



Moray Council

Wednesday, 28 February 2024

SUPPLEMENTARY AGENDA

The undernoted reports have been added to the Agenda for the meeting of the **Moray Council** to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Wednesday, 28 February 2024** at **09:30**.

BUSINESS

4a. **Corporate Plan**

3 - 26

Report by Depute Chief Executive (Education, Communities and Organisational Development)



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.

Author of Report: Alasdair McEachan, Head of Governance, Strategy and Performance.

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

CORPORATE PLAN

Our corporate plan Moray 2024-2029 sets out our vision and priorities as a council over the next 5 years and how we will collaborate with partners to achieve our shared Moray Community Plan (Local Outcomes Improvement Plan Moray 2027).

Too many people in Moray are living in poverty, although as a rural area that isn't always obvious. We want to change that by opening up opportunities for everyone to prosper and reducing the number of people in Moray who are living in poverty.

Our new Corporate Plan describes our ambitions for Moray and focuses on tackling inequality in all we do, targeting our services towards that goal and working with partners and communities to achieve it. The plan incorporates key areas of focussed work over 3 strategic priorities and links with our service plans and community planning partnership strategies to ensure we deliver together.

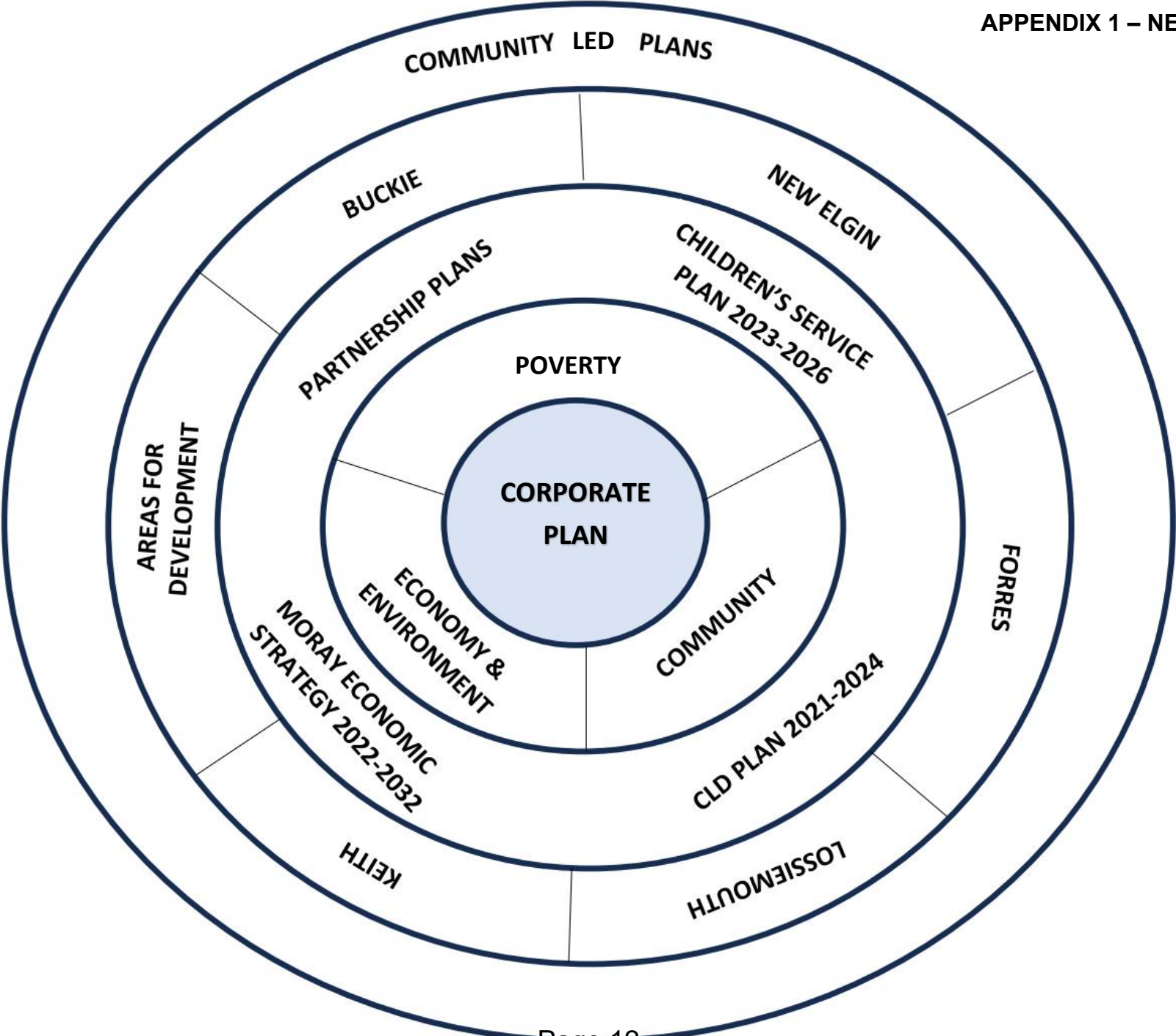
We are on a journey of change in Moray that has been informed by information about and engagement with our communities that we plan to build on as we develop our programme of actions for the future of Moray over time.

