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**Report to:** Moray Council                      **Meeting Date:** 27 August 2025

**Report by:** Depute Chief Executive            **Report No:** GSP055/25/LM/AM  
(Education, Communities  
and Organisational  
Development)

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**Subject:** Corporate Plan – Delivery Framework

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## 1. PURPOSE

For Decision     For Information

- 1.1 The purpose of this report is to present the Corporate Plan Delivery Framework that brings together the actions and performance indicators that contribute to advancing Council priorities and identify gaps that require further consideration.
- 1.2 This report is submitted to Council in terms of Section II (13) of the Council’s Scheme of Administration relating to the preparation of a plan that is of a corporate nature.

## 2. SUMMARY

- 2.1 The report presents the Corporate Plan Delivery Framework setting out the actions and performance indicators contributing to the delivery of Council priorities.

## 3. RECOMMENDATIONS

- 3.1 **It is recommended that Council scrutinise and note the Corporate Plan Delivery Framework, and confirm that it is satisfied that when drawn together these adequately advance Council priorities.**

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**Job Title**                              Strategy and Performance Manager

## 4. BACKGROUND AND CONTEXT

- 4.1 The Corporate Plan 2024-29 was agreed by this Committee on 28 February 2024 (para 5 of the Minute refers).
- 4.2 Services Plans 2025-28 approved by services committees included strategic actions and indicators that align to Corporate Plan priorities. These have been presented as a

refreshed Delivery Framework (**Appendix 1**) that will enable implementation and monitoring of the Corporate Plan.

## 5. PROPOSALS

- 5.1 It is proposed that the Council note the Delivery Framework and actions and indicators under each of the priorities which may refresh in line with Service Plan annual reviews.

## 6. SUMMARY OF IMPLICATIONS

- 6.1 The table below shows whether risks and implications apply if the recommendations are agreed:

SUBJECT	YES	NO
Corporate Plan and 10 Year Plan (Local Outcome Improvement Plan)	X	
Policy and Legal	X	
Financial		X
Risk		X
Staffing		X
Best Value and Transformation		X
Property		X
Information Communications Technology/Digital		X
Equalities. Social Inclusion and Economic Impact		X
Climate Change and Biodiversity Impact		X

### 6.2 Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

Improved Collaborative Leadership, as part of continuous improvement through Best Value, will better enable the Council to fulfil the ambitions set out in its strategic plans.

- a) Links to Council Corporate Plan – The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Council Plan strategic priorities:

- Tackle Poverty and Inequality.
- Build Stronger Greener Vibrant Economy.
- Build Thriving, resilient, empowered Communities.

- b) Links to Local Outcomes Improvement Plan – The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Local Outcomes Improvement Plan priorities:

- Developing a diverse, inclusive, and sustainable economy
- Building a better future for our children and young people in Moray.
- Empowering and connecting communities.
- Improving wellbeing of our population

### 6.3 Policy and Legal

The Council is required to secure Best Value under the Local Government in Scotland Act 2003 that requires in its arrangements of Sound Governance at a Strategic, Financial and Operational Level that the Council have in place a framework for planning and budgeting that includes detailed and realistic plans linked to available resources, to achieve the

authority's goals at service delivery level. The Plan sets our direction for the Council which may influence the development of future policy.

#### 6.4 **Financial**

The Corporate Plan recognises that the Council makes difficult decisions to continue to work within budget constraints. Setting out priorities assists in making those decisions.

#### 6.5 **Risk**

Corporate Plan employs robust risk management arrangements to the decision making process that will be used in the management and monitoring of the plan. It is increasingly important that there is strong political leadership, direction and resilience in the pursuit of the corporate agenda.

#### 6.6 **Staffing**

There are no staffing implications arising from this report. Any realignment of resources as the Council's business is reviewed may lead to workforce implications in future which will be reported when relevant.

#### 6.7 **Best Value and Transformation**

The Accounts Commission Direction 2021 requires Council's to report a range of information to show improving local services and local outcomes and demonstrating best value.

#### 6.8 **Property**

None arising from this report.

#### 6.9 **Information Communications/Technology/Digital**

None arising from this report. Digital and Transformation are included within the Strategic Delivery Framework of the Corporate Plan.

#### 6.10 **Equalities, Social Inclusion and Economic Impact**

There are no equalities impact from the corporate plan. However, as projects and actions develop, equalities considerations are considered and reported through Integrated Impact Assessments as required.

The Council's ongoing commitment to equalities is reflected in the plan.

#### 6.11 **Climate Change and Biodiversity Impacts**

There are no Climate Change and Biodiversity impacts from this report.

### 7. **CONSULTATION**

7.1 This report has been prepared in consultation with the Corporate Leadership Team and Heads of Service in presentation of 2025-28 Service Plans, any comments made have been incorporated into the report.

