



REPORT TO: MORAY COUNCIL ON 28 FEBRUARY 2024

SUBJECT: CORPORATE PLAN REVIEW PROGRESS

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

1. REASON FOR REPORT

- 1.1 To note the outcome of engagement activity on the draft high level priorities for the Council Corporate Plan for 2024 to 2029 and to agree Council's Corporate plan 2024-29 setting out the priorities and high level actions.
- 1.2 This report is submitted to the Council in terms of Section II (13) of the Council's Administrative Scheme relating to the preparation of a plan that is of a corporate nature.

2. RECOMMENDATIONS

2.1 It is recommended that the Council:

- i) Reviews the outcome of the public consultation on the draft 2024-29 Corporate Plan priorities;**
- ii) Agrees the Council's Corporate Plan 2024-29 as set out in Appendix 1 and the approach to delivery and performance management through service and strategic plans;**
- iii) Notes that a final version of the Corporate Plan 2024/29 will be published online.**
- iv) Recognises the potential for an integrated single Moray plan to deliver a shared ambition with Community Planning Partners and agrees to enter into discussions with Community Planning (CP) Partners to explore this as a future option.**

3. BACKGROUND

- 3.1 The Council's Corporate Plan provides clarity and direction on the Council's strategic priorities, values and plans for the future. The current Corporate Plan expires in 2024 and work has been undertaken to prepare a new Plan for the council to agree.

3.2 A report to the Council on 23 August 2023 (para 8 of the [minute](#) refers) set out the context for the new Corporate Plan. The Council:

- Agreed a high level vision, priorities and values for the new Plan.
- Agreed to put the vision, priorities and values out to public consultation along with consultation on 2024/25 budget priorities.
- Noted that a further report would come back to the Council to consider the outcome of the public consultation and to finalise the Corporate Plan actions and measures.

Public consultation on priorities for the new Plan

3.3 Public and workforce consultation took place in September/October 2023 and a summary of the responses received is attached in **Appendix 2**.

3.4 Participants were asked in the survey whether they agreed with the proposed Council vision and priorities. 96.0% agreed or somewhat agreed with the proposed Vision and 94.5% with the Priorities. The priorities were ranked in the following order:

- Tackle Poverty and Inequality;
- Build thriving, resilient, empowered communities;
- Build a stronger, greener, vibrant economy.

The 0-16 age group priorities differed from all other groups. 'Tackle poverty and inequality' remained the top priority, but they placed 'Build a stronger, greener, vibrant economy' before 'Build thriving, resilient, empowered communities'.

3.5 From comments received, where respondents did not fully support the stated vision and objectives, the majority wished to see:

- more focus on leisure services and roads
- less focus on climate change and poverty/inequality.

3.7 These survey responses, combined with the previous evidence gathering for the new plan give assurance that appropriate priorities have been selected for the new Corporate Plan.

3.8 Work has now been undertaken to identify actions and indicators to give effect to the vision and priorities.

3.9 Actions which will continue from the previous plan 2019-2024 are shown below at paragraph 4.7. Those which feature in the new Corporate Plan are shown in the left hand column and those which will be monitored at lower level, through service plans, are shown in the right hand column.

4. PROPOSALS

Corporate Plan 2024-29

4.1 It is proposed that the Council agree the priorities for the Corporate Plan 2024-29 as set out in the consultation and agree the actions and indicators under each of the priorities as set out in **Appendix 1**. The proposed plan is

comprised of priorities and actions with links to other plans as set out below, therefore, there will be no separate delivery framework.

4.2 **Links to other Strategic Plans**

The Council Corporate Plan sits alongside the Partnership Strategies and Plans that are agreed with Community Planning Partners to work towards a shared ambition for Moray. This forms a wider suite of plans, which includes the Local Outcome Improvement Plan and a number of locality plans that provide an overarching set of Plans for Moray, as shown in the diagram in **Appendix 1**.