We recognise the importance of being a council that delivers best value for Moray and the improvements that we need to make at pace. We have identified an improvement path that we are committed to delivering to ensure that our services are as effective and efficient as possible and that secures a sustainable financial future for our council.

Our corporate plan will continue to inform Service Plans, transformation of council services and support improved performance management so we can follow our progress and deliver results.

Plan for Moray

Our corporate plan sits alongside the Partnership Strategies and Plans agreed with our community planning partner organisations and communities to work towards our shared ambition for Moray. This forms the wider partnership Plan for Moray that we are all committed to delivering.



VISION

A Moray where people prosper, free from poverty and inequality

- ❖ Our young people grow up safe, well-educated and reach their full potential
- ❖ People lead healthy lives and have access to quality care when they need it
- ❖ Our businesses and communities prosper
- ❖ We leave a better environment for future generations

OUR VALUES



Fair	Ambitious	Improving	Responsive
<ul style="list-style-type: none"> • Tackle inequalities • Treat people fairly • Promote equalities and awareness • Consider our impact on others 	<ul style="list-style-type: none"> • Be outward looking • Promote and celebrate Moray • Be a great place to work • Ensure sustainable and efficient council services 	<ul style="list-style-type: none"> • Drive improvement • Encourage innovation • Take commercial opportunities • Invest in transforming to meet future needs 	<ul style="list-style-type: none"> • Be open and transparent • Promote community participation and involvement • Listen to and involve our communities

PRIORITIES	Tackle Poverty and Inequality	Build Stronger Greener Vibrant Economy	Build thriving, resilient, empowered communities
CHALLENGES	<ul style="list-style-type: none"> • Growing child poverty levels • Young people do not do so well at school as they could • Supporting pupils with additional support needs 	<ul style="list-style-type: none"> • Low wage economy dependent on public sector organisations for employment • Young people leave the area after leaving school and do not return • Effects of climate change on our natural environment 	<ul style="list-style-type: none"> • A town/rural divide in relation to outcomes • Impact of social isolation and access to services due to rural nature • Managing the financial and resourcing pressures of our learning estate
OPPORTUNITIES	<ul style="list-style-type: none"> • Routes to earlier intervention and prevention • Quality education and high skills, maximising life chances 	<ul style="list-style-type: none"> • Creating choices that encourage young people to remain in Moray • Achievement of Climate Change targets 	<ul style="list-style-type: none"> • Vibrant town centres to support local communities • Distinctive communities with strong identities • Learning estate fit for the future and financially sustainable





