

A. Strategic Leadership					
Aim : To demonstrate consistent strategic leadership by elected members					
Objectives	Actions	Lead Service Responsibility	Timescale	Current Status	Measure of Success
1. Extend members engagement with community planning	Consider member representation on :- <ul style="list-style-type: none"> ▪ Community Planning Steering Group ▪ Theme Groups ▪ Local Forums (subject to proposed Community Council legislation) 	Alastair Keddie	Dec 2007	There have been a number of sessions with Elected Members on their representation on CP Groups. A session in Dec and another in Jan were held to gain an understanding of CP Structures and make proposals for new structures and their members representations. It was remitted to Group leaders to agree final CP structures proposals and to aim to report to Full Council on 26 March to nominate Elected Members to CP Groups	Appropriate Elected Members representation and involvement in CP Groups.
2. Focus on strategic issues	Members to consider and prioritise strategic issues (Link to C1)	SDG	Dec 2007	A number of sessions were held with Elected Members and CP Partners, CP Theme Group lead officers and the CE to discuss strategic priorities for the Council. The SDG considered all budget activities during Sept – Jan in preparation of budget setting. Service priorities and appropriate budgets were agreed.	Approved budget against priorities, admin priorities published.

				Budget approved on 14 Feb 2008. Admin Group published their political priorities in Dec 2007.	
3. Review role of SDG	Review role of SDG and ensure that group focuses on strategic issues	SDG	August 2007	Role of SDG agreed. Group established and meeting regularly. Completed budget/ priority setting exercise and presented budget for approval by Council on 14 Feb 2008. Group agreed to continue to meet to focus on CP priorities and Single Outcome Agreement.	Priorities agreed and part of regular meeting agendas.
4. Support the role of Committee Chairs	Provide guidance and support to Committee Chairs and review current protocols	CMT	March 2008	Chairs report progress against their key objectives each quarter to the Audit and Performance Review Committee. Chairs present performance reports for scrutiny. Chairs and Directors are working together to review progress and set clear actions for improvement.	Involvement of chairs to deliver strategic priorities within their service areas
5. Ensure that all elected members have a personal training plan	Ensure that all members have a personal training plan	CE/Employee Development	March 2008		
6. Ensure that there is training focusing on strategic leadership	Re-run training programme on leading and understanding strategic issues.	CE/Employee Development	March 2008		

B. Demonstrating Competitiveness					
Aim : To develop a systematic approach to demonstrating competitiveness					
Objectives	Actions	Lead Service Responsibility	Timescale	Current Status	Measure of Success
1. Develop systematic corporate strategy to demonstrate competitiveness across all commercial/ trading operations	Identify best practice in local authorities Framework for demonstrating competitiveness was approved by Policy Committee on 24 October 2007.	Mark Palmer	October 2007	Complete	Corporate framework established
2. Ensure future competitiveness of commercial operations	Review impact of single status on competitiveness of trading/ commercial operations Work plan for 2007/08 was approved by Policy Committee on 19 December 2007.	Mark Palmer	December 2007	Work Plan approved for 2007/08 Outcomes to be reported when year end trading results are produced (June 2008)	Annual plan and report that demonstrates competitiveness of commercial operations.

C. Managing Strategic Priorities					
Aim : To develop a systematic approach to priorities and manage strategic priorities					
Objectives	Actions	Lead Service Responsibility	Timescale	Current Status	Measure of Success
1. Develop over-arching work programme	Identify all strategic issues and their resource requirements :- <ul style="list-style-type: none"> ▪ National priorities ▪ Local priorities 	Chief Executive	March 2008	Work with CP Partners and CMT have been undertaken to identify major physical development in Moray, organisational and service level priorities and national priorities.	Completed strategic documents with agreed priorities and outcomes.
				Once the information gathering stage is complete this will inform the Community Plan,	
				Corporate	

				Development Plan, Service Improvement Plan and Single Outcome Agreement by 1 st April 2008.	
2. Develop structured approach	Identify best practice in local authorities	Chief Executive	June 2008	Once the strategic issues have been completed a detailed plan will be compiled using best practice from other authorities in ways to manage the external programme of activity.	Delivery against priorities are systematic and monitored to achieve outcomes.
3. Invest in programme management	Work with SLAM	Chief Executive	Dec 2007		