## **CORPORATE PLAN – MORAY CONTEXT**

Introduction

**Local and National Planning** 

**External Context** 

**Moray Evidence and Context** 

**Success and Challenges to date** 

**Community Engagement** 

**Delivering Our plan** 

**Managing Performance and Measuring Success** 

#### Introduction

This document sets the context for the Corporate Plan. It recognises the influence on the work of the council of national plans and strategies and of shared priorities with local partners through community planning. Information and data about our local communities has also been a key influence on our corporate planning and the main issues are highlighted along with more detail in links and appendices. The views and experiences of local communities are important in shaping council priorities and how we go about delivering, including working with our communities. The feedback from engagement is included in this document and it is planned to continue to engage with and work with our community as we develop out delivery framework.

Of course, we are not starting afresh and we also want to learn from experience to date, build on success and ensure we grasp the challenges. We have reflected on experience of delivering our 2019-24 plan and on our Covid pandemic experience to ensure we take forward the best of that learning. There are summaries of these below.

Over the years, our duties as a local authority have grown; yet our resources have not. So, we need to focus on the areas which will deliver the best possible outcomes for as many people and communities as possible.

The next few years presents enormous challenges for the delivery of public services in terms of budget reductions, sustaining services and supporting resilience in our people and communities.

We will be closely monitoring and adjusting our delivery of the corporate plan delivery framework over this time to ensure the council delivers on its priorities and our monitoring arrangements are explained at the end of this document.

# **Planning Documents**



#### **External Environment and Influences**

Consideration was given to external factors and issues and these were captured in a high level PESTLE (political, environment, social, technical and economic) assessment.

Political	Economic	Social
<ul> <li>Cascade of national performance framework/programme for Govt</li> <li>National direction and ringfencing of funding</li> <li>Public sector finance including new UK Govt funding and future LG settlements</li> <li>Elections (UK 2024)</li> </ul>	<ul> <li>Covid 19 &amp; recession impacts         <ul> <li>business; local economy;</li> <li>employment; communities</li> </ul> </li> <li>Inflation – pay, fuel,         <ul> <li>construction – service effect</li> </ul> </li> <li>Inclusive growth and a         wellbeing economy – place         <ul> <li>based growth and</li> <li>development, town centre revitalisation</li> </ul> </li> </ul>	<ul> <li>Covid 19 &amp; recession impacts – widening poverty related gaps, impact on women, children, wellbeing</li> <li>Ongoing impact of Covid on learning and education – poverty related attainment gap;</li> <li>Impact on demand in other services including housing, children's services</li> <li>Potential targeting services to needs</li> </ul>
Technical	Legal	Environmental
<ul> <li>Digital opportunities for service delivery</li> <li>Digital connectivity in rural areas</li> <li>Digital and higher level skills and knowledge for workforce and communities</li> </ul>	<ul> <li>UNCRC, The Promise, Additional Support for Learning Review (Morgan)</li> <li>National Care Service</li> <li>Brexit</li> <li>Planning (Sc) Act 2019</li> <li>Best Value</li> <li>Education reviews: Skills Review (Withers), Review of Qualifications (Hayward)</li> </ul>	<ul> <li>Climate Change – national policy and targets; Local strategy and targets</li> <li>Transport – encourage shift to public transport; active travel; issues for rural areas</li> <li>Environment and Infrastructure to meet future needs – housing, schools, roads, digital, energy, 20 minute neighbourhoods</li> </ul>

# Moray Profile: Our Key Facts

Moray's economy overall is a low wage economy with over three thousand micro businesses and is also dependent on public organisations for employment. Some of Moray's young people do not do as well at school as they could; while others leave the area after leaving school and do not return. These economic factors contribute to issues such as the growing child poverty levels.

Our overall population is growing; yet the composition of the population has an increased number of older people to young people. Moray also has a growing number of pupils with additional support needs, which have been compounded by the impact of the pandemic. Our population make-up will generate a particular set of needs for individuals with potential pressures on council resources.

Moray's natural environment is to be envied, and we need to protect it against the effects of climate change. We also need to recognise the challenges of being a rural authority which contributes to higher costs for public services, limited public transport options and the dangers of social isolation.

