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Moray: Our People Our Place Our Future

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Foreword

We are ambitious for Moray. Already a great place to live, work, grow and enjoy life in wonderful surroundings, we want to make it even better by being the best we can be.

Our Corporate Plan sets out a long term vision for what we want to achieve for Moray. It sets out the council's vision, values and priorities and the context for implementing these.

In times of persistent financial and political turbulence, the need for constructive and ambitious forward planning is clear. We recognise the impact which recent service changes have had on our communities, but if we work effectively together as set out in this plan, we will deliver a strong core of services on which to build our future vision and achieve our ambitions.

There is much to be proud of in Moray. We want to put our strengths to good use and provide a positive long term future.

Our Vision

A life of opportunity for all where people can thrive in vibrant communities and we work together to enrich our future

Moray is a diverse area of natural beauty where people choose to live, learn, work and enjoy life.

Everyone in Moray has a role to play in making Moray a great place to live. We are working with public, private, community and voluntary organisations to identify what we can do together to create the right environment for people to do well and reach their potential, especially those most in need. We will have a strong and sustained focus on supporting improvements for those individuals and groups in our society who experience the most disadvantage and discrimination.

The Council's priorities are:

- **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

While delivering these priorities we will also work towards creating a sustainable council that provides valued services to our communities.

Our Values

FAIR

- ☆ tackle inequalities
- ☆ treat people fairly
- ☆ promote equalities and awareness
- ☆ consider our impact on others

AMBITIOUS

- ☆ promote and celebrate Moray
- ☆ be a great place to work
- ☆ ensure sustainable and efficient council services
- ☆ improve life for the most vulnerable

IMPROVING

- ☆ drive improvement
- ☆ encourage innovation
- ☆ take commercial opportunities
- ☆ invest in transforming to meet future needs

RESPONSIVE

- ☆ be open and transparent
- ☆ promote community participation and involvement
- ☆ listen to and involve our communities

Our Approach

How we go about delivering our priorities is important to us. The way that we work and the approach that we take is crucial and we have identified some principles that will guide this. You will see in our plan that there are particular actions to ensure that these principles are followed through but we will also ensure that they run throughout our business.

- **Equalities** – providing opportunities for everyone to be their best.

Different people in different communities in Moray experience different life outcomes. Only some have good levels of income, experience great health and well-being and do well at school.

We are committed to addressing inequalities and as we take forward our priorities we will identify and work with those who experience poorer outcomes and prioritise our work to make sure things change.

- **Empowering** – producing better results by collaborating and working to engage and involve people (partners, businesses and communities)

We will work to improve our understanding of what people need and what we can offer by working in partnership to achieve more with what we have. So, we will take a citizen centred approach to the re-design of services and we are committed to developing shared community hubs with our partners to share and reduce costs where we can.

- **Environment** – look after the world we live in to protect it for the future

We want to encourage everyone to take small steps to consider our environment in the way we go about our day to day lives.

We will show our commitment to this by adopting a digital first approach to be as efficient as possible, reduce the use of paper and the need to travel to access our services. We will work towards a resource efficient, low carbon council that works with partners to mitigate the worst effects of climate change and to create a resilient and more sustainable future.

- **Enterprising** – consider new approaches to the way we do our business to increase our income and make services more sustainable for the future

To maximise our income and support services we will introduce a more commercial approach to services like leisure and we will identify and develop opportunities to generate more income

A Shared Ambition for Moray

Our commitment to you is that we will be:

- Fair: tackle inequalities and tailor services
- Ambitious: promote Moray and make it better for the most vulnerable
- Improving: drive improvement and invest in the future
- Responsive: involve and listen to communities

We will

- Provide opportunities for people to achieve their potential and be the best they can be throughout their lives
- Empower and support communities to build capacity
- Drive economic development to create a vibrant economy for the future
- work towards creating a sustainable council that provides valued services to our communities

You can help support the people and communities of Moray if you:

- Help protect children and the vulnerable
- Support young people with their learning and activities out of school
- Do what you can to reduce demand on public services, for example:
 - pick up litter
 - clear your path of snow
 - keep healthy and active
- Get involved in your community
- Volunteer what time and skills you can
- Join in and have your say
- Use our online services if you can
- Recycle more
- Use renewable energy
- Use your car less – take public transport, walk or cycle
 - Turn it off (power, taps)
- Use council leisure services and facilities
- Support your local businesses
- Be ambitious for Moray