Tackle Poverty and Inequality

Our Focus	Actions for 2024-26	Expected Changes	Performance Indicators
<p>Reduce child poverty and inequalities in incomes, health and education</p> <p>Support vulnerable members of our community</p>	<ul style="list-style-type: none"> • Maximise household income by working with partners to ensure financial inclusion services have maximum reach • Early intervention addressing whole family well-being to ensure than children can reach their full potential • Getting it right for every child so that we continue to improve attainment for all 	<p>Moray will have lower levels of child poverty in line with national targets</p> <p>Improved attainment at both Broad General and Senior Phase identified through ACEL and LGBF measures</p>	<p>Proportion of children living in Poverty (after housing costs) (LGBF CHN24).</p> <p>Literacy and numeracy attainment gap (P1, P4 and P7 combined – percentage point gap between the least and most deprived pupils (LGBF CHN14a / CHN14b)</p> <p>Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in literacy and numeracy (LGBF CHN13a / CHN13b)</p> <p>Percentage of school leavers gaining 5+ awards at levels 5 and 6 (LGBF CHN6 / CHN7)</p> <p>Overall average total tariff (LGBF CHN12a)</p> <p>Percentage of pupils entering positive destinations (LGBF CHN11) (ASN leavers / LAC leavers)</p>
<p>Related Plans</p>	<p>Children’s Services Plan 2023-2026 Moray Education National Improvement Framework 2023-2024</p>		

Build Stronger Greener Vibrant Economy

Our Focus	Actions for 2024-26	Expected Changes	Performance Indicators
<p>Deliver the Moray Growth Deal</p> <p>Focus on a wellbeing economy, one that provides opportunities for all</p> <p>Consider the environment and sustainability in everything we do</p>	<ul style="list-style-type: none"> • Progress Moray Growth Deal:  bring the remaining Moray Growth Deal projects into delivery • Delivery of the Community Wealth Building Strategy and Action Plan • Improve access to fair work, employment and training opportunities • Enable more people to work by supporting access to affordable childcare <p> Note – sustainability and environmental considerations incorporated within existing projects</p>	<p>Retain and attract young people / families (16-29 years) to live and work in the area</p> <p>Increase the number of people in Moray benefitting from Fair Work practices</p> <p>Minimise barriers to people working such as childcare</p> <p>The Council adapts to the changing climate and acts sustainably</p>	<p>Proportion of 16-29 year olds within Moray Council (NRS Mid-Year)</p> <p>Average gross weekly earnings (full-time employees) (SLAED)</p> <p>Proportion of people earning less than the living wage (LGBR ECON8)</p> <p>Gender Pay Gap</p> <p>CO2 emissions areas wide per capita (LGBFCLIM1)</p> <p>CO2 emissions within scope of LA per capita (LGBF CLIM2)</p>
<p>Related Plans</p>	<p>Moray Economic Strategy 2022-2032 Community Wealth Building Strategy 2023 - DRAFT Climate Change Strategy 2020-2030 / Biodiversity Route Map to Net Zero</p>		

Build thriving, resilient, empowered communities

Our Focus	Actions for 2024-26	Expected Changes	Performance Indicators
<p>Involve and empower our communities in shaping places that people want to live in, visit and invest in</p> <p>Provide modern and sustainable services, housing and infrastructure that meet the needs of our communities</p>	<ul style="list-style-type: none"> • Delivery of the Levelling Up Fund elements of the Elgin City Centre Masterplan  • Delivery of Town centre Improvement Plan Delivery Programme  • Take a partnership approach to locality planning in priority areas of Moray to enable people to influence services and develop community action • Delivery of the Housing. Investment and Affordable Housing Supply programmes  • Tackle the affordability and standard of our learning estate to ensure sustainability while meeting climate requirements  	<p>More of the activities, services and plans are influenced by the communities they serve</p> <p>More communities and individuals are more involved in local decision making and in helping to plan and deliver of local services</p> <p>Moray has high performing schools that are fit for the future and financially and environmentally sustainable</p> <p>Increase in affordable housing available in Moray</p>	<p>Town Vacancy Rates (LGBF ECON09 and SLAED)</p> <p>Improvements in specific location measures in locality plans*</p> <p>No of new supply social housing for rent</p> <p>Percentage of schools that are rated B or better for condition</p> <p>Percentage of schools that are rated B or better for suitability</p> <p>*Note – consideration being given to case study based reporting to evidence delivery for locality plans</p>
<p>Related Plans</p>	<p>Learning Estate Strategy 2022-32 CLD Strategy 2021-2024 Elgin City Centre Masterplan Town Centre Improvement Plan</p>		

