

Best Value Consolidated Self-Assessment

BV CRITERIA	BV QUESTIONS	BV MODEL EVIDENCE (SUGGESTED BY SG)	ASSESSMENT RANKINGS	EVIDENCE	PRIORITY AREAS FOR BEST VALUE ACTION
1. Vision and Leadership	Do Members and senior managers have a clear vision for their area that is shared with citizens, key partners and other stakeholders?	1. The local authority's vision for its area is developed in partnership with its citizens, employees, key partners and other stakeholders.	Work in Progress	<ul style="list-style-type: none"> • Community and Corporate Planning Consultations. • Community Engagement Group. • Annual review of the Local Outcomes Improvement Plan (LOIP) and Corporate Plan Delivery Frameworks. • Review of strategic priorities 2023. • Biennial staff survey. • Community Led Locality Plans. • Budget Consultations (annually). • Tenant Satisfaction Survey (3 yearly). 	
		2. Members set strategic priorities that contribute to achieving the local authority's vision, reflect the needs of communities and individual citizens, and are aligned with the priorities of partners. They take decisions that contribute to the achievement of those priorities, in particular when allocating resources and in setting and monitoring performance targets.	Work in Progress	<ul style="list-style-type: none"> • Strategic priorities set by Community Planning Partners (CPP) as part of Local Outcomes Improvement Plan (LOIP) planning Delivery Plans. CPP resources are allocated to ensure delivery of these priorities. (monitored quarterly) • Council corporate priorities cascade CPP and set in context of council and political priorities. 	
		3. The local authority's vision and strategic priorities are clearly communicated to its citizens, staff and other partners.	Well developed	<ul style="list-style-type: none"> • Community Planning web pages. • Community Planning Board (CPB) Meeting, agenda, papers and minutes available publicly. • Local Outcomes Improvement Plan (LOIP)/ Community Planning Partners (CPP) strategic groups operational. • Community Led Locality Plans developed 5 communities. 	

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			<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>		
				<ul style="list-style-type: none"> • LOIP and Corporate Plan Annual Review reports. • Employee engagement activity. 	
		4. Strategic plans reflect a pace and depth of improvement that will lead to the realisation of the local authority's priorities and the long-term sustainability of services.	Work in Progress	<ul style="list-style-type: none"> • Strategic plans set by Community Planning Partners (CPP) as part of the review of CPP and Delivery Plans, these reflect the strategic priorities and long-term sustainability through joint working and resource sharing. • Council strategic plans aligned to priorities with resourcing and prioritisation reflected in service planning. Cycle of performance monitoring and improvement in place. 	
		5. Service plans are clearly linked to the local authority's priorities and strategic plans. They reflect the priorities identified through community planning and show how the local authority is working with partners to provide services that meet community needs.	Well developed	<ul style="list-style-type: none"> • Service Planning process in place, the Service Plans reflect Local Authority priorities and community planning outcomes. 	
		6. Priority outcomes are clearly defined, and performance targets are set that drive continuous improvement in achieving those outcomes.	Well developed	<ul style="list-style-type: none"> • Local Authority and Community Planning strategic priorities are defined and agreed by Council and Community Planning Board. Strategic priorities have outcomes and actions with targets set, performance is monitored and reported quarterly for Community Planning Priorities and 6-monthly for Council plans, with annual review. 	
		7. There are clear and effective mechanisms for scrutinising performance that enable the taking of informed	Well developed	<ul style="list-style-type: none"> • Community Planning annual report, reported at Community Planning Partnership Board (annually August 2024). 	

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		decisions and the measuring of impacts and service outcomes.	<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>	<ul style="list-style-type: none"> Corporate Plan annual report, reported at Council (annually autumn). 	
		8. There is a corporate approach to continuous improvement, with regular updating and monitoring of improvement plans.	Work in progress	<ul style="list-style-type: none"> All Community Planning / Corporate / Service Plans are monitored regularly using Pentana Risk Performance Management System. 	
		<p>9. The local authority and its partners agree on how the key elements of Best Value will contribute to achieving the commonly agreed local priorities and outcomes. These key elements include the need to:</p> <ul style="list-style-type: none"> secure continuous improvement, in particular for those services aligned to the local authority's priorities provide customer- and citizen-focused public services, which meet the needs of diverse communities achieve the best balance of cost and quality in delivering services (having regard to economy, 	Work in progress	<ul style="list-style-type: none"> The Council and Community Planning Partnership (CPP) agree and set the agreed strategic priorities for Moray. All partners then work to deliver those priorities within the CPP Delivery Plans x 4, progress against the delivery plans is reported quarterly through the Local Outcome Improvement Plan (LOIP), which is reported to the Community Planning Board. The Council cascades its specific responsibilities through the Corporate Plan and Service Plans. Moray Council produces and deliver Service I Plans to deliver the strategic priorities. Customer / Community Focus is demonstrated through the Community Engagement Group and LOIP development consultations and Council Corporate Plan and budget consultations / engagement. The Council is committed to deliver Best Value as laid out in the Local Government Act 2003 i.e. cost and quality with regard to economy, efficiency, effectiveness and equalities. 	

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		<p>efficiency, effectiveness and equalities)</p> <ul style="list-style-type: none"> • contribute to sustainable development • encourage and support innovation and creativity. 		<ul style="list-style-type: none"> • Sustainability is central to the vision of the Council and Community Planning Partnership and is laid out in the Corporate Plan. • Transformation Programme and design principles demonstrate how the Council encourage and support innovation and creativity. • STAR Awards and Bright Ideas recognise employee contribution and support innovation in the workforce. 	
		<p>10. Members and senior managers communicate the approach to Best Value methodically throughout the local authority in terms that are relevant to its staff and set out clear expectations of them. The local authority has a positive culture in which its people understand its vision and objectives and how their efforts contribute to their achievement, and they are engaged with and committed to improvement.</p>	Work in progress	<ul style="list-style-type: none"> • Council Communication Strategy. • The Council is working towards embedding Best Value • Annual Employee Review and Development (ERDP) and Personal Review and Development (PRD) processes, staff are aware of their role in delivering outcomes that ensure that we meet our Best Value obligations. • Scope to further raise awareness via Leadership Forum. 	
		<p>11. Members and senior managers are self-aware. They commit to training and personal development to update and enhance their knowledge, skills, capacity and capabilities to deliver Best Value and perform their leadership roles, and they</p>	Work in progress	<ul style="list-style-type: none"> • ERDP Review Process staff and member development strategy for Councillors. • Training is provided for staff and Councillors in line with the current and future requirements of their roles. 	