We have gathered and analysed a range of statistics about Moray and shared these during engagement sessions with community representatives. The importance of local lived experience is

recognised and we build that into our planning in local areas. However, from the statistics, the main issues for Moray include:

- population growth continues to be above the Scottish average, but household growth is lower
- above average and increasing percentages of older people, decreasing younger population
- challenges of poverty and cost of living, including growing child poverty, against a national trend
- growing levels of need among children with additional support needs
- low wage economy and reliance on a small number of industries and small businesses
- influence of the MOD on population and job market
- young people leaving the area after school and not returning
- some young people do less well in exams or what they do after school, which affects their future choices
- a town/rural divide in relation to outcomes and challenges
- social isolation and challenging access to services because of the rural nature of Moray
- climate change flooding, pollution from burning fossil fuels, water shortages, wildfires and rising sea levels

We also try to gather information on and recognise what our communities experience. Working with our community planning partners and through engagement with local people we have considered a range of facts to understand what these experiences mean. We have already worked with communities in Elgin, Buckie, Forres, Lossiemouth and Keith to develop our understanding of what would make the most difference to them and we plan to do more work with communities in future.

#### Data Links to be added

- Poverty Analysis
- IS Site with Local Authority Data
- Scottish Government Schools Data Tool

#### **Emerging from Covid**

The Council's response to Covid was delivered through its Recovery and Renewal Strategic Framework (RRSF), approved in June 2020 adapted through the course of the pandemic to address the constantly shifting balance between the three spheres of response, normal service delivery where possible and recovery. The Framework was subject to public engagement and with some lessons acted upon immediately in terms of the feedback provided. To preserve a coherent and systematic approach to strategic planning and service delivery, RRSF outcomes were incorporated within 2020-22 Service Plans, allowing corporate and service priorities and RRSF outcomes to be viewed holistically. RRSF activities were consolidated to the Recovery and Renewal Action Plan (RRAP) allowing consideration as to whether service responses were fully comprehended within existing service planning arrangements.

Going forward social renewal and economic recovery are being progressed through the delivery of key partnership strategies and plans aligned to Community Learning and Development Partnership and Moray Economic Partnership with health related harms encompassed in strategic planning aligned to NHS Grampian and the Moray Integration Joint Board.

Broader learning recognised the agility of local government in its responses, digital advancement, the role of Local Resilience Partnerships and importance of partnership working and community engagement, the sustainability of the Third Sector and pressures on key services such as environmental health as well as on overall finances.

## **Successes and Challenges**

Looking back there are many things that have gone well and that we are proud of. There ae also challenges ahead and areas where we need to adapt to change. The section below captures these.

#### Creating opportunities for a vibrant economy Successes **Challenges for the Future** • Creating choices that encourage young • Community Wealth Building Strategy in development people to remain in Moray • Stagnation of business start-ups post Partnership Apprenticeship Strategy agreed Preparation of Local Development Plan 2025 pandemic underway Capacity to deliver projects (TCIP) Cost of doing business and energy crisis Hydrogen Strategy for Moray approved, feasibility studies on potential projects to be Tourism recovery to pre-pandemic levels carried out due to successful bid from Just • Identifying land sites for industrial Transition Fund development in Forres and Speyside Specialist support with exporting to mitigate • Wrap around child care provision impacts of Brexit delivered to local businesses Sufficient housing for local need and • £43m administered in business support grants talent attraction and keyworkers over course of the pandemic • Discretionary Business Support Fund to provide financial assistance to businesses from Hospitality and Leisure administered • £1.7m Town Centre Capital Fund allocated to 68 projects in 2022/23 • Town Centre Capital Business Improvement and Town Centre Capital Business Start-up funds awarded for repurposing town centres Coast to Country project enhancing tourist infrastructure and facilities nearing completion Scotland Loves Local Gift Card' scheme launched Moray Growth Deal: Ministerial launch of Digital Health Project, Cultural Quarter engagement commenced, Bus Revolution services launched Programme of employability support and training provided by the Moray Pathways Local **Employability Partnership** • The Moray Pathways Hub @ the Inkwell celebrated it first anniversary with over 500 people having received employability support

