



REPORT TO: MORAY COUNCIL ON 28 FEBRUARY 2024

SUBJECT: CORPORATE PLAN – PROGRESS UPDATE 2022-23

BY: DEPUTE CHIEF EXECUTIVE (EDUCATION COMMUNITIES AND ORGANISATIONAL DEVELOPMENT)

1. REASON FOR REPORT

- 1.1 To inform Committee of progress made during 2022-23 on the 2019-24 Corporate Plan.
- 1.2 This report is submitted to Committee in terms of Section III (A) (4) of the Council's Scheme of Administration relating to monitoring performance in accordance with the Council's performance management framework..

2. RECOMMENDATIONS

- 2.1 **It is recommended that the Council considers and notes the progress made during 2022-23 on the Corporate Plan 2019-24 as set out in Appendix 1.**

3. BACKGROUND

- 3.1 The Corporate Plan is an important document that is intended to provide clarity and direction on the Council's priorities, values and plans for the future. Its publication assists in communicating these to the public, the workforce and partners.
- 3.2 The plan provides the context for implementation, the constraints within which the Council must operate, the challenges and pressures and the organisational change required to successfully deliver the priorities. It provides a link between the national priorities, the Moray Community Planning Partnership's plans and the Council's own plans and priorities so that these can be cascaded into actions and delivery within service plans.
- 3.3 While the Corporate Plan provides focus, it is not intended to encompass each and every Council service that contributes directly or indirectly to the priorities or indeed those aspects of services which are less of a priority.

- 3.4 The Corporate Plan 2019-2024 and Delivery Framework were approved by the Council on 3 March 2020 (para 6 of the Minute refers). The Plan sets out Council's priorities and vision over the 5 year period and how the Council plans to progress these priorities, including the financial strategy aimed at progressing towards financial sustainability.
- Our People: Provide opportunities for people to be the best they can be throughout their lives with a strong and sustained focus on those individuals and groups in our society who experience the most disadvantage and discrimination;
 - Our Place: Empower and support communities to build capacity;
 - Our Future: Drive economic development to create a vibrant economy for the future;
 - Sustainable: Work towards a financially stable council that provides valued services to our communities.

The Delivery Framework sets out more detailed actions which will be taken to achieve these priorities. Actions are refreshed annually as part of the Service Planning process. Any work outstanding is either incorporated within refreshed actions or completed at a departmental level.

- 3.5 Progress against actions incorporated within Service Plans are monitored and reported through service committees, as described in the Council's Performance Management Framework.
- 3.6 This report brings together reporting on all Corporate Plan actions during the reporting period across three levels;
- A high level overview of progress against actions and key performance indicators (para 3.8 below) with supporting narrative in (para 3.9 below);
 - A more detailed analysis in **Appendix 1**. This identifies key performance indicators for each Corporate Plan action with a RAG table and donut chart giving a snapshot of progress of underlying actions and performance indicators. Overall RAG assessments of actions and key indicators, albeit subjective are based upon an appraisal of the cumulative impact of individual action lines and indicator updates;
 - Hyperlinks to backing tables which provide the line by line detail for all
 - [Actions](#) - what we said we were going to do;
 - [Performance Indicators](#) - the evidence of change.
- 3.7 The reporting period for this report is from April 2022 and covers a time when pandemic response and recovery has become incorporated in normal service delivery as far as possible. Considerations from national and local planning, pandemic experiences, successes to date and challenges for the future, Moray data and evidence, community engagement and monitoring arrangements have provided context for the developing Corporate Plan.

3.8 **High Level Overview of Actions and Performance Indicators:** The following charts and tables provide a streamlined set of data that reflects performance against strategic priorities in the Corporate Plan. Overall activities are generally progressing, perhaps in some cases impact is evident in key indicator results.

Actions – percentage progress against each priority and overall based on updates to the Council’s performance management software, Pentana.

| CORPORATE PLAN PRIORITY - ACTIONS | RAG |
|--|------------|
| Our People: Provide opportunities for people to be the best they can be throughout their lives with a strong and sustained focus on those individuals and groups in our society who experience the most disadvantage and discrimination | 79% |
| Our Place: Empower and support communities to build capacity | 52% |
| Our Future: Drive economic development to create a vibrant economy for the future | 81% |
| Sustainable: Work towards a financially stable council that provides valued services to our communities | 90% |
| Overall | 78% |

Performance Indicators – indicative rating based on key performance indicator results drawn from those included in the Corporate Plan Delivery Framework for each priority and overall.

| CORPORATE PLAN PRIORITY – KPIs | RAG |
|--|------------|
| Our People: Provide opportunities for people to be the best they can be throughout their lives with a strong and sustained focus on those individuals and groups in our society who experience the most disadvantage and discrimination | |
| Our Place: Empower and support communities to build capacity | |
| Our Future: Drive economic development to create a vibrant economy for the future | |
| Sustainable: Work towards a financially stable council that provides valued services to our communities | |
| Overall | |

3.9 **Highlight of Achievements** – summarised from action updates and related reports to service committees through the reporting period

Our People: Children and Families – Provide opportunities where young people can achieve their potential and be the best they can be throughout their lives with a strong and sustained focus on those individual and groups in our society who experience the most disadvantage and discrimination