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		receive sufficient support to do so.	<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>		
		12. Leadership is effective and there is good collaborative working. Members and senior managers have a culture of cooperation and working constructively in partnership, informed by a clear understanding of their respective roles and responsibilities and characterised by mutual respect, trust, honesty and openness and by appropriate behaviours.	Work in progress	<ul style="list-style-type: none"> • Annual Employee Review and Development (ERDP) Review Process. • Open door policy Chief Officers • Regular meetings of Corporate/Senior Management Team (CMT/SMT). • Regular meetings with all political groups within the Council. 	
	Do members set strategic priorities that reflect the needs of communities and individual citizens, and that are aligned with the priorities of partners?		Work in progress	<ul style="list-style-type: none"> • Elected Members consult on and set strategic priorities (x 4) with Community Partners and Local Outcome Improvement Plans (LOIP) updated periodically. • New Corporate Plan will underpin forthcoming review. 	
	Does effective leadership drive continuous improvement and supports the achievement of strategic objectives?		Work in progress	<ul style="list-style-type: none"> • Strategic objectives set by leaders and contained within the Corporate Plan and associated service and delivery plans and the achievement of these actions is monitored through Pentana. 	

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2. Governance and Accountability	Does the Council have a clear understanding and the application of the principles of good governance and transparency of decision-making at strategic, partnership and operational levels?	1. Members and senior managers ensure accountability and transparency through effective internal and external performance reporting, using robust data to demonstrate continuous improvement in the local authority's priority outcome measures.	<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>	<ul style="list-style-type: none"> Regular reporting on Local Government Benchmarking Framework (LGBF), Corporate Plan, Strategic Plans and Local Outcome Improvement Plan (LOIP), noting that timescales have slipped for some reports. Regular performance reporting to Committee with reference to national comparators. Members' concern over bureaucracy of system, requirement to dig into background papers and identification of key indicators. 	Further performance training for members.
		2. Management information and indicators that allow performance to be assessed are widely and consistently used by the local authority. Senior management regularly receives information that is used to inform members about performance.	Well developed	<ul style="list-style-type: none"> Pentana Risk system utilised to produce service progress reports, indicators are updated and reported 4-weekly, monthly, quarterly and annually. 	
		3. Performance is reported to the public, to ensure that citizens are well informed about the quality of services being delivered and what they can expect in future.	Work in progress	<ul style="list-style-type: none"> 6 monthly Performance Report, Annual public performance report and web pages Annual LOIP and Corporate Plan Reports. Service Performance Reporting: Service Perf Education example 	
		4. Learning from previous performance, and from the performance of other local authorities, informs the review	Well developed	<ul style="list-style-type: none"> Narrative in our performance reports highlights trends and makes links to national indicators LGBF, Association for Public Service Excellence. (APSE) Scottish Collaboration of Transportation 	

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		and development of strategies and plans to address areas of underperformance.	<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>	Specialists (SCOTS) benchmarking is used in the development of policy and strategy such as Service Plans.	
		5. Key organisational processes are linked to, or integrated with, the planning cycle; these include strategic analyses, stakeholder consultations, fundamental reviews, performance management, staff appraisal and development schemes, and public performance reporting.	Work in progress	<ul style="list-style-type: none"> • All these are in place and carried out by MC. • Community Planning (regular review cycles) • Service Improvement Plans (annual review cycles) • Community Planning Partners (CPP) Community Consultation. • Staff Surveys (2 yearly) • Public Service Improvement Framework (PSIF) / Best Value Service Reviews (3 yearly - reactivate). • Pentana Performance Management System to monitor performance against CPP / Local Outcome Improvement Plan (LOIP), Service Plans, PSIF, Risk Register. • Staff Appraisal via Employee Review and Development (ERD) / Performance Review and Development (PRD review process) • Annual Public Performance Report (PPR) / LOIP Annual Report / Corporate plan annual review 	
		6. The local authority has a responsible attitude to managing risk, and 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.	Work in progress	<ul style="list-style-type: none"> • Corporate Risk Management Plan and Business Continuity Plan have due to be considered April 2024. • Corporate Risk register reviewed every //6 months. • Risk registers in place for strategic projects and issues. • Business Continuity Plans in place for all services • Health and Safety Group in place (Trade Union). 	

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		7. Key discussions and decision-making take place in public meetings, and reasonable measures are taken to make meeting agendas, reports and minutes accessible to the public, except when there are clear reasons why this would be inappropriate.	Well developed	<ul style="list-style-type: none"> All Committees and Boards are public, agendas, reports and minutes of Committee and Board meetings are available from the Council website. Confidential reports are kept to a minimum and we compare favourably to other Local Authorities in proportion of "Open to Confidential" reports. 	
		8. The local authority's political structures support members in making informed decisions.	Well developed	<ul style="list-style-type: none"> Well established political groups. Well established Group Leaders forum and early consultation of tricky issues through this process. The Council operates a Committee Structure to support members to make informed decisions. Report format allows members to take fully informed decisions. 	
		9. The scrutiny structures in the local authority support members in reviewing and challenging its performance.	Work in progress	<ul style="list-style-type: none"> The remit of the Audit and Scrutiny Committee has recently been reviewed. A number of training and development sessions have taken place for Members in relation to their scrutiny role. Members still report some uncertainty over their roles which suggests further training would be beneficial. 	
		10. Members and senior managers promote the highest standards of integrity and responsibility, establishing shared values, mutual trust and sound ethics across all	Well developed	<ul style="list-style-type: none"> The majority of conduct issues are resolved informally at a Council level with relatively few complaints escalating to the Standards Commission. <p>The following policies apply:</p>	