and training

- Strategic Tourism Infrastructure Development
   Plan, Moray Routes: Bright Futures Plan
   approved
   Buckie Harbour Master Plan created
- Providing services to support vulnerable people **Successes** Challenges for the Future Closing the poverty related attainment gap Cost of the School Day guidance to support all schools engage in tackling poverty Developing our use of digital solutions and overcoming ICT infrastructure challenges Universal free school meals successfully implemented to P1-5 with an increased uptake to sustain change and drive forward of school meals attainment Increased number of online services available to community, including parents of school pupils Young Leaders programme established through Expanding service for holiday childcare Active Schools which provides training, and activities. mentoring and leadership opportunities - 150 currently involved in programme Sustaining sport and culture services with escalating cost of operating and cost of The Essential Skills team have delivered a living pressures broader range of Family and Community Based Learning including maths skills, driving theory test support Positive performance in leaver attainment for Progress in achieving stretch aims for Literacy and Numeracy at SCQF levels 4 and 5, attendance and exclusion in secondary above virtual comparator for the first in a five schools year trend Raising aspirations of young people and Positive progress with Stretch Aims for 1 or families to aim high for positive achievement more SCQF level 5 and level 6 qualifications Ensuring PEF spend is targeted to All key breadth and depth measures across levels 5, 6 and 7 above 2019 results (last year increase interventions to support families in formal SQA examinations were the principal the economic climate e.g. breakfast clubs form of assessment in place) etc. Positive progress in implementing the Scottish Improvement in the poverty related Attainment Challenge through Attainment attainment gap for literacy and numeracy Scotland Funding. Elgin High School and Buckie ASG strategic equity fund projects Managing the ongoing impact of the underway, progress with Pupil Equity fund pandemic on the mental health and wellbeing of children, young people and monitoring and impact, Underspend of Pupil staff and the impact on attainment and Equity Fund reduced, roll-out of Seemis Progress and Achievement training continues achievement. through 'train the trainer' approach Positive increase in initial leaver destinations in 2022, above all comparators for first time in 5 years

Supporting All Learners Strategy, developed in line with the United Nations Convention for the Rights of the Child (UNCRC) and The Promise, to promote systems and processes for supporting all learners socially, emotionally, mentally and physically was agreed	Increasing demand for services to support children and young people with Additional Support Needs (ASN)  Creating flexible sustainable service model for ASN services that responds to need and improves results
80% of our schools and early learning childcare settings inspected achieved good or better ratings in inspection reports, an improvement for the 3 <sup>rd</sup> year running	Maintaining our progress in achieving better performance and improved inspection outcomes  Improving the financial sustainability of our
Children's Services Plan 2023-26 signed off by Community Planning Board incorporating key partnership plans exclusively focusing on improving outcomes for children and families	early years service
Development of pilot locality planning model to respond to children and families needs at both an individual and population level	Focusing on whole familiy well-being and support, strengthening families and communities
	Advancing our Promise work ensuring the rights of children are front and centre to all we do
	Continue to understand better the routes to earlier intervention and prevention and as such understanding what further would make a difference
Development of a variety of community groups that focus on connectivity, health and wellbeing across Moray through the work of the IJB 21 Ball Groups	Demographic pressures – demand on services from an ageing population and impact of outward migration of young people
12 Social groups including Mens Sheds 3 Specialised health and Wellbeing Groups 1178 people across Moray Development of a volunteer programme through the IJB supporting 223 clients with 77 alarm responders and 146 "Buddy" roles	Ongoing need to support health and wellbeing through community based activities with a strong emphasis on keeping well through prevention and early intervention
Develop better support to unpaid carers  Develop and delivery on a coproduced strategy for unpaid carers	
Work with communities and third sector groups to support citizens in their community, through community placed based programmes to support people to "wait well" whilst waiting for assessments and or appointments	Optimising digital solutions to support people in their homes and communities e.g. home first, digital health solutions
Community co-owned locality plans refreshed for New Elgin and Buckie. Plans are also developing for Lossiemouth, Forres and Keith	Meeting aim that 1% of council budgets be subject to participatory budgeting to support the development and implementation of locality planning across Moray targeted at addressing priorities

Rapid Rehousing Transition Plan (RRTP)	Maintaining homeless performance
reviewed to incorporate funding provision,	challenging if demand continues to
interim impact and adjustment for pandemic.	increase
Targets to reduce temporary accommodation	
unit numbers by 5% and average homeless	
journey by 1 week achieved	