Strategic Delivery Framework

Our corporate plan describes how we will deliver on the ambitions we have for our communities and is underpinned by and aligned with our:

- ❖ Financial Strategy: Plans ahead taking account of the main elements the council will use to make strategic shifts in expenditure to achieve financial sustainability in the context of government policy, the economy, cost drivers, future service demands and other factors the influence the financial environment.
- ❖ Workforce Strategy: to enable the council to develop and maintain a skilled, motivated and flexible workforce and to adapt as an organisation in order to be able to ensure it can meet both the current and future demands and deliver sustainable services to the community.
- ❖ Digital Strategy: provides efficient and effective technology to enable services to meet current and future service requirements in delivering the Council's priorities and enabling and supporting transformational change required for modernisation and improvement within and across services.
- ❖ Transformation Plan/Strategy: to deliver transformational change to meet future requirements and support the council to achieve a sustainable budget position
- ❖ Performance Management Framework: sets out the approach to performance and continuous improvement activity in the delivery of Best Value

Key findings from Budget Survey Phase 1 – Vision & Priorities

Participants were asked whether they agreed with Council Vision and priorities.

- 96.0% agreed or somewhat agreed with our Vision and 94.5% with our Priorities.
- Of the three Priorities 'Tackle Poverty and Inequality' ranked 1st, 'Build thriving, resilient, empowered communities' ranked 2nd & Build a stronger, greener, vibrant economy ranked 3rd.
- 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'.

Analysis from Budget Survey Phase 1 Open Ended Questions – Vision

In the Budget Survey Phase 1, some 488 respondents provided text in the open-ended question *Is there anything you would remove from or add to our vision, explain further and give reasons please?* where “our vision” is defined as:

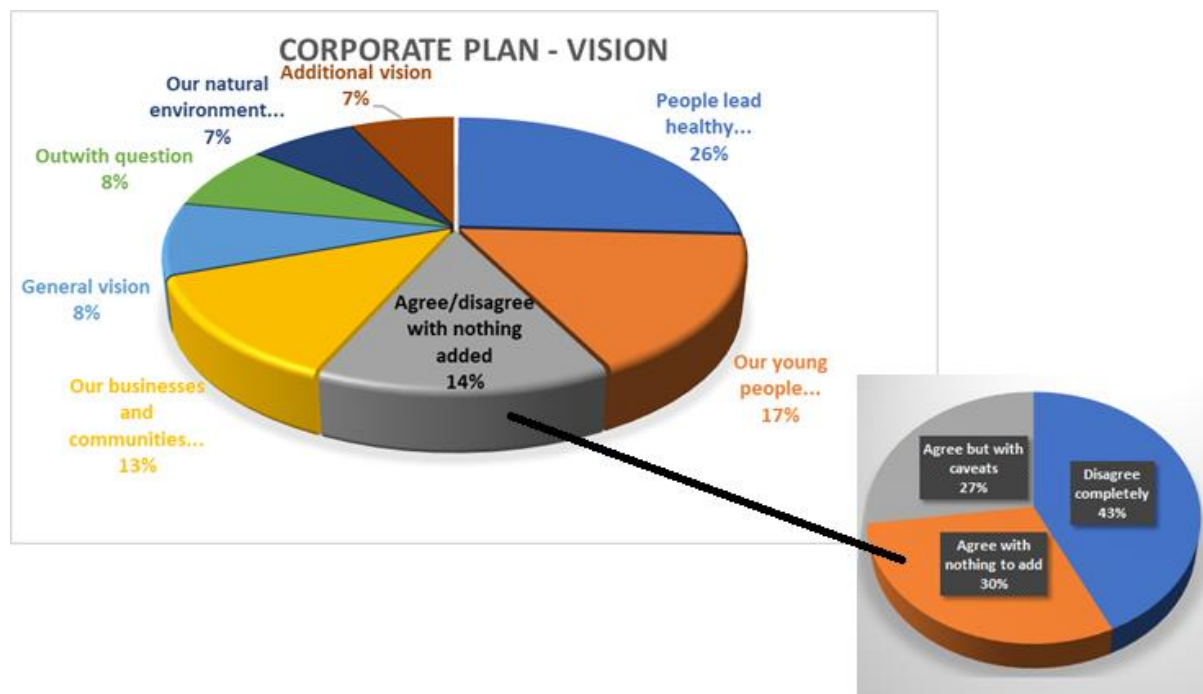
CP Vision – A Moray where people prosper, free from poverty and inequality