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		activities. Effective procedures are in place to ensure that members and staff comply with relevant codes of conduct and policies. This includes ensuring that appropriate policies on fraud prevention, investigation and whistleblowing are established and implemented.		<ul style="list-style-type: none"> • Code of Conduct for Elected Members. • Code of Conduct for Employees. • Scheme of Delegation with Member / officer responsibilities identified. • Anti-Fraud Strategy in operation. • Whistle Blowing Policy in operation. 	
		11. Members and senior managers understand and effectively communicate their respective and collective roles and responsibilities to members and staff. They understand that effective delegation enables and supports the local authority's ability to achieve Best Value.	Work in progress	<ul style="list-style-type: none"> • Scheme of delegation with responsibilities identified for Elected Members and council officers. • Members report some continuing uncertainty over the respective and complementary roles of Members of and officers. • Members report a wish to have more interaction with non-Committee staff members. 	<p>External assistance is underway to help define and embed roles and relationships between:</p> <ul style="list-style-type: none"> • Members/members • Members/officers. • Officers/officers <p>Possibility of more site visits for members.</p>
		12. An Information Governance Framework is in place that ensures proper recording of information, appropriate access to that information including by the public, and legislative compliance.	Well developed	<ul style="list-style-type: none"> • Records Management Policy in place and regular inspection by the Keeper of National Records. • Appropriate retention/destruction policies followed. • Information Governance officer in post. • Information Governance Framework in place to deal with Freedom of Information (FOI) / Environmental Information Regulations (EIR) and Data Protection requests. 	
		13. Technological innovation and digital transformation are promoted and used to ensure accessibility of performance	Work in progress	<ul style="list-style-type: none"> • ICT Digital Strategy in place • Digital maturity assessment? • Digital services project/report, end of project data 	Transformation programme should be referred to in Best Value Action Plan.

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		information and public accountability.	<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>	<ul style="list-style-type: none"> Data matching, system integration to enable e.g. single financial assessment (IS Case study) Housing service system award 	
		14. Members and employees across the local authority understand and implement their responsibilities in relation to its Standing Orders and Financial Regulations.	Well developed	<p>Business of the Council generally runs smoothly with assistance from:</p> <ul style="list-style-type: none"> Scheme of Administration/Scheme of Delegation / Members Development Strategy. Standing Orders. Elected Members Code of Conduct. Financial Regulations. Annual Chief Officer Governance Statements produced and reported. 	
		15. There are clear governance and lines of accountability when delivering services via a third party, and there is evidence of the application of the principles within the 'Following the Public Pound' guidance when funding is provided to external bodies.	Work in progress	<ul style="list-style-type: none"> Contracts, Shared Service Agreements and Service Level Agreements are in place for third party delivery, these follow the principles of following the public pound. Contract monitoring and reporting is undertaken by relevant Boards and Committees. 	
	Does the service have robust arrangements for scrutiny and performance reporting?		Well developed	<ul style="list-style-type: none"> Performance information reported to Committee 6-monthly. Service Plans / Service Improvement Plan / Public Service Improvement Framework (PSIF) Action Plan / Risk Register monitored through Pentana. Annual Performance Report produced. Annual Loal Outcome Improvement Plan (LOIP) Report and Corporate Plan report produced. 	
	Does the service have strategic service		Well developed	<ul style="list-style-type: none"> All services operate an annual Service Plan. Resources are allocated to deliver the Service 	

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	delivery and financial plans that align the allocation of resources with desired outcomes for the short, medium and long terms?		<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>	Improvement Plan with outcomes set across short, medium and long term with progress against the Service Plan being monitored and reported to Committee annually.	

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3. Effective Use of Resources	Does the service make the best use of its financial and other resources in all of its activities?	Staffing 1. A workforce strategy is in place that sets out expectations on how the local authority's staff will deliver its vision, priorities and values.	Well developed	<ul style="list-style-type: none"> • Workforce Strategy and Plan April 2023 in place. The Council's Plan ensures that we have the right people in the right place at the right time with the correct skills, qualities, and behaviours to deliver the outcomes and objectives of the Council as set out in the Corporate Plan. • The Workforce Plan sets out how the Council is supporting employees to develop the skills required to support the Council's period of organisational transformation. • The associated Action Plan contains a number of detailed actions including leadership, recruitment and redeployment. Oversight of implementation is maintained by the Corporate Committee through monitoring reports. • The delivery of the workforce plan is overseen by the Personnel Forum made up of managers and Heads of Service and is chaired by the Head of Human Resources. 	
		2. The strategy is translated into Workforce Plans, covering employee numbers, skills, knowledge, competencies and organisational structures that demonstrate how staff will be deployed to deliver the services planned for the future. Plans are regularly reviewed at appropriate intervals according to a clear review cycle.	Work in progress	<ul style="list-style-type: none"> • Workforce Strategy and Plan in place (April 2023), this is reviewed annually. 	

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		3. All employees are managed effectively and efficiently, and know what is expected of them. Employee performance is regularly assessed through performance appraisal, with individuals and teams being supported to improve, where appropriate.	Well developed	<ul style="list-style-type: none"> Employee Review and Development (ERDP) / Performance Review and Development (PRD) reviews carried out annually. 	
		4. Members and senior managers understand and demonstrate that effective delegation is an important contribution to the local authority's ability to achieve Best Value.	Work in progress	<ul style="list-style-type: none"> Scheme of Delegation in operation. 	
		5. The contribution of staff to ensuring continuous improvement is supported, managed, reviewed and acknowledged.	Work in progress	<ul style="list-style-type: none"> ERDP / PRD reviews carried out annually. Public Service Improvement Framework (PSIF) promotes continuous improvement. All strategic Action Plans have actions with staff / managers allocated to those actions. Achievement of actions are reviewed regularly. Achievement of these actions are monitored and acknowledged. 	
		6. The local authority demonstrates a commitment to fairness, equity and safety in the workplace; it adopts relevant statutory guidance through progressive workplace policies and a commitment to best practice in workplace relationships.	Well developed	<ul style="list-style-type: none"> HR Policies and Procedures (including equalities and Diversity). HR information on Interchange and Team Briefs. Connect Staff newsletter. 	