Protecting our environment while improving our infrastructure		
Successes	Challenges for the Future	
Investment in 44 Electric Vehicles as a part of efforts to reduce carbon emissions	Establishing replacement scheme for petrol and diesel vehicle fleet by 2030	
Local Electric Vehicle (EV) charging infrastructure expanded		
Energy from Waste project: Construction phase completed Summer 2023 Work towards achieving a 60% recycling rate for the waste handled within Moray	<ul> <li>Transition from waste disposal to landfill to the EfW once construction and commissioning is completed</li> <li>Adjusting services for changes to legislation specific to the waste industry: Deposit Return Scheme (DRS), Extended Producer Responsibility (EPR) &amp; the biodegradable landfill ban (as referred to above)</li> </ul>	
Learning Estate Strategy and Delivery Programme: Learning Estate Investment Programme (LEIP) Phase 3 bid submitted	Creating a learning estate which is in good condition, suitable for all learners, fit for the future and affordable, especially with current inflationary pressures	
	Managing the financial and resourcing pressures of multiple school projects  Establishing a repair and maintenance	
	programme to ensure long term planned approach to learning estate building condition	
Expansion programme for Early Learning Centres: 4 new build nurseries constructed, 6 major refurbishments, 3 minor refurbishments completed	Programme delays due to pandemic and budget pressures due to inflationary costs of building materials, completions anticipated summer 2023	
Updated Climate change strategy approved and route map agreed for delivery	Commitment to be carbon neutral by 2030 is challenging and will require priority to be given to decarbonisation in building maintenance plans.  Significant implications of achieving carbon neutral	
Cycle 2 Surface Water Management Plans have completed. Data gathering commenced for Plans in each area.	Funding not confirmed so Schemes unlikely to progress before 2026	
	Explore potential for a Moray Coast Natural Heritage Park	
	Securing increased woodland cover, safeguarding/ increase of priority habitats and species	

New footbridge over the River Lossie in Lossiemouth opened on 31 May 2022	Identifying funding and agreeing approach to secure UK Govt funding offer for Cloddach Bridge
Delivery of stock investment programme to meet the EESSH standard in line with carbon reduction commitments and to reduce fuel poverty amongst council tenants	Ensure Council Housing stock meet strict Scottish Government targets for energy efficiency and standard
69% of Primary schools delivering level 2 bikeability. 28 EV chargers in place across Moray Flood Risk Management Schemes – general maintenance continues	Working towards target of all primary and 50% secondary schools engaged Continuing expansion of EV chargers Rural challenges of transition for Transport and Energy
Compensatory planting scheme for trees removed by development established. Research into opportunities for additional carbon sequestration from council land holdings underway	Climate change and government low carbon commitments - achieving carbon neutrality in terms of the council footprint by 2030
Sport and Leisure review	
Target to provide 30% of new build affordable housing as specialist / amenity housing has been achieved	Ability to work across agencies effectively to address complex health, social care and housing needs
A number of CATs have been completed with a regular flow of requests	Increasing demand on services and reduced finances to deliver community expectations – possible further community transfers
Allotments in Elgin	Connectivity – physical and digital
Strategic Housing Investment Plan – • Provide 199 affordable homes over next 2 years, approximate cost of £20m per year	Availability of range of houses and tenure types  Meeting housing need in rural communities
	Lack of formal accommodation provision for gypsy travellers

# Community and stakeholder engagement

Engagement with internal and external stakeholders included a leadership forum event that shared information and gathered feedback, presentation at the employee conference with group discussions, focus groups, a larger community event with discussion groups. The summary of outputs as follows.

PEOPLE	PLACE
<ul> <li>✓ Working with volunteers – scope for better communication, partnership working with and support for communities but also issue of sustainability</li> <li>✓ Improve services for older people (care, respite, transition from hospital, digital)</li> <li>✓ Support for our young people (leisure, education, attainment, mental health, ASN, careers, jobs)</li> </ul>	<ul> <li>✓ Transport – poor provision in rural areas, needs joined up</li> <li>✓ Deterioration of High Street – need to create spaces people want to visit</li> <li>✓ Digital Connectivity – issues in some areas and for some residents doing things digitally can be challenging</li> <li>✓ School estate – to accommodate priorities of support Hubs, Libraries &amp; Leisure</li> </ul>
SUSTAINABLE COUNCIL & FINANCE	FUTURE
<ul> <li>✓ Improve marketing of Council services to generate income (Council tax components as 'build your own package' to give residents more agency; Increase discretionary charges – make choices within if possible)</li> <li>✓ Communication (Internal to link services; external community awareness and engagement; clear points of contact)</li> <li>✓ Support required for those who cannot access digital services</li> </ul>	<ul> <li>✓ Connectivity – transport and broadband</li> <li>✓ Housing needs (insulation; availability; affordable housing; housing for young people; in smaller communities)</li> <li>✓ Employment (limited opportunities; young people; transport; higher wage jobs;</li> </ul>

