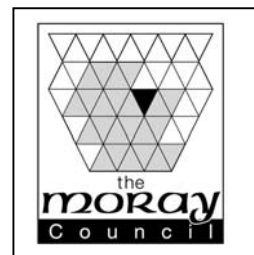


Appendix 1



STRATEGY FORMAT GUIDANCE

BACKGROUND

The guidance outlined below relates to the Council's Strategy Format. This has three main functions:

- To support strategy writers developing new strategies.
- To support the process of reviewing existing strategies.
- To ensure consistency in strategy structure and content.

KEY CRITERIA

Strategies should:

1. Reflect national and local priorities and related improvement objectives.
2. Show clear links among crosscutting initiatives at an authority level.

THE STRATEGY FORMAT

Strategy writing should, in most cases, involve a process of consultation with those appropriate persons who can contribute to the content of the strategy. This approach will help to ensure that the key and relevant issues are identified. The approach also encourages a broader ownership of the strategy.

The attached Strategy Format has 15 sections. These sections represent the core of all strategies and should be included. The amount of detail within each section, however, will be determined by the aims and outcomes that the particular strategy is addressing. It is possible that additional sections will be required to complete a strategy document.

Strategy documents should be concise and to the point. Descriptions should be little more than broad statements of purpose or action. Where other related and relevant strategies exist, these should be referred to and not repeated.

The following notes are presented in the form of questions or statements designed to guide the strategy writer's thinking about the content of each section.

- 1 **TITLE** - The name by which the strategy will be known. This will be inserted on the front page of the strategy.
2. **INTRODUCTION/BACKGROUND**
 - Where is the impetus for this strategy coming from?
 - In what ways is this strategy related to the Council's priorities, national/local directives, strategic initiatives, etc, specifically the Council's Single Outcome Agreement, and how does it address the requirements of the national outcomes, indicators and targets that are the basis of that Single Outcome Agreement?
 - Describe the links between this strategy and Corporate, Service, Partnership or other plan priorities, improvement objectives and best value outcomes.
3. **RATIONALE**
 - Why is the strategy required?
 - What issues, developments, needs, concerns, etc. is the strategy seeking to address?
4. **AIMS/OUTCOMES**
 - What is the strategy going to achieve?
 - What difference will the strategy make?
 - Who will notice the difference?
5. **COMMUNITY PLAN**
 - How does the strategy fit in with the aims of the Community Plan?
6. **CORPORATE DEVELOPMENT PLAN**
 - How does the strategy fit in with the aims of the Corporate Development Plan?
7. **BEST VALUE**
 - How does the strategy meet the requirements of Best Value?
8. **SUSTAINABILITY IMPLICATIONS**
 - What impact will the strategy have on sustainable development in Moray?
 - Does the strategy require a Strategic Environmental Assessment to be carried out?

9. IMPLEMENTATION PROCEDURES

- Describe the tasks needing to be carried out if the aims/outcomes of the strategy are to be achieved.
- If an action plan is to be included does it have SMART targets, timescales and responsibilities clearly allocated?

10. ROLES/ RESPONSIBILITIES

- Brief statements related to key persons about what is expected of them.
- Who is responsible for what?

11. EQUALITY IMPACT ASSESSMENT

- Has an assessment been carried out into the gender, disability, age, race, belief and sexual orientation implications? If not, when?

12. LEGAL REQUIREMENTS

- Any legal documents that have a bearing, or impinge on the rationale, for example: Data Protection, Health and Safety, Confidentiality, Accessibility, Disability.

13. PERFORMANCE MONITORING AND EVALUATION

- Short statement saying how the strategy will be subject to regular monitoring and evaluation to ensure quality improvement.

14. CONSULTATION

- Whom did the author of the strategy consult in the process of gathering relevant background information and facts? These would include stakeholders and those likely to be affected by the strategy.
- Whom did the author consult to ensure the accuracy and relevance of the strategy? These might include Senior Officers, Managers, Legal representatives, etc.
- Does the strategy accord with the Council's Strategy on Community Engagement and Consultation and take account of the National Standards for Community Engagement?

15. AUTHORISATION AND REVIEW DATES

- The dates at which the strategy was authorised by Committee or other body and will be subject to a major review are inserted into the front page of the strategy. The maximum review period will be 3 years.