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		7. Leaders ensure that there is the organisational capacity to deliver services through effective use of all employees and other resources. They communicate well with all staff and stakeholders, and ensure that the organisation promotes a citizen- and improvement-focused culture that delivers meaningful actions and outcomes.	<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>	<ul style="list-style-type: none"> • Community Planning / Local Outcome Improvement Plan (LOIP) / Service Plans set strategic direction and outcomes to be achieved. • Resources are allocated to achieve the desired outcomes. • Employee survey/actions. 	<ul style="list-style-type: none"> •
	Are decisions on allocating resources based on an integrated and strategic approach, are risk-aware and evidence-based, and contribute to the achievement of its strategic priorities?	<p>Asset Management</p> <p>1. There is a corporate approach to asset management that is reflected in asset management strategies and plans, which are subject to regular review.</p>	Well developed	<ul style="list-style-type: none"> • Corporate Asset Management Framework / Plan is in place, this is monitored and reviewed quarterly, report submitted to Committee. • The Corporate Asset Management Plan / Framework reviewed annually by Committee. 	
		2. There is a systematic and evidence-based approach to identifying and managing risks in relation to land, buildings, plant, equipment, vehicles, materials and digital infrastructure.	Work in progress	<ul style="list-style-type: none"> • Corporate Asset Management Plan. • Roads Asset Management Plan. • Fleet Asset Management Plan. • ICT Strategy and Action Plan. • Capital Programme. • Corporate Procurement Strategy. • Corporate and Service Risk Registers. 	
		3. The local authority actively manages its asset base to	Well developed	<ul style="list-style-type: none"> • Corporate Asset Management Plan / Framework • Surplus Property procedures. 	

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		contribute to its objectives and priorities.			
		4. Fixed assets are managed efficiently and effectively, taking account of availability, accessibility, safety, utilisation, cost, condition and depreciation.	Well developed	<ul style="list-style-type: none"> Corporate procedures are in place to securely control buildings, equipment, and other assets. Corporate Procurement Strategy. Corporate Asset Management Plan / Framework. 	
	Does the Council have robust procedures and controls in place to ensure that resources are used appropriately and effectively, and are not misused?	Information 1. Information is regarded as a strategic resource and is managed accordingly.	Work in progress	<ul style="list-style-type: none"> Information Management Strategy and information governance procedures ensure compliance with Data Protection and Freedom of Information (FOI) requirements. The Council is General Data Protection Regulation (GDPR) compliant. 	
		2. There is a clear digital strategy in place, which includes resilience plans for information systems.	Work in progress	<ul style="list-style-type: none"> Business Continuity Plans is in place for ICT. Cyber resilience assessment completed and action plan in place. ICT Systems are Public Service Network Compliant. 	
		3. Information is shared appropriately, and the local authority seeks to develop data compatibility with its partners.	Work in progress	<ul style="list-style-type: none"> ICT Systems are Public Service Network Compliant. The Council is fully complaint with General Data Protection Act 2018 The Council is GDPR compliant. 	
	Does the Council have robust procedures and controls in place to ensure that resources are used appropriately	Financial management and planning 1. There is clear alignment between the local authority's	Work in progress	<ul style="list-style-type: none"> Service budgets are aligned to the Council's strategic priorities as set out in the Community Planning and Service Plans. 	

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	and effectively, and are not misused?	budgets and its strategic priorities.			
		2. Regular monitoring and reporting of financial outturns compared with budgets is carried out, and corrective action taken where necessary to ensure the alignment of budgets and outturns.	Well developed	<ul style="list-style-type: none"> • Financial Management in place for services; Finance Strategy; adherence to financial regulations; robust budget planning; effective audit scrutiny, regular financial reporting and scrutiny by members. • Monthly budget monitoring reports issued to all budget managers. • Monthly meetings are held with the budget manager and financial services for larger higher risk budget areas on triage basis. • Budget monitoring and realignment / corrective action is taken as required. • Emerging budget pressures are reported to members quarterly. 	
		3. Financial plans show how the local authority will fund its services in the future. Long-term financial plans that include scenario planning for a range of funding levels are prepared and linked to strategic priorities.	Work in progress	<ul style="list-style-type: none"> • The budget setting process links to the Council and Community Planning Partners (CPP) strategic priorities. • Budget setting processes take account of the short / medium and long term budgetary position. • Annual budget setting processes are in place, this is scrutinised by Committees and Council. • A capital budget and strategy is in place this is scrutinised by Council. • Improvement and Modernisation Programme (IMP) of transformation established to determine how services will be delivered going forward whilst achieving savings. 	
		4. An appropriate range of options is considered when	Well developed	<ul style="list-style-type: none"> • The annual budget setting process provides Elected Members with a range of budgetary 	

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		taking decisions, and robust processes of option appraisal and self-assessment are applied.		<p>options to ensure that the Council delivers a balanced budget that meets the strategic priorities of the Council and needs of our communities.</p> <ul style="list-style-type: none"> • Report format is comprehensive and provides financial detail. 	
		5. The local authority has clear plans for how it will change services and realise efficiencies to close future budget gaps.	Work in progress	<ul style="list-style-type: none"> • Service review process planned and agreed by Committee (2022) but not designed / implemented due to resourcing. 	
		6. Members and senior managers have a clear understanding of likely future pressures on services and of how investment in preventative approaches can help alleviate those pressures, and they use that understanding to inform decisions.	Work in progress	<ul style="list-style-type: none"> • Future pressures and investment decisions are regularly discussed by Corporate/Senior Management Team (CMT/SMT). • Investment decisions to alleviate budget pressures are taken with the support of the Chief Financial Officer. 	
		7. Financial performance is systematically measured across all areas of activity, and regularly scrutinised by managers and members.	Well developed	<ul style="list-style-type: none"> • Financial Performance reporting at Deput Chief Executive / Head of Service, Service Manager and Budget Manager level occurs on a monthly basis. • The Chief Financial Officer (CFO) reports Council Financial Performance to Elected Members, this is presented to Council 4 times per year. 	
		8. There is a robust system of financial controls in place that provides clear accountability, stakeholder assurance, and compliance with statutory requirements and recognised accounting standards.	Well developed	<ul style="list-style-type: none"> • Finance Strategy, adherence to financial regulations; Accountancy Policy Bulletins, robust budget planning; effective audit scrutiny, regular financial reporting and scrutiny by Members. 	