- [1] Our young people grow up safe, well-educated and reach their full potential
- [2]- People lead healthy lives and have access to quality care when they need it
- [3]- Our businesses and communities prosper
- [4]- Our natural environment thrives for the betterment of all

Definitions and Method

For purposes of survey response processing the above is regarded as an **overall vision** plus four **parts**. Some people commented on just the overall vision whilst others commented on one or more parts of the vision specifically. For classification purposes this was initially turned into a pick list of five **options** (overall vision plus the four parts) with each having three **sub-options** - no change to the vision (or a part of it), amendments/additions to the vision (or part of it) or deletion of part of the vision. Since a number of respondents commented exclusively on transport and infrastructure this was added as a sixth **option**. Note that although 488 respondents completed this question some respondents had views on more than one part of the vision making a total of 500 responses. The summary below provides more detail around the graph segments.

Summary



In the above graphics, the 70 comments ‘Agree/disagree with nothing added’ have been broken down to further understand peoples’ reasoning. 21 (4%) agreed with the vision with nothing further to add. 19 (4%) either agreed in theory but doubted it would work in practice, for example the vision

can be realised only with sufficient funding. 30 (6%) disagreed outright saying the vision was unrealistic, for example not achievable by the Council on its own.

39 responses (8%) made statements out with the scope of the question, such as savings suggestions covered in the later section of the survey.

Only two respondents suggested removal of constituent parts of the vision outright. 326 people made comments for adding to or amending the vision and themes, with a further 38 wanting the big picture “A Moray where people...” statement to be amended.

35 (7%) respondents mentioned infrastructure and transport in their comments, as it is unclear whether these would be incorporated within another sub-option, they have been presented as the sixth option. Comments evidence that the public recognise infrastructure is very important and integral to the delivery of priorities such as education and economic growth. Respondents said that well-maintained roads and capacity of utilities should be able to cope with current and future needs, travel should be easy and safe for people of all ages and abilities.

A Moray where people prosper, free from poverty and inequality

38 comments were about the general vision, suggesting that it should include futureproofing, a Moray where people are listened to, not only free from poverty and inequality but also discrimination. Further adding that Moray be a welcoming and inclusive place, outward looking and connected to the wider world. A number of respondents observed that climate change and sustainability must surely bind together all parts of the vision.

Our young people grow up safe, well-educated and reach their full potential

84 people (17% of respondents) included comments on this part of the vision, 16 of whom said there should be no change, main points offered on additions or amendments as below -

- Feeling safe, children and young people and teachers should not feel threatened
- Importance of incorporating young people with Additional Support Needs or those in the minority and protected characteristics
- Young people being equipped to navigate the challenges of adult life
- Addressing the cost of housing and infrastructure that discourage young adults from staying in Moray

People lead healthy lives and have access to quality care when they need it

This part of the vision attracted by far the largest proportion (129 responses) 26% of comments. Nine were content with the vision statement as is, main points on amendments and additions as below -

- Emphasis on ‘healthy lives’ aspect should be placed on affordable, accessible sports and leisure facilities, attributing some importance to Moray Leisure Centre
- Increasing opportunity to participate in fitness programmes, e.g. children learning to swim
- Access to support to maintain mental, physical and social health
- Focus on accessible care for older people

Our businesses and communities prosper

64 (13%) respondents made comments on this part of the vision, all proposing additions and amendments bar one who said it should be removed, main points as follows –

- Inclusion of affordable business rates to draw business to the area, particularly sustainable / green industries
- Attractive thriving town centres, clean streets and buildings in good repair
- Responsible management of Artificial Intelligence
- Commitment to community and community ownership