Moray Profile: Our Key Facts

We have given careful consideration to what our communities experience by considering a range of facts and working with our community planning partners to understand what these mean. We have already worked with communities in Elgin and Buckie to develop our understanding of what would make the most difference to them and we plan to do more work with communities in future. From the statistics, the main issues for Moray include:

- population and household growth above the Scottish average
- above average percentages of older people
- low wage economy and reliance on a small number of industries
- 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 choices for the future
- a town/rural divide in relation to outcomes
- social isolation and challenges for access to services because of rural nature of Moray

UPDATE INFO GRAPHICS ON STATS

Our Priorities

To deliver our ambition for Moray we recognise that we will have to choose where to direct our scarce resources as we will not be able to do everything. We aim to maximise what we can do and the impact of that by working with partners and communities. We will work hard to modernise and change so that our services are sustainable. But, if we are to achieve our ambition of enriched futures in Moray, we will also have to target money and resources to some services and some people to bring improvement to those who experience the least positive life outcomes. We recognise that we can learn from local people what will make that difference and so we will also work with targeted communities in Moray to develop action plans that respond to the experiences people have and to target resources effectively to where there is greatest need. We will have a strong and sustained focus on those individuals and groups in our society who experience the most disadvantage and discrimination.

The need to switch attention to those in greatest need to prevent an issue becoming a problem underlies all of our work. This is particularly challenging in the current financial environment but essential for the future sustainability of the area.

Our People

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

- ❖ Provide opportunities where young people can achieve their potential and be the best they can be
- ❖ Optimise outcomes for adults and older people by enhancing choice and control in the context of a home first approach, supporting the partnership delivered through the IJB
- ❖ Improve health and well-being for the people of Moray

Children and Families

One of our greatest challenges as a society is ensuring that our children are safe, have a good sense of health and wellbeing and are able to enjoy the relationships that are important to them, particularly in their families. If we can get this right, it should help to close the attainment gap by raising standards for all children, young people and their families. It will also allow those who experience most disadvantage to have lives that have quality and meaning for them. We will also strive to ensure that education is fit for life and work in the 21st century and can meet the needs of all learners. We will improve attainment and achieve a sustainable educational future that aims for excellence.

Success and Challenges for Children and Families

Successes	Challenges for the Future
<p>Better opportunities for children to live in family settings when they can't live in their own with our redesigned our fostering service</p>	<p>Focusing on strengthening families and communities</p> <p>Ensuring the rights of children are front and centre to all we do</p>
<p>Early Learning and Childcare expansion valued at £17.5m giving improved facilities Lady Cathcart</p>	<p>Creating a learning estate which is in good condition, suitable for all learners and fit for the future</p>
<p>Progress on construction and refurbishment of schools, including:</p> <ul style="list-style-type: none"> • £42m Lossie High School • Construction of new Linkwood Primary underway • Completion of £2 million extension at Milne's Primary; • Opening of Elgin High School 	<p>Continue to improve attainment for all learners, especially in numeracy and literacy</p> <p>Reduce the attainment gap between learners</p> <p>Creating choices that encourage young people to remain in Moray,</p>
<p>80% of our schools and early years' settings inspected achieved good or better ratings in inspection reports, an improvement for the 3rd year running</p>	<p>Maintaining our progress in achieving better performance and improved inspection outcomes</p>
<p>The champion board is established and has driven a number of improvement activities contributing to improving the rights and hearing the voices of care experienced children.</p> <p>The Coprorate Parenting annual report 2018 demonstrates significant progress across 10 Garautees</p>	<p>Ensuring staff are equipped to carry out the duties associated with the corporate parenting role in line with the Children and Young Peoples Act.</p> <p>Embed Permanence and Care Excellence (PACE) improvement methodology</p> <p>Improvement in the measurement of progress</p>
<p>Sign off of progress through the Care Inspectorate Inspection with acknowledgement of the improvements made and the commitment of the partnerships demonstration of effective collaboration.</p> <p>Engagement with Realigning Childrens Services programme, working towards a joint commissioning strategy.</p> <p>Strategic Needs Assessment underway with data from children and young people as well as their families flowing into the system to assist the formulation of the next Integarted Childrens Services Plan 2020 – 2023</p>	<p>Sustaining the progress to date and maintaining the collaborative approach.</p> <p>Capacity of the system to deliver on the changes and improvements required .</p> <p>Continue to understand better the routes to earlier intervention and prevention and as such understanding what further would make a difference.</p> <p>Understanding current configuration of services and reshaping same to achieve better outcomes.</p>