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		<p>9. The local authority complies with legal and best practice requirements in the procurement and strategic commissioning of goods, services and works, including the Scottish Model of Procurement. There is clear accountability within procurement and commissioning arrangements.</p>	<p>Work in progress</p>	<ul style="list-style-type: none"> • The Procurement Strategy approved by Council annually, this a legal requirement under the Procurement Reform (Scotland) Act 2014. • In addition, an annual Procurement Report on regulated procurement activity is approved by Corporate Committee. • Procurement compliance is monitored, and any instances of non-compliance highlighted to Heads of Service. 	
		<p>10. There are clear and effective governance and accountability arrangements in place covering partnerships between the local authority and its Arm's-Length External Organisations (ALEOs), including for performance monitoring and the early identification of any significant financial and service risks; there is evidence of the application of the principles of 'Following the Public Pound.'</p>	<p>Work in progress</p>	<ul style="list-style-type: none"> • Contracts / Service Level Agreements are in place for Arm's-Length External Organisations (ALEOs) and shared services. These arrangements are compliant with the Following the Public Pound Principles. • Performance is reported to Committee. • Moray Council Elected Members are on the Committees and Boards of these organisations. 	
		<p>11. The local authority has a Reserves Policy that supports its future financial sustainability, and its reserves are held in accordance with that policy.</p>	<p>Well developed</p>	<ul style="list-style-type: none"> • Moray Council Financial Strategy • Projected reserves reported in every budget monitoring report and every financial planning update. 	

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			<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>		
				<ul style="list-style-type: none"> Reserves Policy is regularly updated and a planned review September 2024 as part of 3-year review. 	
	Does the Council work with its partners to maximise the use of their respective resources to achieve shared priorities and outcomes?	<p>Performance management</p> <p>1. Effective performance management arrangements are in place to promote the effective use of the local authority's resources. Performance is systematically measured across all areas of activity, and performance reports are regularly scrutinised by managers and elected members. The performance management system is effective in addressing areas of underperformance, identifying the scope for improvement and agreeing remedial action.</p>	Work in progress	<ul style="list-style-type: none"> Pentana Performance Management System in operation. Service performance reports / Public Service Improvement Framework (PSIF) Plan / Risk Management performance are monitored through Pentana. Performance reports x 4 per year to Committee. 	
		2. There is a corporate approach to identifying, monitoring and reporting on improvement actions that will lead to continuous improvement in priority areas. Improvement actions are clearly articulated and include identifying responsible officers and target timelines.	Work in progress	<ul style="list-style-type: none"> Pentana Performance Management System in operation to promote continuous improvement. Service performance is monitored by Deput Chief Executives and their Management teams on a monthly basis. Heads of Service Managers have performance reports to monitor performance. Actions are time specific and are allocated to responsible officers. 	

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		3. The local authority uses self-evaluation to identify areas for improvement. This includes the use of comparative analyses to benchmark, monitor and improve performance.	<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>	<ul style="list-style-type: none"> Public Service Improvement Framework (PSIF) Self-Assessment Model used until 2021., still used in parts of the organisation. This requires to be reactivated. PSIF outcomes were incorporated into service improvement plans – this requires to be considered as part of reactivation. Some services use other service improvement models such as “how good is our school” within Education. 	
		4. The local authority takes an innovative approach when considering how services will be delivered in the future. It looks at the activities of other organisations, beyond its area, to consider new ways of doing things. A full range of options is considered, and self-assessment activity and options appraisal can be demonstrated to be rigorous and transparent.	Work in progress	<ul style="list-style-type: none"> History of strategic transformation via DBS programme and Digital Services. Input from external organisations (IS and iESE) to development of Improvement and Modernisation Programme (IMP) plans. Regular review and refocus of IMP work on 6 monthly basis (outside pandemic). Horizon scanning, best practice examples out with Moray and Optional appraisal are identified and utilised in mandates to consider improvement project options. 	
		5. Evaluation tools are in place to link inputs, activities and outputs to the outcomes that they are designed to achieve. There is evidence to demonstrate that improvement actions lead to continuous improvement and better outcomes in priority service areas.	Work in progress	<ul style="list-style-type: none"> Programme and project management in place that identifies benefits and monitors delivery. Corporate and Community Planning reporting and Delivery Framework review. Measurable outcomes set in planning and reported upon for progress annually for corporate planning. 	

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			<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>		
		6. The local authority seeks and takes account of feedback from citizens and service users on performance when developing improvement plans.	Well developed	<ul style="list-style-type: none"> Community engagement work in place for key strategic work (Corporate Plan, budget, Local Outcome Improvement Plan (LOIP)) and noted by external audit and inspectors as good practice. Service Specific service user surveys carried out e.g. housing tenant's survey. Community Learning Development Plan. 	
		7. Improvement plans reflect a pace and depth of improvement that will lead to the realisation of the local authority's priorities and the long-term sustainability of services.	Work in progress	<ul style="list-style-type: none"> Improvement and Modernisation Programme (IMP), Corporate Plan Delivery Framework Service Improvement Plans are reviewed annually, with new improvement actions added as required to ensure the plans meeting changing priorities. 	
		8. Performance information reporting to stakeholders is regular and gives a balanced view of the local authority's performance, linked to its priority service areas. The information provided is relevant to its audience, and clearly demonstrates whether or not strategic and operational objectives and targets are being met.	Work in progress	<ul style="list-style-type: none"> Annual Performance Report. Local Outcome Improvement Plan Report (LOIP) reported annually. Service Improvement Plans updated and reported annually. Website with corporate and services performance. 	
		9. The local authority demonstrates a trend of improvement over time in delivering its strategic priorities.	Work in progress	<ul style="list-style-type: none"> Annual Performance Report Local Outcome Improvement Plan (LOIP) Report reported annually. Performance is planned and takes account of budget decision on priorities. So some performance will reduce on planned basis. 	

