

**BEST VALUE ACTION PLAN 2024-2027**

	BV CRITERIA	Ref	Best Value Improvement Outcome	Proposed Action	Priority 1 = High E = existing	Delivery Date	CMT/SMT Lead
<b>1.</b>	<b>Vision and Leadership</b>						
<b>1.1</b>	<b>Collaborative Leadership</b> – ensuring members and officers work effectively to secure key decisions	BV 4 Q P’ship in self-assessment  EA1/2 GT_AAR_R4 Rec 2 (Ac_CoA)	Members and senior managers have: <ul style="list-style-type: none"> <li>developed a culture that encourages collaborative working.</li> <li>a clear shared vision for Moray.</li> <li>collectively enabled progress towards a sustainable financial position.</li> </ul> <u>Measures</u>  Survey of members and senior officers reflects improved relationships.  Council makes timely decisions on key issues by December 24: <ul style="list-style-type: none"> <li>Budget savings to close budget gap for 25/26.</li> <li>Transformation strategy.</li> <li>Key service projects impacting on sustainability.</li> </ul>	<b>Collaborative Working</b> <ol style="list-style-type: none"> <li>Best value relationships project successfully concluded (May 24).</li> <li>Review undertaken to assess the level to which relationships have improved across Members/ snr officers and clarity regarding roles and responsibilities. (Dec 24).</li> <li>Collaborative leadership programme established drawing on best practice (Oct 24).</li> <li>Joint political leadership continues to develop so members work effectively on key decisions including financial sustainability.</li> </ol>	1	Dec 24	CEx/Council Leader (CL)
<b>1.2</b>	<b>Community and Partner Engagement on Council priorities</b>	BV 4 Q P’ship in self-assessment	Council vision for moray is shared with/developed in partnership with its citizens, employees, key partners and other stakeholders.  <u>Measure:</u> Employee survey will show 75% of employees are aware of Council priorities with the aim of increasing overall employee participation in the employee survey.  Public feedback will be included in report to council on Corporate Plan review at 3 year review point.  Citizens engagement will be measured using the Scottish Social Attitudes Survey.	<b>Vision and Priorities Engagement</b> <ol style="list-style-type: none"> <li>Build Council vision, priorities and values into employee engagement programme work.</li> <li>Promote vision and priorities in public communication and engagement and social media.</li> <li>Working with Community Planning Partners (CPP) to develop shared engagement.</li> <li>Take forward engagement and consultation on service specific proposals e.g. for libraries and leisure.</li> <li>Establish Community survey/panel, jointly with partners if agreed.</li> <li>Staff survey – add questions on priorities.</li> </ol>	3	Jun 25	DCE (ECOD)
<b>1.3</b>	<b>Leadership Development Action</b>	Accounts Commission Controller of Audit Report _ Recommendation 2 (Ac_CoA)	Leadership is effective and there is good collaborative working.  <u>Measure:</u> Employee survey result shows greater than a 20 % improvement in leadership question results.  Focussed leadership survey for councillors and senior managers shows culture of co-operation and partnership.  90% appraisals completed.	<b>Leadership Development Action</b> <ol style="list-style-type: none"> <li>Establish leadership development programme to address corporate and individual leadership needs.</li> </ol>	1	Dec 24	H HR, ICT & OD