5000 responses to Realigning Childrens Services Survey P5 –S6 900 responses from parental survey Work underway to collect views of under 8yrs, parents and carers	
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What we are going to do

To provide a sustainable education service aiming for excellence and to support children to experience the best possible care in their families first and foremost, our improvement work will focus on the key areas of:

- Improvement in attainment, particularly literacy and numeracy
- Closing the attainment gap between most and least disadvantaged children
- Improvement in employability skills and sustained, positive school leaver destinations for all people
- Reviewing and transforming the learning environment
- Improvement in children and young people's health and wellbeing
- Support families and communities to ensure their childrens wellbeing and safety
- Work with families as partners to give their children the kind of lives they want them to lead
- Work in an outcome focussed way so that children grow up to be strong and resilient
- Continue to discharge our duties as corporate parents
- We will work collaboratively with our key care partners across all sectors alongside children and families to agree the key areas for improvement in Children and Young Peoples Service.

How we will know we have made progress

- ✓ A plan will be developed for an affordable, sustainable school estate
- ✓ A fair curriculum offer, including through e-learning, across all schools
- ✓ Improved attainment at both the Broad General Education and Senior Phase
- ✓ Better educational and social outcomes for learners of all ages and abilities
- ✓ Young people are better prepared for life beyond school and for the workplace
- ✓ Improved outcomes for those most in need of our support
- ✓ Our most vulnerable young people and families are safe and nurtured
- ✓ More of our children live with their families and are cared for in strong, safe communities in Moray.
- ✓ As corporate parents we will make a positive difference every day to the lives of care experienced children and young people
- ✓ We will have an integrated plan across all key care partners that ensures collaborative efforts deliver better health and wellbeing outcomes for the children and young people of Moray by focussing on prevention and early intervention.

Our People: Adults and Older People

Our priority is to ensure that Moray offers caring and healthy communities for all of our citizens. With an ageing population it is particularly important that we work in partnership with the Moray Integration Joint Board (MIJB) to ensure that our social care services provide seamless and efficient services to support adults to live healthier sustainable and independent lives. We will also

work with the MIJB, NHS and other partners to support our citizens to be healthier with the aim of preventing problems arising for people in the future and to enable people to have a healthy, active lifestyle.

Successes	Challenges for the Future
<p>Building of affordable homes</p> <ul style="list-style-type: none"> • More than 220 to be built by 2020 at locations across Moray • £19m of Scottish Government funding secured for investment in new housing • Housing masterplan approved for Bilbohall, Elgin that will deliver more than 200 affordable houses 	<p>Meeting housing need in rural communities</p> <p>Lack of formal accomodation provision for gypsy travellers</p>
<p>Specialist supported housing for frail elderly being built at Spynie, Elgin.</p>	<p>Ability to work across agencies effectively to address complex health, social care and housing needs</p>
<p>Development of a variety of community groups that focus on connectivity, health and wellbeing across Moray through the work of the IJB</p> <p>21 Ball Groups 12 Social groups including Mens Sheds 3Specialised health and Wellbeing Groups 1178 people across Moray</p> <p>Development of a volunteer programme through the IJB supporting 223 clients with 77 alarm responders and 146 “Buddy” roles</p>	<p>Demographic pressures – demand on services from an ageing population and impact of outward migration of young people</p> <p>Ongoing need to support health and wellbeing through community based activities with a strong emphasis on keeping well through prevention and early intervention..</p>

What we are going to do

- Enable people to have greater opportunity to remain independent within their communities by working with partners to deliver appropriate housing, adaptations and technology enabled care options.
- Ensure that people are supported at home or in a homely setting as far as possible
- Provide choices and control for service users over decisions affecting their care and support
- Assess and respond to the housing needs of older people, in partnership with IJB

How we will know we have made progress

- ✓ People will be able to look after and improve their own health and well-being and live in good health for longer in home environments that support independent living.
- ✓ People are able to live independently at home or in a homely setting in their community
- ✓ People who use health and social care services have positive experiences of those services, and have their dignity respected
- ✓ 30% of affordable houses continue to be delivered at amenity standard

Our Place

Our Place: Empower and support communities to build capacity

- ❖ Empower communities to build capacity by becoming more informed, involved and influential in service design and delivery
- ❖ Improve our understanding of the issues in our communities based on the experience of local people in order to target resources

There is significant benefit to be gained from thriving local communities who work together with each other and public sector partners to secure better solutions for everyone. We know that accessing services, work, education and social activities can be a particular challenge for our rural communities and that can affect the everyday lives of people, especially those who live alone, have young families or are on low incomes. By involving and engaging communities in the services that they need we aim to ensure that our joint resources are targeted appropriately to make the most of what we can do together. We want to help build more engaged, confident and skilled communities to bring positive outcomes for the people of Moray while reducing reliance on public services, making communities and services more sustainable for the future.