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4. Partnership & Collaborative Working	Have Members and senior managers established and developed a culture that encourages collaborative working and service provision that will contribute to better and customer-focused outcomes?	1. Members and senior managers actively encourage opportunities for formal and informal joint/ integrated working, joint use of resources and joint funding arrangements, where these will offer scope for service improvement and better outcomes.	Work in progress	<ul style="list-style-type: none"> • Moray Health and Social Care. • Moray Criminal Justice Authority. • Moray Economic Partnership. • Moray Community Planning Partnership. • Highlands and Islands Regional Economic Partnership. • Convention of Highlands and Islands. • Elgin Town Board. • Elgin Business Improvement District. • Moray Leisure Centre. • Shared Service arrangements e.g. Archaeology service, mortuary service. • Energy from Waste plant with Aberdeen and Aberdeenshire. • Climate Assembly. • Developer Obligations – Infrastructure Delivery Group. 	
		2. The Council is committed to working with partner organisations to ensure a coordinated approach to meeting the needs of its stakeholders and communities. This includes: <ul style="list-style-type: none"> • Scenario planning with partners to identify opportunities to achieve Best Value 	Work in progress	<ul style="list-style-type: none"> • Moray Health and Social Care. • Moray Criminal Justice Authority. • Moray Economic Partnership. • Moray Community Planning Partnership. • Local Outcome Improvement Plan. • Corporate Plan. • Service Plans. • Performance reporting. 	

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		<ul style="list-style-type: none"> • Collaborative leadership to identify Best Value partnership solutions to achieve better outcomes for local people • Proactively identifying opportunities to invest in and commit to shared services • Integrated management of resources where appropriate • Effective monitoring of collective performance, including self-assessment and reviews of the partnership strategy, to ensure the achievement of objectives • Developing a joint understanding of all place-based capital and revenue expenditure. 	<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>		
		<p>3. Members and senior managers identify and address any impediments that inhibit collaborative working. The local authority and its partners develop a shared approach to evaluating the effectiveness of collaborative and integrated working.</p>	<p>To be developed</p>	<ul style="list-style-type: none"> • Moray Community Planning Partnership Officer Group (CPOG). • Community Planning Strategic Groups (Moray Economic Partnership (MEP), Chief Officers Group (COG), Community Learning and Development (CLD) Strategic Group). 	
		<p>4. In undertaking its community planning duties the local authority works constructively with partners to agree a joint vision for the</p>	<p>Work in progress</p>	<ul style="list-style-type: none"> • Moray Community Planning Partnership Officer Group agree the Community Plan, its vision, priorities and associated delivery plans. • All Council plans and strategies reflect the aims, vision and actions contained within the Community 	

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			<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>		
		<p>Community Planning Partnership and integrates shared priorities and objectives into its planning, performance management and public reporting mechanisms. Service Plans clearly reflect the priorities identified through community planning and show how the local authority is working with partners to provide services that meet stakeholder and community needs.</p>		<p>Plan and the associated delivery plans. This includes the Service Improvement Plans.</p>	
		<p>5. Have effective governance arrangements for Community Planning Partnerships and other partnerships and collaborative arrangements been put in place, including structures with clear lines of responsibility and accountability, clear roles and responsibilities, and agreement around targets and milestones?</p>	<p>Work in progress</p>	<p>Governance arrangements for Community Planning and other partnerships are set out below.</p> <ul style="list-style-type: none"> • Moray Community Planning Officer Group reports to the Community Planning Partnership Board (CPB). • Moray Health and Social Care reports to the Moray Integration Joint Board. • Moray Economic Partnership report to the CPB. • Moray Criminal Justice Group reports to Chief Officers Group (COG) and CPB. • Moray Community Safety Strategic Group. • Police, Fire and Rescue Committee. 	

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6. Working with Communities	Does the Council undertake early and meaningful engagement and effective collaboration with communities to identify and understand local needs, and in decisions that affect the planning and delivery of services?	1. Members and senior managers ensure that meaningful consultation and engagement in relation to strategic planning take place at an early stage and that the process of consultation and engagement is open, fair and inclusive.	Well developed	<ul style="list-style-type: none"> • Joint Strategic Needs Assessment in place for children’s planning and in development for adults. • Local Outcomes Improvement Plan (LOIP) and Corporate Plan engagement undertaken with communities to inform planning. • Community Locality Planning undertaken with communities, and plans set out the priorities of the community concerned, based on these priorities an action plan is developed agreed and implemented. So far plans have been produced for Buckie, New Elgin, Forres, Lossiemouth, Keith. • Active travel to all centres. • Local Development Plan engagement. • Master planning engagement. • Learning Estate engagement. • Budget consultations. 	
		2. Members and senior managers are proactive in identifying the needs of communities, citizens, customers, staff and other stakeholders; plans, priorities and actions are demonstrably informed by an understanding of those needs.	Well developed	<p>The needs an priorities of stakeholders are sought through:</p> <ul style="list-style-type: none"> • Community Planning Residents Survey. • Community Planning engagement events. • Moray Employee Survey. • Budget survey and engagement, Corporate plan and LOIP engagement. • Specific events and consultations (e.g. learning estate, leisure, Moray Growth Deal). • Community Locality Action Plan Consultations. 	
		3. Communities are involved in making decisions about local services, and are empowered to identify and help deliver the services that they need. Suitable techniques are in	Work in progress	<ul style="list-style-type: none"> • Community Locality Action Plan Consultations • Could be more consistent. • Recent cut in participatory budget support staff. • Varying capacities of different communities to participate. • Local Place Plans for Local Development Plan. 	

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		place to gather the views of citizens, and to assess and measure change in communities as a result of service interventions.			
		4. Active steps are taken to encourage the participation of hard-to-reach communities.	Work in Progress	<ul style="list-style-type: none"> • Corporate Plan/ Local Outcomes Improvement Plan (LOIP)– specific groups contacted. • Participatory Budgeting (PB) being used to reach new communities (e.g. playparks but recently cut). • Planned engagement take active steps. • Reactive engagement resulting from time and budget pressures lack planning and time for hard to reach. 	
		5. The local authority and its Community Planning Partnership work effectively with communities to improve outcomes and address inequalities.	Work in Progress	<ul style="list-style-type: none"> • SIMD+ Ward Analysis carried out and taken to lower level of detail using cross referencing of data – being used as good practice nationally. • Community Locality Action Plans developed and implemented / being implemented. • Community Empowerment Act, Community Asset Transfers (CATs). • Limited resource to support communities that lack capacity 	
		6. A locality-based approach to community planning has a positive impact on service delivery within communities, and demonstrates the capacity for change and for reducing inequality in local communities by focusing on early intervention and prevention.	Well developed	<ul style="list-style-type: none"> • Community Locality Action Plans developed and implemented / being implemented. • Moray Council and Community Planning Partners strategic priorities set to address inequalities across communities i.e. <p>LOIP Priorities:</p> <ul style="list-style-type: none"> • Developing a diverse, inclusive and sustainable economy. • Building a better future for our children and young people in Moray. 	