Link to Engagement Report to be added

## **Delivering our Plan**

The priorities set out in this Corporate Plan sit alongside the day-to-day delivery of Council services. It is not intended to encompass each and every service that contributes directly or indirectly to the priorities, or the delivery of our core services. The detail on these services and how they will contribute is contained in our service planning process.

Our Corporate Plan is supported by a number of key strategic plans and documents

Children's Services Plan CLD Strategic Plan Education Strategic Plan Employability Plan Local Development Plan Moray Economic Plan Moray Growth Deal

## Implementing the Plan and Measuring Success

The Corporate Plan sets out the council's high-level priorities and how we intend to take them forward. Details of how we will implement our priorities are contained in our strategies linked to the Corporate Plan and in-service plans. These set out the development, delivery, outcomes and measures that we will use to check on the progress of the priorities in this corporate plan.

Outcomes indicators are consistent across these plans and are designed to measure results so we can demonstrate our success or make adjustments to bring things back on track if needed. We will use the Council's Performance Management Framework for monitoring and reporting. Based on that, we have developed a performance management document specifically for the corporate plan that encompasses all of the priorities and actions, so progress is monitored effectively.

There are a number of enabling plans and strategies that form the suite of documents to support the delivery of the priorities in this corporate plan:

- Financial Strategy
- Improvement and Modernisation Programme
- Workforce Strategy
- ❖ ICT Strategy
- Performance Management Framework
- Customer Focus strategy

We will publish annual reports against the plans as set out in the performance management framework

## **OUR KEY FACTS**

## **Moray Area Profile**



#### **POPULATION 2021**

(National Records of Scotland NRS)

## 96,410 population

- 32.7% aged 16 to 44 years (Scotland = 36.6%)
- 22.3% aged 65 and over (Scotland= 19.6%)

Since 2001 Moray population increased 10.8%

(Scotland = 8.2%)

## **AREA**

## 2,238 sq km (864 sq miles)

(National Records of Scotland NRS)

10th most sparsely populated area in Scotland

- 42.2% of the population live in a rural area
- 4.1% live in settlements with fewer than 500 people

#### HOUSEHOLD PROJECTIONS

2018-43

(National Records of Scotland NRS)

8% increase in households (42,554 to 45,957)

(Scotland = 10% increase)

#### **FUEL POVERTY 2017-19**

(Scottish Government Scottish House Condition Survey)

31.6% of households in fuel poverty

(Scotland= 24.4%)

#### **ETHNICITY 2011**

(Scotland's Census 2011)

77.7% White - Scottish (Scotland= 84%)

18% White – other British (Scotland= 7.9%)

## CHILDREN LIVING IN POVERTY

2020/21 (End Child Poverty)

21.3% of children live in poverty

(Scotland= 20.9 %)

(Scottish Index of Multiple Deprivation SIMD)

2.7% of the Moray population live in Scotland's most deprived 20% of datazones (2,644 people)

13.1% live in the least deprived 20% of datazones (**12,529 people**)

## **CAR/VAN OWNERSHIP 2019**

(Scottish Household Survey)

**14%** of households have no car/van

(Scotland= 28%)

34% of households have 2 or more cars/vans

(Scotland= 31%)

# **Economy and Income**

#### **GVA PER CAPITA**

2020 (Office for National Statistics ONS)

£21,868

(Scotland=£26,403)

## **GDP PER CAPITA** 2020

(Office for National Statistics ONS)

£23,780

(Scotland=£29,629)

#### WEEKLY WAGES

**2021** (Office for National Statistics ONS - NOMIS)

**£566** (live in Moray)

£579 (work in Moray)

(Scotland=£622)