Successes	Challenges for the Future
Leases in place for 7 community run town halls and community centres – all well advanced for transfers in 2020	Increasing demand on services and reduced finances to deliver community expectations
Community co-owned locality plans produced for New Elgin East and Buckie Central East –launched and being implemented	1% of council budget s to be subject to participatory budgeting by 2021
Participation Request Strategy and Allotments Strategy in place	Connectivity – physical and digital

What we are going to do

To build increased community capacity that will make a difference across services and throughout Moray, our improvement work will focus on the key areas of:

- Develop engagement with the public on the future of council services
- Develop locality engagement – so that solutions are influenced by the experience of local people
- Enhance community participation in service delivery (e.g CATs)
- Develop and implement Participatory Budgeting

How we will know we have made progress

- ✓ More of our activities, services and plans are influenced by the communities they serve;
- ✓ Our communities' ability to address their own needs and aspirations is improved;
- ✓ We are more successful in developing a shared understanding between the council, partners and communities that helps us to design the future together.
- ✓ 1% of council budget subject to PB by April 2021

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

- ❖ Create a step change in the regional economy to enable inclusive economic growth
- ❖ Work to protect and enhance our environment, creating a more resilient and sustainable future

Economic Development

Achieving economic growth has been recognised as a major priority of both the council and the community planning partnership for several years. Productivity and economic growth underpin a financial and wellbeing cycle which directly impacts upon our standard of living.

A growing economy increases consumer confidence and so we all spend more on goods and services. It also increases tax revenues and leads to greater spending on areas like education and healthcare. According to most measures, this improves wellbeing .

Key aspects of future activity will be the Moray Local Development Plan 2020 and Moray Growth Deal, our version of a City Deal, both currently in development. Each draws upon contributions across the various council services such as education and housing, as well as work by community planning partners including work to implement the Loip priorities. This activity is encompassed within Moray Economic Strategy, the overarching strategy for economic growth for our area.

Success and Challenges

Successes	Challenges for the Future
<p>Key advances in the economic development agenda</p> <ul style="list-style-type: none"> • £65m funding secured for Moray Growth deal • £1.7m investment in Buckie industrial development to exploit offshore and wind energy market • Skills Investment Plan and partnership approach to skills and talent attraction - Co-ordinated employability support for those furthest from the workplace. 	<p>Economic challenges – the need to grow and diversify the local economy, e.g.</p> <ul style="list-style-type: none"> • increase our wage and qualification levels • improve pay levels and job opportunities for women in Moray • Improve job choice and opportunities for Young People
<p>Energy from Waste project– contract awarded and construction phase commenced</p>	<p>Reliance on Defence and Public sector jobs Projected reduction in manufacturing jobs which is a key sector in Moray</p>
<p>Masterplanning for net zero carbon Building Standards changes from Scottish Government Opportunities for Land Use and renewable energy projects</p>	<p>growth in our elderly population is creating challenges in terms of our working age population.</p>

Our Future: Economic Development

What we are going to do

The Council and its partners in economic development are focussing on an expansive programme of economic development work through the Moray Growth Deal. This Council's contribution to the programme includes:

- Progress the Cultural Quarter and other council led projects in Moray Growth Deal
- Progress the Moray Skills Investment Plan
- Develop a collaborative approach to employability

How we will know we have made progress

Measures and indicators are set out in the Moray Economic Strategy and the Skills Investment Plan, while broad economic indicators will help us to monitor progress with Moray Growth Deal. There is a range of outcomes being pursued, the wider outcomes in terms of ongoing work include:

- ✓ better employment, skills and earnings - increase in higher skilled jobs and wage levels
- ✓ increase economic impact of tourism in Moray
- ✓ an increase in apprenticeships in key sectors
- ✓ increase in 16-29 year olds living and working in Moray
- ✓ reduction in the gender pay gap

Our Future: Environment

The Local Development Plan includes plans to strengthen our approach to safeguarding and protecting Moray's landscape and bio-diversity. Moray's outstanding natural and cultural environment is a key factor in the quality of life enjoyed by residents and visitors to the area. An important feature of Moray is the diversity of landscape, from mountains, moorland, forests, river valleys to coastal plains and foreshores/beaches. The diversity of habitats and species in Moray reflects the high quality environment we enjoy and must strive to protect. In addition, we will continue to provide services which support economic growth and wellbeing such as providing high quality affordable housing, maintaining an efficient road network and effective waste management. These activities directly support national objectives.

