

Blue text – content from 2020 plan

Black text – new content to address follow up finding

1. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures (Strategic outcome measures copied below plus any new measures – original outcome measures in 2020 plan at background link)	Completion target	Lead	Priority Rating (1 to 5)
<u>Recommendation 1</u> (Carry forward topic – extended actions) Increase the pace of transformational change	<i>Continue to grow governance and project maturity to support and ensure progress</i> 1. Finalise and implement programme governance review 2. Develop project management assurance arrangements to support pace and approach 3. Regular programme reporting and	Projects show sustained progress towards defined outcomes and the Council delivers its priority transformation projects. Corporate priorities are delivered. - <i>Focus on delivering key milestones, project objectives, risk mitigation, intervention where required</i> - <i>Prioritisation and application of programme resources</i>	Transformation programme with defined benefits driven by priorities and appropriately resourced to deliver. Projects deliver planned outcomes within timescale. Progress indicators: PM peer network, project checklist, toolkit, project gateway expertise)	1. Sept 22 2. Oct 22	DCE (ECO D)	1

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	<p>monitoring of IMP in place through cmt/smt</p> <p>4. Provide and promote skills development and training on project management</p> <p>5. Enhance arrangements to ensure engage key stakeholders and develop environment for progress</p>			<p>3. Sept 22</p> <p>4. Nov 22</p> <p>5. Mar 23</p>		
<p><u>Recommendation 2</u> (carry forward topic and action)</p> <p>Improve performance management reporting</p>	Implement training for councillors on effective scrutiny of performance.	Continuous improvement based on evidence.	Political leaders know the key performance messages and priorities.	Oct 22	H/HR ICT& OD	2
<p><u>Recommendation 3</u> (Carry forward topic – cyclical actions)</p>	Further develop medium-long term financial strategy:	Affordable and achievable medium-long term financial strategy.	Strategy agreed to address funding gap.			

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Financial Planning	<ol style="list-style-type: none"> 1 Agree budget process including hierarchical approach 2 Review assumptions in light of current economic climate and SG Spending Review 3 Review and develop financial aspects of existing Transformation projects to confirm contribution to financial strategy. 4 Identify further contributions from other elements of budget hierarchy after Transformation: spend to save, income generation and 	<p>Planned use of reserves to support transformation period until sustainable position reached.</p> <p>Funding gap addressed, reliance on use of free general reserves removed and financial stability achieved.</p> <p>Budget more clearly aligned to council priorities.</p>	<p>“Real” funding gap defined based on achievable savings and transformation and reported to committee.</p> <p>Managed use of reserves annually per financial strategy.</p> <p>Structural deficit between budgeted income and expenditure removed.</p> <p>Shift in resource to reflect priorities.</p>	<ol style="list-style-type: none"> 1. 10.8.22 2. Sept 22 3. Nov 22 4. Feb 23 		

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	<p>reducing / ceasing services</p> <p>5 Plan use of reserves to support the required transformation period leading up to sustainable position.</p>			5. Feb 23		
<p><u>Recommendation 5</u> (carry forward topic – existing and extended actions) Continue to progress the Governance Review</p>	<p>Streamline processes including reviews of Committee structures, Schemes of Delegation and reporting to Committees.</p> <p>1. Finalise remit of Audit and Scrutiny Committee</p> <p>2. Develop shared understanding of role and nature of effective scrutiny</p> <p>3. Review of second tier governance docs</p>	<p>Business of the Council more strategic, corporate and efficiently progressed.</p>	<ul style="list-style-type: none"> Business of the Council more strategic, corporate and efficiently progressed. Clearer focus on performance and priorities for the Council as a whole. 	<p>Nov 22</p> <p>Nov 22</p> <p>Dec 22</p>	<p>H/SG &SP</p>	<p>4</p>

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<u>Recommendation 6</u> <i>(carry forward topic and actions)</i> Improve Educational Attainment	<p>Continue the delivery of the Education plan to improve outcomes for Moray's children and young people 2020-23.</p> <p>Curriculum: Develop a wide range of flexible learner pathways</p> <p>Support all learners: To develop a strategic vision of supporting learners across the wider education partnership</p>	Improved attainment identified ACEL and LGBMF measures.	<p>Percentage of primary pupils achieving expected CfE levels in literacy and numeracy meeting local targets.</p> <p>Consistent improvement across SCQF levels achieved in senior phase per local targets.</p>	<p>Dec 22 (progress report) Dec 23</p> <p>April 2023</p>	H/E	2
Committed and Decisive Leadership <i>(carry forward topic – existing and extended actions)</i>	<p>Review and enhance local definition of leadership roles and behaviours</p> <p>Work to develop and improve relationship of trust between:</p>	The Council makes sustained progress in its improvement and transformation work.	Transformation programme with defined benefits driven by priorities and appropriately resourced to deliver.	May 2023	CEx	1

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	<ul style="list-style-type: none"> •members •members and officers <p>Consider enhanced investment in leadership development</p> <p>Leadership development for members to support them to fulfil their leadership responsibilities</p> <p>Review capacity and refresh ways of working of CMT & SMT (inc role of Section 95 Officer) to manage staff capacity to ensure delivery of Best Value</p> <p>Develop and refine approaches to collaboration including Group Leaders and work on financial planning</p>		<p>Reduced demand for operational scrutiny evident in committee business.</p>			

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<u>Workforce and Capacity</u>	<p>Review and develop approaches to prioritisation across the agenda i.e. for projects and other emerging work</p> <p>Review recruitment issues and implement options to address areas of concern</p>	<p>Pace of transformation is maintained by ensuring resources are focused on high value priority work</p> <p>Improved resourcing of priority work</p>	<p>Projects delivered on schedule</p> <p>Operational performance at least maintained</p>	Mar 2023	DCE (ECO D)	2