 3 June.

Key Finding summary

Positives

- Improving picture in the level of trust and mutual respect between Chief Officers and Councillors
- Evidence of more effective collaboration:
 - Increase in regular meetings and communications channels
 - Councillors feeling they are kept informed
 - Recognition of benefits of strategic leadership forum

Challenges:

- Chief Officers and Councillors need to work on an organisational culture is conducive to innovation and improvement.
- Councillors without senior responsibility are less likely to say that Chief Officers and Senior Councillors collaborate effectively
- Non administration Councillors can feel marginalised
- Mixed views on optimal sizes for committee
- Keeping reports succinct and avoiding jargon

Key Findings – All respondents combined

- The following questions showed positive responses, of particular note:
 - *“Regular meetings and communication channels with Committee Chairs and Vice Chairs foster effective collaboration in decision-making processes.”* (75%) (**Elected Members question set only**)
 - *“The Corporate Management Team actively seeks input from both Chief Officers and Councillors when making important decisions.”* (75%) (**Elected Members question set only**)
 - *“The Strategic Leadership Forum is effective in securing cross party-political input to assist with policy development.”* (100%) (**Elected Members question set only**)
 - *“Regular meetings and communication channels with Chief Officers help foster effective collaboration in decision-making processes.”* (72%) (**Chief Officers question set only**)
 - *“I am regularly kept informed about key decisions made, including input from both Chief Officers and Councillors.”* (58%) (**All respondents**)
 - *“I feel confident in raising concerns or challenges with either Chief Officers or Senior Councillors.”* (77%) (**All respondents**)
 - *“Positive progress has been made in improving collaborative working relationships between Chief Officers and Councillors.”* (65%) (**All respondents**)
 - *“I am confident that Councillors and the Chief Officers will continue to improve collaboration and effectiveness in the future.”* (58%) (**All respondents**)