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1.4	<b>Continuous Improvement – implement self-evaluation.</b>	(GT_TR_R3) (Ac_CoA)	Corporate approach to continuous improvement and annual self-evaluation established as basis to identify strengths and areas for improvement.  <u>Measure:</u> Best Value Corporate self-evaluation completed, and Improvement Action Plan agreed and actions implemented as per timetable.  Completed our first set of Service Plans with improvement actions agreed.  Completed first set of services and improvement actions agreed.  Corporate improvement focus identified.	<b>Continuous Improvement</b> i. Re-establish Public Service Improvement Framework (PSIF) as service continuous improvement tool. ii. Align other improvement tools to PSIF. iii. Put in place measure to address gap. iv. Continue corporate BV self-assessment for yearly. v. Agree updated BV action plan for continuous improvement. vi. Consider and establish service score cards to provide overview to develop and track service improvement corporately.	2	March 26	CEx / DCE (ECOD)
1.5	<b>Performance Reporting – to ensure that the Council reports performance in a timely manner</b>	AC CoA	Cycle of performance improvement in place.  <u>Measure:</u>  Annual report to council to monitor progress on Corporate Plan.  Public Performance Report (PPR) published.	Ensure clear timescales are in place for reporting of performance:  i. Finalise the performance and delivery framework for the new Corporate Plan. ii. Publish Public Performance Report (PPR).	3	June 24	DCE (ECOD)
<b>BV2</b>	<b>Governance and Accountability</b>						
2.1	<b>Effective Scrutiny - ensure all Audit and Scrutiny Committee members are clear on their remit</b>	Ac CoA	Audit and Scrutiny (A&S) Committee members are clear on their remit.  <u>Measure:</u> All of A&S members report and demonstrate awareness of role.	Undertake a 6-month review of the impact of training, ascertain changes in practice and consider further opportunities for development.	3	Oct 24	HoGSP
2.2	<b>Sound Governance - arrangements of Health and Social Care Integration Scheme</b>	EA7	Clear and effective governance and accountability arrangements in place covering partnerships, specifically Health & Social Care Moray (HSCM) for performance monitoring and the early identification of any significant financial and service risks.  <u>Measures</u>  Collective agreement that specific delivery plans in place to reduce budget deficit that can be relied upon for partner financial planning.	i. Review effectiveness of monitoring and scrutiny for Health and Social Care Moray (HSCM) established at Council 24/01/24. ii. Develop arrangements for additional assurance, in particular on financial management. iii. Ensure effective ongoing partnership and collaborative working arrangements for Council/Moray Integrated Joint Board (MIJB) management/ leadership.	1	Jan 25	CEx
2.3	<b>Risk Management</b>		Effective risk management is in place.  Risks are identified, monitored and managed.  <u>Measure:</u> Business continuity plans (including civil contingencies and emergency plans) are in place to allow an effective and appropriate response to planned and unplanned events and circumstances.	i. Risk management is undertaken. ii. Corporate overview of business continuity and resilience. iii. Business Continuity Plans to be in place for all services. iv. Business impact assessments (resilience) completed for all services.	E	April 24  2025	HoGSP

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			Risk Management Plans are in place and are demonstrably monitored and managed.				
2.4	<b>Digital Resilience Management</b>		Resilience plans in place for information systems as part of wider Digital/Resilience Strategy.	<b>Digital Monitor</b> Complete implementation of Cyber Resilience Plan.  Complete Business Continuity Plans/work for corporate and service cyber resilience.	E		H HR, ICT & OD
<b>BV3 Effective Use of Resources</b>							
3.1	<b>Transformation and Sustainable Services</b> - increase its pace of transformation and identify savings to ensure its financial sustainability	AC CoA GT_AAR_R2 Ac_OR-R2	The Council has a Transformation Strategy with clear vision for the long term on how it will change services and realise efficiencies to close future budget gaps.  <u>Measures:</u> Initial set of projects developed and agreed (Jun 24). Expanded set of projects developed with financial benefits (Dec 24). Future council programme identified with major change and transformation (Jun 25). Savings achieved to contribute to closing budget gap (Apr 26).	<b>Transformation and Sustainable Services Action</b>  i. Stage 1: Refresh and refocus - new developing transformation strategy agreed, financial projects, new areas and acceleration/expansion (May 24).  ii. Stage 2: Further develop and define strategy, specifying projects and savings (Aug 24).  iii. Stage 3: Future council programme (normal business).  iv. Establish corporate oversight to ensure pace, prioritisation, new opportunities, ongoing development and delivery of benefits.  v. Build in engagement with communities and staff about the need for change and impact any mitigation of proposed changes.	1	Aug 26	CEX / DCE (ECOD)
3.2	<b>Workforce Planning</b> - to ensure plan for skills needed to deliver future services, focusing on collaborative and flexible working	AC_OR-R5) EA8	There is the organisational capacity to deliver services through effective use of all employees and other resources.  Good communication with all staff promotes a citizen and improvement-focused culture that delivers meaningful actions and outcomes.  There are effective arrangements in place to support transformation and to provide distributed leadership and support across the Council.  <u>Measure:</u>  New Workforce Plan agreed and implemented in support of the Transformation Strategy.	<b>Workforce Planning</b>  I. Improve use of workforce data in ensuring effective workforce planning.  II. Update Workforce Plan to reflect new models of service delivery and ways of working, including how the Council is: • Identifying and addressing skills gaps, at operational and leadership levels. • Making best use of existing workforce by collaborating with partners to overcome recruitment challenges.  iii. Develop actions to support workforce culture aligned to Transformation Strategy and to support the issues identified from employee survey results.	2	Sept 24	CEX