Our natural environment thrives for the betterment of all

7.2% of all comments were made about this part of the vision, with the main points as follows –

- Suggestion that this is weaker vision statement to the rest, relevance around betterment of all meaning if taken in its widest sense
- Explicit mention of biodiversity, commitment to net zero and mitigating Moray's contribution to global warming
- Promotion and support for eco-friendly, sustainable lifestyles
- Benefit from renewable industries in the area

Analysis from Budget Survey Phase 1 Open Ended Questions – Priorities

Priority – Tackle poverty and inequality	Priority - Build a stronger, greener, vibrant economy	Priority - Build thriving, resilient, empowered
Reduce child poverty and inequalities in incomes, health and education	Deliver the Moray Growth Deal	Involve and empower our communities in shaping places that people want to live in, visit and invest in
Support vulnerable members of our community	Focus on a wellbeing economy, one that provides opportunities for all	Provide modern and sustainable services, housing and infrastructure that meet the needs of our communities
		Create and support flourishing, healthy communities by considering climate change and biodiversity in everything we do

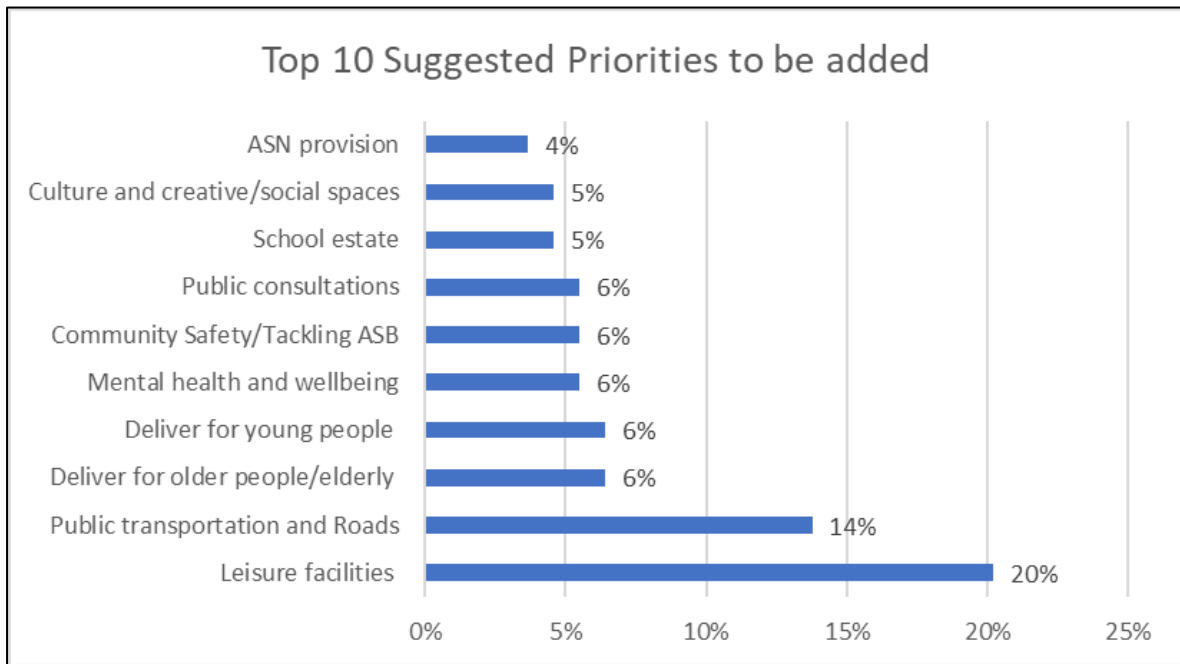
As part of the Phase 1 Survey for the Budget 2024-25 Consultation, an open-ended question “*Is there anything you would remove from or add to our priorities, explain further and give reasons please?*” was included to cover the draft priorities (above) of the Corporate Plan.

432 comments were received; 178 comments related to additions to priorities, 66 comments on deletions, whilst 188 related to statements or general views of the council.