### 8. **BACKGROUND PAPERS**

8.1 [Corporate Plan 2025-29: Appendix 1, Appendix 2](#)



## CORPORATE PLAN DELIVERY FRAMEWORK (2025-07-02)

Corporate Plan Priority	Actions	Planned Corporate Level Outcome	Outcome Measures	Completion Target	Strategy/Plan a supporting priority	Lead Officer for updates
<b>Tackle Poverty and Inequality</b>						
Reduce child poverty and inequalities in incomes, health and education	The impact of poverty on children, young people and families by addressing the extent of maternal and infant food insecurity within Moray and cost of the school day	Moray will have lower levels of child poverty in line with national targets	To be confirmed	March 2026		Children Services Partnership
	Young adults and parents experience no poverty related barriers to entering / sustaining learning, training and employment by increasing access to Moray Pathway, affordable childcare options and maximising school holiday provision		To be confirmed	March 2026		Children Services Partnership
	Reducing the number of children in temporary accommodation, the duration of homelessness for families and the impact of homelessness on children		Number of children in temporary accommodation reduced by 5%	March 2026 and annually against 2024 baseline		Housing Needs Manager
			Number of homeless presentations from families with children			

			<p>Instances of homeless prevention</p> <p>Duration of homelessness for families with children reduced by 5%</p> <p>Educational Attendance &amp; Attainment for children impacted by homelessness</p>			
	<p>Early intervention addressing whole family well-being to ensure that children can reach their full potential</p>	<p>Continue to improve attainment at both Broad General and Senior Phase identified through ACEL and LGBF measures</p>	<p>Literacy and numeracy attainment gap (P1, P4 and P7 combined – percentage point gap between the least and most deprived pupils</p> <p>Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in literacy and numeracy</p>	<p>June 2026</p>		<p>Quality Improvement Manager</p>
<p>Support vulnerable members of our community</p>	<p>Getting it right for every child so that we continue to improve attainment for all</p>	<p>Improved attainment at both Broad General and Senior Phase identified through</p>	<p>Percentage of school leavers gaining 5+ awards at levels 5 and 6</p> <p>Leavers achieving 1+ @ SCQF Level 5 / Level 6</p>	<p>Feb 2026</p>		<p>Quality Improvement Manager</p>



			<p>(skills and innovation) to have entered delivery. Business Enterprise Hub facility to open (subject to the project entering delivery by Q1 25/26)</p> <p>1 project to have been completed with the remaining 7 in delivery. Elgin Town Hall to reopen. Bus revolution phase 3 to commence. Work on MCIM phase 2 to have commenced (business grow on space)</p>	March 2028		
Focus on a wellbeing economy, one that provides opportunities for all	Delivery of the Community Wealth Building Strategy and Action Plan with a focus on priority actions	Increase the number of people in Moray benefitting from Fair Work practices	<p>Introduction of community benefits portal by March 2026</p> <p>Regional Socio-economic benefit plan drafted by March 2026</p> <p>Planning guidance finalised by March 2026</p> <p>(SLAED) Average gross weekly earnings (full-time employees)</p>	March 2026		Economic Growth & Regeneration Manager

			(SLAED) Proportion of people earning less than the living wage			
	Improve access to fair work, employment and training opportunities by delivering a joined-up Skills Planning approach	Minimise barriers to people working such as childcare	<p>5% Increase in number of females participating in (all age) apprenticeships at all levels (Funding dependent – current waiting list)</p> <p>5% Increase in the number of young females participating, progressing and sustaining learning, training and employment opportunities across the Moray Pathways Local Employability Partnership</p> <p>5% Increase the number of young females entering the workforce via our Sector Based Work Academy Programme and MERI</p>	March 2026		Employability Team Manager/ Moray Pathways LEP Lead

			<p>scheme (paid job placements)</p> <p>Number of MA and Graduate Apprenticeships in Moray to increase by 50 (20 via upskilling from existing employees and 30 via newly created apprenticeships). –</p> <p>Increase the number of businesses engaging with Moray Pathways Training and FE/HE provision by 10%.</p> <p>Increase the proportion of 16–29-yearolds within Moray by 2% each year (against NRS Mid-Year2023 data) - Mapping of current provision and gaps</p>			
	<p>Enable more people to work by increasing availability of affordable School Aged childcare provision</p>		<p>(NOMIS) Gender Pay Gap</p> <p>(LGBF) % unemployed people assisted into work from Council</p>	<p>March 2026</p>		<p>Employability Team Manager/ Moray</p>

			<p>operated/funded employability programmes</p> <p>Increase the number of Parents assisted through Employability partnership</p> <p>Increase the number of School Aged Childcare places available</p> <p>Increase the number of 5–12-year-olds participating in new SACC provision by 5%</p> <p>Increase the number of unemployed adults and parents progressing, and sustaining learning, training and employment opportunities by 10%</p>			Pathways LEP Lead
Consider the environment and sustainability in everything we do	Sustainability and environmental considerations incorporated within existing projects	The Council adapts to the changing climate and acts sustainably	<p>CO2 emissions areas wide per capita</p> <p>CO2 emissions within scope of LA per capita</p>	March 2028		Principal Climate Change Strategy Officer