### **BUSINESS SIZE 2021**

(Scottish Government - Businesses in Scotland 2021)

**47.3%** employment in small businesses (<50)

(Scotland= 36.5%)

39.3% employment in large businesses (250+)

(Scotland= 49.6%)

81.4% in private sector (businesses with < 10 employees)

(Scotland= 63.2%)

#### **BUSINESS TURNOVER**

2021 (Scottish Government -Businesses in Scotland 2021)

£3.748m

(Scotland=£293.198m)

Turnover between 2018-21: **10.0%** growth

(Scotland= 12.1% growth)

### **Education and Learning**

#### **SCHOOL ATTAINMENT**

2020/21

**63.9%** of pupils left school with one or more SCQF level 6 or 7

(Scotland= 70.2%)

**ATTENDANCE** 2020/21

**95.6%** primary

(Scotland= 94.0%)

90.7% secondary (Scotland= 89.1%) **POSITIVE DESTINATIONS** 

2020/21

Initial leaver destination (2020/21)94.1%

(Scotland= 95.5%)

Follow up destination (2020/21)92.3%

(Scotland= 93.2%)

MORAY COLLEGE **STUDENTS 2020/21** 

(Moray College)

74.7% successful completions (Further Education)

2,062 full / part time students

QUALIFICATIONS: **WORKING AGE POPULATION 2021** 

(Office for National Statistics ONS - NOMIS)

48.3% have NVQ4+ (Scotland= 50%)

**5.2%** have no qualifications

(Scotland= 7.8%)

## Life Stages/Health and Well-being

## LIFE **EXPECTANCY**

2019/20

(National Records of Scotland NRS)

82.4yrs **Females** 

(Scotland = 80.8yrs)

78.3yrs Males

(Scotland = 76.5yrs)

## **DIABETES PREVALENCE**

2015/16

(ISD Scotland Quality & Outcomes Framework)

5.7%

(Scotland = 4.97%)

5.258 registered with

Diabetes (up from **4,110** in 2010)

## **OBESITY 2016-19**

(Scottish Government Scottish Health Survey)

33% of Moray's adult population are classed as obese (BMI>30) (ranked 10 of 32 local authorities where 1 is highest levels of obesity)

## ALCOHOL SPECIFIC **DEATHS 2017-21**

(National Records of Scotland NRS)

13.8 per 100,000 population

(Scotland= 20.8)

# **Community and Environment**

## **NEIGHBOURHOOD COMPLAINTS TO** COMMUNITY

**SAFETY 2021/22** 

15% Neighbour disputes 7% Abandoned vehicles

42% Noise

6% Dog fouling

### CRIME AND **DISORDER 2021/22**

(Scottish Government Recorded Crime in Scotland)

401 crimes recorded per

10,000 population (Scotland= 524)

2019 (Scottish Household Survey)

23% of residents have experienced some form of antisocial behaviour crimes or offences (Scotland = 28%)

#### RECYCLING

(Scotland = 29%)

2020/21

(Local Government Benchmarking Framework

55% of all waste arising is recycled

(Scotland= 42%)

**VOLUNTEERING** 

2019

(Scottish Household Survey)

**30%** of adults involved in voluntary work in the last 12 months (Scotland= 26%)

### OUR **NEIGHBOURHOODS**

(Scottish Household Survey)

95% rate their neighbourhood as very/fairly good

(Scotland = 94%)

# **CLIMATE CHANGE**

2018

(Scottish Household Survey)

**88%** of adults agreed they understood what they could do to tackle climate change

(Scotland 74%)

## **Public Services**

# PUBLIC SPENDING 2020-21 (Annual

Accounts)

£145,402

£456m +
Moray Council
(£000)
£296,937
Moray College
(£000)
£14,066
Moray Integration
Joint Board
(MIJB)(£000)

# KEY ISSUES FOR MORAY RESIDENTS

- high number of older people
- low wage economy and lack of economic diversity
- outward migration of young people
- variation in attainment and postschool destination
- variation in outcome for smaller communities
- delivery of and access to services; and social isolation

# INFLUENCE/INVOLVEMENT IN PUBLIC SECTOR 2019

(Scottish Household Survey)

15% agree that they "can influence decisions affecting my local area" (Scotland= 18%)

35% agree that their "council does the best it can with the money available"

(Scotland= 40%)