4.3 The Council have a number of strategic plans, as well as partnership plans shared with Community Planning Partners, which have specific actions which support the delivery of priority areas in the new council corporate plan. For example the Council's Local Development Plan, Moray Economic Strategy, Community Learning and Development Plan and the Children's Services Plan.

4.4 There is potential that this could be developed further to ensure greater integration of work for increased collective impact through a single partnership plan for Moray. This was also noted in a Briefing Note on Collaborative Leadership (prepared by an external adviser) which was considered and endorsed by the Corporate Committee on 04 October 2023 (para 6 of the minute refers)

4.5 The Community Planning Partnership have recently been considering the future direction for the LOIP and early indications are for priorities that would remain very closely aligned to council vision and priorities. While it is recognised that there could be a number of challenges in a single integrated plan across the partnership, there is also opportunity to ensure that the resources and efforts of partners are targeted to a common ambition to deliver greater impact for Moray. It is proposed that the potential for a single plan for Moray would be taken forward in discussion with partners to more fully explore if supported by the Council.

4.6 The actions proposed in **Appendix 1** have been focussed on key priority areas to reflect the need for the council to take account of the increasing demands and pressure on resources. The actions have been kept to a high level with links to related service and strategic plans to help reduce duplication of reporting and ensure a focus on the Council's top priorities.

4.7 Progress under each strategic and service plan is reported separately and will generally not be duplicated. Where there is overlap, however, and an action has been pulled out for focus in the Corporate Plan, then it will feature as part of the Corporate Plan reporting process.

4.8 **Links to service plans**

Under the Council's Performance Management Framework actions are separated into **Strategic** level actions (which sit within the Corporate Plan) and **Service** level actions (which sit within service plans)

4.9 Both Strategic and Service level actions are included in 6 monthly service performance reports which are reported through service committees.

4.10 In terms of Strategic level actions, there is annual reporting on:

- Progress of the Corporate Plan
- A reader friendly version of this information in a Public Performance Report
- Benchmarking of the Council's performance against other Councils in Scotland.

4.11 Corporate Plan indicators

The 2019-24 plan referred to 55 performance indicators with 12 of these identified as key performance indicators. As the larger number of indicators are monitored at service level it is proposed with the new plan to focus on an updated set of 18 key performance indicators as shown in **Appendix 1**.

4.12 Continuing actions from the previous Corporate Plan

There are a number of actions from the 2019-24 Corporate Plan that represent ongoing longer term work that will continue to be delivered either in in service plans, which are due to be refreshed before the summer recess and/or in the new Corporate Plan, although the new plans will have revised wording and focus to reflect how the context has developed. These are shown under the new priorities as follows:

Tackling Poverty and Inequality

New Corporate Plan – continuing work from 2019-24 incorporated into new corporate plan to ensure continuity	Service Plans - continuing work from 2019-24 to be considered in 2024 refreshed services plans to ensure continuity
Meeting universal and targeted additional support needs.	Secondary broad general education curriculum content and approaches
Wellbeing of children and young people	Moderation practice across schools and ASG's
	Strengthening tracking of monitoring of learner attainment and achievement
Tackle the affordability and standard of learning estate	Developing Moray Literacy and Numeracy strategies
	Extend learner pathways, skills framework, progression and profiling
	Children and young people looked after in kinship and foster care and care at home

Building a Stronger, greener, vibrant economy

New Corporate Plan	Service Plans
Moray growth deal projects	

Building thriving, resilient, empowered communities

New Corporate Plan	Service Plans
Moray Growth deal projects	Capacity building support for communities
Locality Planning/Community Action Plans	Deliver Moray multiply programme
	Participatory budgeting

Other

New Corporate Plan	Service plans
Digital approach to services (ICT and Digital Strategy)	
Leadership development (Workforce Strategy and Pan)	

4.13 **Links with budget**

There is a considerable challenge in delivering revised priorities and their outcomes while also managing the challenging financial position. The council, in common with local authorities in Scotland, must balance the delivery of services to meet local need, responding to national priorities and delivering the local ambition for Moray, within reducing financial resources. This will require difficult choices. Recognising this, the council aligned its financial and corporate planning engagement in the autumn of 2023 in order to help build a shared understanding with communities. The Corporate plan provides direction for Council allocation of resources and the corporate plan priorities will be considered as the Council continues to develop proposals to close its budget gap during 2024/25. This may require a review of the actions to support priorities and a re-prioritisation of work as elements of the Council's funding and financial planning become clearer. The Council will continue to engage with communities on these challenges.