Build thriving, resilient, empowered communities						
Involve and empower our communities in shaping places that people want to live in, visit and invest in	Delivery of the Levelling Up Fund elements of the Elgin City Centre Masterplan	<p>More of the activities, services and plans are influenced by the communities they serve</p> <p>Elgin City Centre is a prosperous, attractive and healthy place</p>	<p>Evaluation by March 2027</p> <p>(SLAED) Town Vacancy Rates</p> <p>No of empty properties and vacant/derelict sites in the city centre</p> <p>No of additional residential properties in the Elgin city centre</p>	March 2027		Strategic Planning and Development Manager
	Delivery of the Town Centre Improvement Plan & Annual Report	Developing a diverse, inclusive and sustainable economy: By the year 2030 Moray will have a sustainable and inclusive economy which generates improved opportunities for everyone, including more skilled and higher paid jobs	Town Vacancy Rates SLAED annual report indicators – town centre vacancy rates	Ten-year programmes 2035		Strategic Planning and Development Manager
	Take a partnership approach to locality planning in priority areas of Moray to enable	More communities and individuals are more involved in	Consideration being given to case study-based reporting to	March 2026		Communities Service Manager

	people to influence services and develop community action through support of locality planning process in New Elgin and Buckie	local decision making and in helping to plan and delivery of local services	<p>evidence delivery for locality plans</p> <p>Number of new Community action plans in place</p> <p>Number of Support Agreements linked to community assets</p> <p>% of Support Agreements meeting at least one objective</p> <p>% increase in number of local residents engaged in locality planning process (NE &amp; Buckie)</p> <p>% of local people who agree with the statement 'I can influence decisions affecting my local area'</p>			
Provide modern and sustainable services, housing and	Delivery of the Housing Investment and Affordable Housing Supply programmes	Increase in affordable housing available in Moray	<p>Number of affordable housing completions at end of current FY</p> <p>91 completions</p> <p>36 site starts</p>	<p>March 2028</p> <p>March 2026</p> <p>March 2026</p>		Housing Strategy & Development Manager

<p>infrastructure that meet the needs of our communities</p>	<p>Tackle the affordability and standard of our learning estate to ensure sustainability while meeting climate requirements</p>	<p>Moray has high performing schools that are fit for the future and financially and environmentally sustainable</p>	<p>% of schools that are rated B or better for condition                       % of schools that are rated B or better for suitability                       % Spare building capacity                       % of schools with approved asset management plans                       % ASG options reviews completed</p>	<p>30 December 2030</p>		<p>Learning Estate Programme Manager</p>
<p>Strategic Delivery Framework</p>						
<p>Financial Strategy</p>	<p>Financial Planning</p>	<p>Financial plans show how the local authority will align service provision with funding to ensure the sustainability of its services in the future</p>	<p>Financial planning improves in line with recommendations from the 2024/25 Annual Audit Review</p>	<p>June 2026</p>		<p>Chief Financial Officer</p>
<p>Workforce Strategy</p>	<p>Develop and maintain a skilled, motivated and flexible workforce and adapt to deliver sustainable services through –</p>	<p>Provide clear leadership, direction and model behaviours to foster</p>	<p>Employee survey on management impact to provide baseline and</p>	<p>March 2026</p>		<p>H/HR,ICT &amp; OD/ODM</p>

	<ul style="list-style-type: none"> <li>• Developing Leadership Capacity</li> <li>• Workforce Planning and Change</li> <li>• Workforce and Organisational Development</li> <li>• Recruitment and Retention</li> <li>• Health and Wellbeing</li> </ul>	<p>a positive and respectful workplace</p> <p>Maximise capacity and performance</p> <p>Enhance employee experience and wellbeing by continually improving our culture and engagement</p>	<p>show improvement over time</p> <p>Attrition rates improved for areas with high turnover</p> <p>Improved ranking in LGBF measure – Gender Pay Gap and percentage of the highest paid 5% employees are women</p>			
Digital Strategy	<p>Support the delivery of technology, digital and efficiency relating demands through –</p> <ul style="list-style-type: none"> <li>• Transformation</li> <li>• Business Intelligence and Insight</li> <li>• Digital Culture</li> <li>• Compliance</li> </ul>	<p>Transformational approach to the use of ICT and digital delivering against priorities</p>	<p>Increased number of users of additional online services</p> <p>Increased use of digital technology for advancement of learning and teaching – 10% increased use of digital technologies in key strategic projects</p> <p>Bandwidth increased across school estate (SWAN 2) Digital learning</p>	March 2027		Information Systems & Infrastructure Managers

**APPENDIX 1**

			devices and use of technology increased			
Transformation Plan / Strategy	Review of Depot & Stores	Improvement and rationalisation of estate	Approval of Full Business Case  Development of Implementation Plan			
Performance Management Framework	Re-establish a framework for Continuous Improvement across Council services with a timetable and guidance	Drive continuous improvement across services Demonstrate best value Embed self-assessment cycle	Develop / re-activate self-assessment framework  Agree timetable / programme for review  Report outcome through service performance reports (6 monthly going forward)	March 2026		Strategy and Performance Manager