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			<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>		
		<p>7. Members and senior managers work effectively with partners and stakeholders to identify a clear set of priorities that respond to the needs of communities in both the short and the longer term. The local authority and its partners are organised to deliver on those priorities, and clearly demonstrate that their approach ensures that the needs of their communities are being met.</p>	Well developed	<ul style="list-style-type: none"> • Empowering and connecting communities. • Improving wellbeing of our population. • A review of the Local Outcomes Improvement Plan (LOIP) Delivery Plans is done annually and reported, new priorities are agreed to meet communities needs across the short and longer term. • Community Locality Action Plans developed and implemented / being implemented. Locality plans are reviewed annually for delivery. • Partnership working is embedded and is continuing to grow in its scope and complexity and is delivering for communities. • Budget and staffing capacity limits ability to meet the needs of communities. 	
		<p>8. The local authority engages effectively with customers and communities by offering a range of communication channels, including innovative digital solutions and social media.</p>	Work in progress	<ul style="list-style-type: none"> • Community Planning Partners utilise a range of communication channels to facilitate customers and communities' engagement i.e. Face to face, email, phone, text, twitter, Facebook. The impact of social media engagement is monitored through quarterly reports. • Community Planning Partners are keen to expand the number of communication channels to engage with as many customers / communities as possible. 	
		<p>9. The local authority plays an active role in civic life and supports community leadership.</p>	Well developed	<ul style="list-style-type: none"> • Leader and Civic Leader of the Council. • The Community Support Service support community groups and community leaders to develop their community and personal competencies. 	

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	Does the Council have a commitment to reducing inequalities and empowering communities to effect change and deliver better local outcomes?		<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>	<p>Work in progress</p> <ul style="list-style-type: none"> • Community Empowerment (Scotland) Act 2015. • Community Locality Action Plans developed and implemented / being implemented. Locality action plans are reviewed annually for delivery. • Partnership working is embedded and is continuing to grow in its scope and complexity and is delivering for communities. • Report from Scottish Community Development Centre (2nd one underway currently) • Community Learning and Development (CLD) Education Scotland His Majesty's Inspectorate of Education (HMIE) feedback. • Still to produce a Poverty Strategy. 	
	Can the Council show that engagement with communities has influenced strategic planning processes, the setting of priorities and the development of Locality plans?		Well developed	<ul style="list-style-type: none"> • Community Locality Action Plans developed and implemented / being implemented. Locality action plans are reviewed annually for delivery. • A review of the Local Outcome Improvement Plan (LOIP) and Delivery Frameworks is ongoing, new priorities are agreed to meet communities needs across the short and longer term. • Partnership working is embedded and is continuing to grow in its scope and complexity and is delivering for communities. • Annual Report - Local Outcomes Improvement Plan quantifies the performance of the Community Planning Partners against the 4 priorities and Delivery Plans. • Corporate and financial planning and next stage service reviews. • Learning estate. 	

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7. Sustainable Development	Sustainable development is reflected in the Council's vision and strategic priorities.	1. Leaders create a culture throughout the local authority that focuses on sustainable development, with clear accountability for its delivery across the leadership and management team.	<p>Work in progress</p> <p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>	<ul style="list-style-type: none"> • Community Plan (vision and strategic priorities including sustainability). • Work Force Strategy and Plan. • Budget Sustainability – Annual Budgeting Process and Financial Strategies for revenue and capital. • Service Sustainability. • Corporate Plan. • Local Development Plan & Guidance. • Climate Change Strategy and routemap. • Climate Change Board. • Clean, Green and Vibrant approach • Waste Recycling / Clean Streets - approach and statistics. • Energy efficiency buildings and housing. • CO2 reduction targets. • Fleet Management and Procurement. • Electric Vehicle Fleet (Increasing) / Electric Vehicle Charge Points. • Sustainable Development and Planning Services e.g. Flood Prevention Schemes and development, road building and environmental issues. • Asset Management Framework. • Sustainable Procurement – EA Procurement Strategy. • Sustainable Economic Development. • Community Wealth Building Strategy. • Food Sustainability. • Food Poverty / Dignified Food. • Food miles. 	

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			<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>		
		<p>2. There is a clear framework in place that facilitates the integration of sustainable development into all of the local authority's policies, financial plans, decision making, services and activities through strategic-, corporate- and service-level action. In doing so, the local authority will be able to demonstrate that it is making a strategic and operational contribution to sustainable development.</p>	Work in progress	<ul style="list-style-type: none"> • Risk Management Score Cards include sustainability check. • As above all strategies and plans have action plans associated. • Climate Change and Biodiversity paragraph in reports • Local Development Plan and Guidance • Community Wellbeing Strategy • Procurement Journey Guidance • Draft Sustainable Development Framework to be completed 	
		<p>3. The local authority has set out clear guiding principles that demonstrate its, and its partners', commitment to sustainable development.</p>	Well developed	<ul style="list-style-type: none"> • Climate Change Scotland Act 2009, • Climate Change Strategy, • Local Development Plan, • Natural Capital Plan, • Forestry and Woodland Strategy, • Biodiversity Study, • Local Heat and Energy Efficiency Strategy, • Adaptation plans, • Charter, • Local Outcome Improvement Plan and Corporate Plan. 	
		<p>4. There is a broad range of qualitative and quantitative measures and indicators in place to demonstrate the impact of sustainable</p>	Work In Progress	<ul style="list-style-type: none"> • A broad range of sustainability measures are collected and reported across the range of Council and Partner services i.e. Service Performance Indicators, Local Government Benchmarking 	