Successes	Challenges for the Future
Onshore renewable energy from windfarms approved	Implementation of new Planning Scotland Act duties
Flood Risk Management Schemes	Rural challenges of transition for Transport and Energy
Compensatory planting scheme for Trees removed by development established	Climate change and government low carbon commitments - achieving carbon neutrality in terms of the council footprint by 2030

What we are going to do

- Prepare a Climate Change Strategy and Action Plan
- Promote and develop active and green travel
- Develop Surface Water Management Plans

How we will know we have made progress

- ✓ Achievement of targets, indicators and outcomes identified in Climate Change Action Plan
- ✓ Increased provision and use of electric vehicles and plant with supporting infrastructure
- ✓ Implementarion of surface water infrastructure improvements in vulnerable flood risk areas

DAY TO DAY SERVICE DELIVERY

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 devlivery of our core services. The detail on these services and how they will contribute is contained in our service planning process.

Creating a Sustainable Council

Financial Context

Following the recession of 2008/09, successive local government settlements have seen reductions in councils' budgets. Moray Council has responded to budget reductions with a series of efficiency measures, service transformation, service redesign and service reductions. In the period 2010/11 to 2019/20 the council has made a total of £53 million budget savings.

We predict that financial constraints will continue with ongoing reductions in local government funding and over the next 3 years we expect to have to manage with significantly less money, which is increasingly difficult following over a decade of budget cuts.

Recent trends also show the consequences of protected and expanded spend on some areas is a reduction of spend in others¹. We expect that this trend will continue as we are forced to focus on the most vulnerable in our society and our core statutory and essential services. The full assessment of our financial forecasts and how we plan to manage them are set out in the Council's Financial Strategy.

Our Financial Strategy will focus on the key areas of:

- Bring the revenue budget back into balance to remove reliance on reserves to fund core services
- Transform and Re-shape our services
- Review our asset base including the school estate
- Develop our medium and longer term financial plans

Modernisation and Improvement: Transformation to Achieve

We will build on the council's achievements to date in delivering efficiencies and savings in order to continue to work towards sustainable service delivery. We are working on a programme of transformation projects to contribute to a financially stable council for the future. We recognise that change for improvement and efficiency needs to be an integral part of business as usual and that identifying and pursuing transformation opportunities for new and different approaches to our business will be critical to the sustainability of services.

Our Transformation programme will focus on the key areas of:

Asset Management

The investment required to bring all of the council's facilities up to an acceptable standard and to meet future anticipated needs (e.g. new schools) is not affordable in these times of economic constraint. To address this we are developing our approach to managing assets linked to the Council's overall priorities so that we can align our property assets and their long term management to council priorities to ensure an affordable and sustainable asset base.

- Property Asset Management strategy review and development of strategy to achieve rationalisation of property assets aligned to priorities

¹ ["Fair Funding for Essential Services"](#).

Transforming Education

Our aim is to have high performing schools that are fit for the future and financially sustainable. That means we need to consider and enhance our curriculum offer, address issues of staff recruitment and retention, tackle the affordability and standard of our schools and the buildings they operate from, deal with changing demographics and demands

- Schools for the Future
- Learning Estate strategy

Developing Digital and Customer Services

We will build on our progress with technology and digital services to transform the way we work, the way we deliver services to our customers and how they can access these services. We will design our services with our customers at the centre to deliver efficiencies

- Investment to enhance digital service provision and deliver service efficiencies

Transformation of Children's Services

Our Children's services have already been on an improvement journey and we recognise the challenges and achievements this has brought. However, we want to do more to ensure that in future our services are focussed on planned, early work with families to support better outcomes for children in their local communities. This will mean developing a range of flexible, accessible responsive local services and developing our workforce in this change of culture.

- Whole service review, ways of working, organisation of resources and operating methods
- Review of approach to Additional Support Needs

Commercialisation and Alternative Delivery Options

If our services are to be sustainable we need to consider new options and management methods and learn from and work with other sectors. We plan to explore all avenues to create a sustainable future for services linked to the core strategic priorities we need them to deliver and value for money for our communities. We will also consider options to increase council income and the potential for more commercial approaches to how we deliver services.