- Financial Inclusion Pathway rolled out and Worrying about Money Toolkit launched;
- Cost of the School Day Guidance distributed, staff report increased awareness of impacts on children and families;
- Improvements in attainment performance;
- Poverty related attainment gap narrowed by 1.7%;

- All schools achieved Bronze and Silver level awards with SCQF Ambassador Programme;
- Supporting all Learners Strategy approved;
- Percentage of pupils entering initial positive destinations improved to above comparator and national averages;
- Future of Inveravon School agreed with completion by August 2023;
- Findrassie Primary School new build operationally paused, request to transfer Scottish Government Learning Estate Investment Programme (LEIP) project status to Elgin High School extension project submitted;
- Scottish Government LEIP Phase 3 bids submitted for Forres Academy and Buckie High School in October 2022, subject to Scottish Government decision delays;
- Around half of all school condition surveys completed with the remainder planned anticipated by September 2024. All suitability surveys updated achieved ratings of B or better;
- Decreasing trend of children being cared for in foster / family placements, awareness raising and targeted work continued;
- Young people became involved in recruitment and tendering processes through Champions Board;
- Improvements to early intervention and reporting processes, resulted in cases open to Justice Services relating to Care Experienced Young People have reduced;
- Pilot project delivered with families to support parents to reduce use of drugs and alcohol and recognise the impact of use on their children;
- Safe and Together training delivered to over 150 staff

Our People: Adults – Optimise outcomes for adults and older people by enhancing choice in the context of a home first approach delivery through the IJB

- Demand remained high for Occupational Therapy (OT) equipment and adaptations, appointment to a senior OT assistant post impacted positively on complex adaptations waiting times, significant delays for substantial and moderate priority referrals;
- Social work assessment waiting times were reduced;
- Care hours increased by 3.3% due to increase in home care staff;
- Locality plans were informed by community engagement and consultation;
- Around one third of completed social housing dwellings were accessible.

Our Place: Empower and support communities to build capacity

- Two community asset transfers completed and community organisational assessments were carried out for three further proposals;
- Steering groups advanced play areas participatory budgeting in three locations;
- Engagement on Active Travel Plans committing £50k across Buckie and Keith progressed;
- Completion of five sessions with young people around design and plan processes ahead of £20k grant programme;
- Mid-point delivery of 3-year Community Learning and Development Plan endorsed by the Community Planning Board;

- Locality planning continued in New Elgin and Buckie;
- Community Action Plans in partnership with anchor organisations in Lossiemouth, Forres and Keith nearing completion.

Our Future: Drive economic development to create a vibrant economy of the future

- First annual update for the Moray Growth Deal presented;
- Full Business Case preparation for Growth Deal projects advanced;
- Delivery phase for Digital Health commenced;
- 710 people engaged with a range of Employability Partnership offerings;
- Moray Pathways Sector Based Work Programme launched;
- 88 local employers made use of the Moray Employer Recruitment Incentive Scheme;
- Around 20% of parents in poverty participating in the Moray Pathways Progress to Parents Programme were supported into employment increasing their household income above poverty threshold;
- 600 pupils across 5 schools engaged with Climate Change Team during visits in Climate Week 2022;
- Moray Council Travel Plan updated and progressed;
- Smarter Working delivered office use review;
- Carbon literacy training delivered;
- Existing council fleet contained 44 electric vehicles, 59 electric vehicle charge points installed;
- Public Electric Vehicle Charging Strategy and Expansion Plan and Business Case submitted to Scottish Government;
- Final reports for Local Flood Risk Management Plans for Cycle 1 published. Cycle 2 Plans in place to take forward actions to address specific areas of risk.

Sustainability: Create a sustainable council that provides valued services to our communities

- Short to medium term Financial Plan and Strategy approved September 2023;
- Increasing number of services available digitally, around 43k digital submissions made using e-forms;
- Microsoft 365 developed and implemented;
- Progress across all areas of the 2022-22 Interim Workforce Plan despite residual impact on planned work due to longer term pandemic recovery demands.

4. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

The Corporate Plan sets out the council contribution towards the 10 Year Plan (Local Outcomes Improvement Plan).

(b) Policy and Legal

Consideration was given to relevant policy and legislative requirements and direction in its preparation. The Plan sets out direction for the Council which may influence the development of future policy and this will be reported where appropriate.

(c) Financial implications

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.

(d) Risk Implications

The 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.

(e) Staffing Implications

None directly arising, however, the realignment of resources as the Council's business is reviewed may lead to workforce implications in future which will be reported when relevant.

(f) Property

None.

(g) Equalities/Socio Economic Impact

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

(h) Consultations

The Corporate Management Team and Senior Management Team have been consulted previously as part of performance reporting processes that inform the content of this report.

5. CONCLUSION

5.1 The Council has made progress against planned work in the four priority areas set out in the 2019-24 Corporate Plan. Strategic Service Plan activity aligned to existing Corporate Plan priorities has ensured focus is maintained in the final year of the Plan.

5.2 A number of indicators suggested a review of the Corporate Plan. An outline process and timeline was agreed by Council in January 2022. Progress reported in February 2023 noted that following a demanding autumn schedule further time to refine the political input and explore service implications was required, work continues.

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Background Papers: Held with author
Ref: SPMAN-2045703626-371