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			Management review undertaken to ensure arrangements are in place to take the "Future Council" forward. (March 25).	Workforce Working Group established to advance the above.			
3.3	<b>Financial Management</b> – ensuring the Council has plans in place, financial performance is reported in a clear, timely and accurate manner and financial plans are monitored to ensure sustainability of future service provision	Ac CoA AcC2 GT_AAR – R3	<p>Financial plans show how the local authority will align service provision with funding to ensure the sustainability of its services in the future.</p> <p>Short to Medium Term Financial Plans show a balanced budget with reduced reliance on reserves.</p> <p>Long-term financial plans prepare for a range of funding levels and linked to strategic priorities.</p> <p><u>Measures</u> Financial planning is viewed as improving in line with recommendations by reporting of the 2023/24 Annual Audit Review in September 2024.</p>	<p><b>Financial Management</b></p> <p>i. The Council will keep the affordability of its capital plan and related revenue implications under review, including review of the Capital Strategy and Corporate Asset Management Plan (CAMP).</p> <p>ii. The Council will strengthen monitoring of the delivery of the Capital Plan and take action to address any slippage.</p> <p>iii. The Council will review its Asset Management Strategy to ensure optimum arrangements are in place and the property portfolio is reduced wherever possible.</p> <p>iv. The Council will review its forecasting process to ensure the most accurate projections.</p> <p>v. The Council will review its Reserves Policy to ensure alignment with financial planning including investment in Transformation.</p> <p>vi. The Council will review its Short to Medium Term Financial Strategy.</p> <p>vii. The Council will review its Medium to Long Term Financial Strategy.</p> <p>viii. The Council will develop a Savings Plan for the short to medium term.</p>	1	<p>Sept 24</p> <p>Ongoing quarterly</p> <p>Sept 24 (First Phase)</p> <p>Dec 24</p> <p>Sept 24</p> <p>June 24</p> <p>Oct 24</p> <p>Aug 24</p>	CEx / DCE (EEF) / CFO
<b>BV4</b>	<b>Partnerships and Collaborative Working</b>						
4.1	<b>Partnership Working for Moray</b> - maximise the potential of collaboration working across public sector	AC_OR_R3	<p>A Moray Plan is agreed that aligns priorities across community planning partners to maximise the impact of resources on priorities.</p> <p><u>Measures</u> New priorities agreed by Community Planning Partnership.</p>	<p>Moray Plan</p> <p>i. Work with Community Planning Partners (CPP) to develop shared priorities for incorporation into Local Outcome Improvement Plan (LOIP).</p> <p>ii. Investigate and develop potential single Moray Plan.</p> <p>iii. Identify opportunities to maximise the impact of resources and budgets through alignment of activity.</p>	2	Oct 25	CEx / DCE (ECOD)

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				iv. Continue development and delivery of Locality Plans, involving service users and local communities in the design of services.			
<b>BV5</b>	<b>WORKING WITH COMMUNITIES</b>						
<b>5.1</b>	<b>Community Budget Engagement - ensuring local communities are more in Participatory Budgeting</b>	Ac CoA GT_AAR_R6 / GT_TR_R1  Ac_CoA)	The Council's approach to embedding a Participatory Budgeting approach and principles within its financial decisions and planning is established and continues to grow.  <u>Measures</u>  Increase in budget value (% council budget) where PB principles have been used to influence future direction.	<b>Community Budget Engagement</b>  i. Progress arrangements to mainstream Participatory Budgeting (PB)– develop guidance for services and establish skills development approach. 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. iii. Engage key stakeholders (e.g. Community Engagement Group, Community Councils) on progress and feedback for PB approaches and local priorities. iv. Deliver specific traditional PB exercises for appropriate funding. v. Develop approaches to wider PB i.e. participatory democracy.	<b>2</b>	Jun 25	DCE (EEF / ECOD)
<b>BV6</b>	<b>Sustainable Development</b>						
<b>6.1</b>	<b>Sustainable Development</b>		Sustainable development is reflected in the Council's vision and priorities, highlighted in plans at corporate and service level as appropriate and is a guiding principle for all our activities.	Develop a Sustainability Statement that draws together the range of work the Council has in place to deliver sustainability.  Identify any gaps that require consideration and action.	<b>3</b>	Sept 2024	DCE (EEF)
<b>BV7.</b>	<b>Fairness &amp; Equality</b>						
<b>7.1</b>	<b>Equalities Action</b>		The Council engages with and involves equality groups and takes account of socio-economic disadvantage when making strategic decisions.  Note: no new or additional actions or recommendations have been identified for this theme at this time. This represents normal business for the Council.	<b>Equalities Action</b>  i. Equality and socio-economic duty addressed in our Corporate Plan and Local Outcome Improvement Plan (LOIP). ii. Integrated Impact Assessments (IIAs) carried out for strategic decisions and budget decisions. iii. Equality and socio-economic impact considered in every committee decision. iv. Equality outcomes are set and reviewed. v. Views of equality groups sought during consultation.	<b>2</b>	Normal business	HoGSP

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				vi. Staff are trained in equalities and the Council equalities as an employer.			