Priorities - additions

Of the 178 suggestions for additional priorities, 109 comments related to areas perhaps not reflected in current draft priorities. 29 themes were apparent from these suggestions with the most popular around improving leisure facilities across Moray, which respondents stated positively

impacted on the Health and Wellbeing of people of all ages with good facilities contributing to a greater sense of community. More popular suggestions are presented in the graph below.

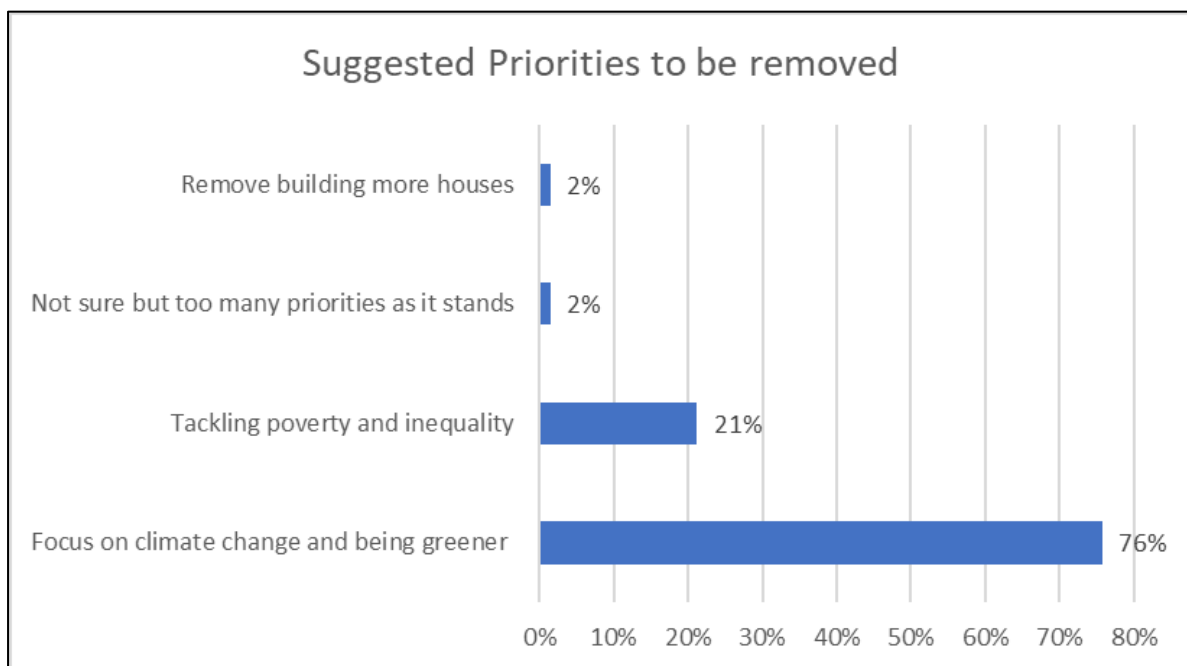


Priorities - deletions

From the 66 responses stating they would remove a priority, two main themes were clear, 76% wished the focus on climate change and being greener be removed while 21% believed tackling poverty and inequality was not required.

With climate change, many believed it has been exaggerated by the press and does not pose a significant threat to Moray. Several also stated the costs outweighed any benefits with infrastructure not in place to offer an alternative.

For tackling poverty and inequality, those that responded believed this to be a central government issue rather than something a local authority can influence. Others noted they believed it was up to individuals to remove themselves from poverty, suggesting retraining overpaying benefits.



General Statements

Common themes were evident within the additional statements. Building on a previous question in the survey where respondents were asked to rank the priorities in order of importance, 24% confirmed they believed the draft priorities were of equal importance and work to deliver one would help the others.

6% however believed the council should focus on delivering just basic services expected by the public.

From other statements provided, it would appear communication around the Moray Growth Deal and ongoing support for Economic Growth could be improved. It was also suggested that the council should ensure that final agreed priorities are achievable with the aims and delivery of each clear for members of the public.

Top 10 Themes of Additional Statements