4.14 **Timing for the new Corporate Plan.**

The period for the new Corporate Plan is 5 years in line with previous practice. It is proposed that to make the actions which sit under the plan more flexible, these are expressed as actions for 2024-26. This shows where attention will be in 2024-6 and allows for flexibility in future delivery of the priorities to build on successes or address gaps in the earlier stages of work and to adapt actions to respond to future changes in circumstances or feedback from service users and communities.

5. **SUMMARY OF IMPLICATIONS**

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

The report proposes a new Corporate Plan including actions to ensure delivery.

(b) **Policy and Legal**

Consideration has been given to relevant policy and legislative requirements and direction in the revision of the Corporate Plan and preparation of Service Plans.

(c) **Financial implications**

The Corporate Plan should provide direction and focus for financial planning and the alignment of resources to priorities. Any significant changes may require review of associated funding and resourcing.

(d) **Risk Implications**

In the current financial context it is important to have clear direction from the Council on key priorities and ways of working that can be

delivered within reducing resources and increasing pressures. There is a risk that the council may have to revise how its priorities are taken forward in light of the impact of savings yet to be identified to close the budget gap. This will be considered in the impact assessment of savings options as they are identified and adjustments recommended as required. Actions beyond 2024-6 have been left open to create opportunity to address this. is addressed the change in focus and reporting set out above.

Much of the Council agenda is driven by operational imperatives and external policy and funding and this will be challenging to deliver. The effect can be to reduce the scope for local priorities to be addressed. This has been recognised through the engagement undertaken with communities, recognising the value of community influence and involvement in local planning to meet local needs, including the reference to locality plans on the overarching Moray Plans.

Preparing the corporate plan and bringing forward Service Plans aims to ensure that services have clear agreed priorities for significant parts of their work so that there is stability in council services and that they are ready to respond to the issues that will face the Council. A five year plan will enable planning across council terms and ensure that services can plan ahead through the annual service planning process to align to corporate priorities.

(e) Staffing Implications

The priorities in the Corporate plan will be delivered within current resources by prioritising work through the service planning process, therefore, there are no additional resources required and work will be accommodated by existing employees.

However, it should be noted that there will be a requirement to incorporate ways of working that support the corporate priorities that will require staff to develop their approaches to service delivery, for example in relation to community engagement, participatory budgeting and poverty. There may be further changes required to accommodate any future reductions in service resources.

It is also of note that the realignment of resources may require to be considered should there be any significant shift in council priorities from revision of the Corporate Plan.

(f) Property

None

(g) Equalities/Socio-economic impact

There are no equalities impacts from this report. There may require to be equality impact assessments on particular areas of action within the Plan and these will be reported as necessary along with the specific issues.

(h) Climate Change and Biodiversity Impacts

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

(i) Consultations

The Corporate and Senior Management Team have contributed to relevant elements of the corporate plan and have reviewed the priorities and actions.

5. CONCLUSION

5.1 Positive feedback was received from the public on the proposed Vision and Priorities for the Corporate Plan 2024-29.

5.2 Actions to support these priorities and indicators to evidence them are proposed for agreement by the Council.

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Background Papers:

Full Council 2 February 2023 ([Item 10a](#))

Full Council 23 August 2023 ([Item 8](#))

Audit Scotland Local Government Overview report
Summary of Scottish Government Programme for
Government

Verity House Agreement

Ref:

SPMAN-2045703626-368