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		development in relation to key economic, social and environmental issues.	<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>	<p>Framework, Community Planning Board, Service Committees and Audit and Scrutiny Committee.</p> <ul style="list-style-type: none"> • Annual Returns External Bodies. • Climate Change Public Sector Return. 	
		5. Performance in relation to sustainable development is evaluated, publicly reported and scrutinised.	Work in progress	<ul style="list-style-type: none"> • Corporate Plan / Local Outcome Improvement Plan (LOIP) Annual Report. • Council / Committee Reports. • Service Performance and Corporate Plan performance reports to Committee 6 monthly. • Annual report on Climate Change routemap. 	
	Sustainable development considerations are embedded in the Council's governance arrangements.		Well developed	<ul style="list-style-type: none"> • Governance Arrangement are via range of Committees and Boards. • Summary implications in reports. 	
	Resources are planned and used in a way that contributes to sustainable development.		Work In Progress	<ul style="list-style-type: none"> • Resources are allocated in line with budget allocations and service improvement plans, The Service Improvement Performance support sustainable development. • Difficult to balance climate change targets and affordability of both capital and revenue implications. 	
	Sustainable development is effectively promoted through partnership working.		Work in progress	<ul style="list-style-type: none"> • Community Planning Partnership. • Health and Social Care Moray. • Climate Assembly. • Infrastructure Delivery Group (LDP). • Moray Anchor Network. • Moray Economic Partnership. • Moray Fair Work Forum. • Just Transition projects. 	

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8. Fairness & Equality	Does the local authority have equality and equity considerations at the heart of strategic planning and service delivery?	1. The local authority demonstrates compliance with all statutory duties in relation to equalities and human rights.	Well developed	<ul style="list-style-type: none"> • Fairness and inequality underpin our Local Outcome Improvement Plan (LOIP) and Corporate Plan. • Equality and socio-economic duty addressed in our Corporate Plan and LOIP. • Integrated Impact Assessments (IIAs) carried out for strategic decisions and budget decisions. • Equality and socio-economic impact considered in every Committee decision. • Equality outcomes are set and reviewed. • Views of equality groups sought during consultation. • Staff are trained in equalities and the Council equalities as an employer. 	
		2. The local authority is taking active steps to tackle inequalities and promote fairness across the organisation and its wider partnerships, including work and living conditions, education and community participation.	Well developed	<ul style="list-style-type: none"> • As above 	
		3. The local authority and its partners have an agreed action plan aimed at tackling inequality, poverty and	Work in progress	<ul style="list-style-type: none"> • Moray Community Planning Partnership have identified and are seeking to tackle inequalities, poverty and fairness through prevention and mitigation actions. • Local Outcome Improvement Plan in place. 	

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		addressing fairness issues identified in local communities.			
		4. The local authority engages in open, fair and inclusive dialogue to ensure that information on services and performance is accessible to all, and that every effort has been made to reach hard-to-reach groups and individuals.	Well developed	<ul style="list-style-type: none"> • Community Consultation and engagement through surveys and in person sessions. • Community Led Locality Action Planning x 5 plans developed in consultation and partnership with communities, these set out the communities' priorities. • Social Media utilised to reach hard-to-reach groups and individuals. • Targeted invitations by 3rd party to discussion groups for hard to reach. • Young people's petition process. • Local Development Plan engagement with young people through schools, disabled access group. 	
		5. The local authority ensures that all employees are engaged in its commitment to equality and fairness outcomes, and that its contribution to the achievement of equality outcomes is reflected throughout its corporate processes.	Well developed	<ul style="list-style-type: none"> • Integrated Impact Assessments (IIAs) carried out, Equalities Training provided for employees. • Service redesign is subjected to equality impact assessment. • Equal Opportunities Policies. 	
		6. The local authority engages with and involves equality groups to improve and inform the development of relevant policies and practices, and takes account of socio-	Well developed	<ul style="list-style-type: none"> • Equalities Group(s) meet regularly. • Fairer Moray Forum and Fairer Fourth Action Group. • Poverty factors (social-economic) taken into account and locality groups focussed on areas in poverty. 	

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		economic disadvantage when making strategic decisions.			
		7. The equality impact of policies and practices delivered through partnerships is always considered. Equality impact information and data is analysed when planning the delivery of services, and measuring performance.	Work in progress	<ul style="list-style-type: none"> • Integrated Impact Assessments (IIAs) carried out on all policy and strategies, service developments and against the protected characteristics. • Human Resources collect a range of equality information on staff, annually. • Equalities information collected through Service Performance Indicators / Local Government Benchmarking Framework Information • Poverty data, its strategic needs assess and for children (indirect for adults). 	
		8. The local authority's approach to securing continuous improvement in delivering on fairness and equality priorities and actions is regularly scrutinised and well evidenced.	Well developed	<ul style="list-style-type: none"> • Local Outcome Improvement Plan (LOIP) and Corporate Plan annual report. • Agreed Equality outcomes. • Equalities annual report. • Handling of debt (school meal). • Fairer Moray Forum, local employability activity, all consider socio-economic. 	
	Does the local authority have a commitment to tackling discrimination, advancing equality of opportunity and promoting good relations both within its own organisation and the wider community?		Well developed	<ul style="list-style-type: none"> • LOIP and Corporate Plan. • Equal Opportunities Policies. • Equalities Training available to all employees. • Locality plan work in communities. 	
	Does the Local authority have equality, diversity and human		Work in progress	<ul style="list-style-type: none"> • LOIP and Corporate Plan • Equal Opportunities Policies • Equalities Training available to all employees. 	

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	rights embedded in vision and strategic direction and throughout all of its work, including its collaborative and integrated community planning and other partnership arrangements?		<p>Well developed: It's business as usual, doesn't need special attention.</p> <p>Work in progress: we know that it needs improved and are working on it.</p> <p>To be developed: we know it needs to be done but we've not started yet.</p>	<ul style="list-style-type: none"> • Well embedded across functions e.g. Education work, employability, (cost of school day). • In Committee reports. • Participation in Fairer Moray Forum Action Group and various Community Planning Partners groups focus on inequality, including GIRFEC Leadership Group, Moray Economic Partnership and the Moray Chief Officers Group. 	
	Does the local authority have a culture that encourages equal opportunities and is working towards the elimination of discrimination?		Well developed	<ul style="list-style-type: none"> • Local Outcome Improvement Plan (LOIP) and Corporate Plan. • Equal Opportunities Policies. • Equalities Training available to all employees. • Recruitment process. 	