- Leisure Services Review
- Income generating initiatives

Developing Workforce

The way the council delivers services to the public and the role it plays within this is likely to change substantially in the future and this is also likely to have an impact on the way people do their jobs. We believe that our workforce, their skills, capacity and commitment are the key to delivering and improving council services and it is important that our workforce is deployed, managed and developed effectively to be able to do their best at work

Realigning the workforce to meet our future requirements and retraining existing staff to undertake new roles and develop new skills will continue to be a major focus for this council. Our workforce plan sets out in detail how we plan to address this.

Our workforce plan will focus on the key areas of:

- Workforce Transformation and Change
- Engagement and Culture
- Leadership Development and Capacity
- Recruitment and Skills Development

Implementing the Plan and Measuring Success

This 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 this 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 that we will be able to demonstrate our success or make adjustments to bring things back in line if we need to. 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 that progress is monitored effectively. This is a supporting document to this corporate plan.

In addition there are a number of enabling plans and strategies that will form the suite of documents to support the delivery of the priorities in the 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.

Planning Documents (Diagram)

The diagram shows how the corporate plan fits in with other key planning documents.

Local Outcomes Improvement Plan

This is the plan of all community planning partners, establishing the priorities and target outcomes for Moray.

Moray Council's plan that provides our vision, our values and our priorities. It sets out our work from the Loip, government policies and local demands and priorities

Moray Council Corporate Plan

The Corporate plan gives leadership and direction for our services for them to identify actions to contribute towards the delivery of the priorities and outcomes in the plan.

Our suite of management documents describe other challenges facing the services and how we plan to respond to them.

Financial Strategy
Improvement and Modernisation Programme
Service Plans and strategies
Workforce Strategy
ICT Strategy
Customer Focus
Performance Management Framework

These set out how resources will be applied to deliver the Corporate Plan. They also plan forward to help us prepare of the future and maximise the impact we can have by being as efficient as possible and continuously improving our services.

OVERVIEW OF PRIORITIES

The table below shows the links between national Scottish Government priorities, the Moray Community Planning Partnership Local Outcomes Improvement Plan and the Council's Corporate Plan priorities.

How these are managed and monitored, including performance measure and supporting strategies and plans is set out in the Performance Framework for the corporate plan.

National priority	Children and Young People	Education and Health and Well-being	Communities	Economy, Fair Work and Business, Culture	Environment
	Poverty	Raising Aspirations			
LOIP priority	Building a better future for our children & young people in Moray	Empowering & connecting communities Locality Plans		Growing, diverse & sustainable economy	
Council priority	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	
Our Approach	<ul style="list-style-type: none"> ➤ Equalities – providing opportunities for everyone to be their best ➤ Empowering – producing better results by collaborating and working to engage and involve people (partners, businesses and communities) ➤ Environment – look after world we live in to protect it for the future ➤ Enterprising – consider new approaches to the way we do our business to increase our income and make services more sustainable for the future 				

Additional National and Loip Priorities

National Priority	Loip Priority	
Health	Improving Our Relationship with alcohol	Moray IJB are the lead for this area of work and relevant actions are reflected in their Strategic Plan

Human Rights are embedded in our corporate practice and International Contributions are considered in a number of areas including the economy, fair work and business and culture

MORAY FACTS (to be revised – these are from last plan)

<p>POPULATION 95,510 population (2015)*</p> <ul style="list-style-type: none"> • 16.2% aged 16 to 29 years (Scotland = 18.2%) • 30.2% aged 60 and over (Scotland= 24.2%) 	<p>AREA 2,238 sq km (864 sq miles)</p> <p>11th most sparsely populated area in Scotland</p> <ul style="list-style-type: none"> • 42.2% of the population live in a rural area • 4.1% live in settlements with fewer than 500 people 	<p>HOUSEHOLD PROJECTIONS 2012 TO 2037 7% increase in households (40,492 to 43,245) (Scotland = 17% increase)</p> <p>FUEL POVERTY 2014 40% of households in fuel poverty (Scotland= 35%)</p>
<p>ETHNICITY 77.7% White - Scottish (Scotland= 84%)</p> <p>18% White – other British (Scotland= 7.9%)</p>	<p>CHILDREN LIVING IN POVERTY 2014 18% children live in poverty) (Scotland= 22%)</p> <p>Moray has 0% of Scotland’s most deprived data zones, and 0.06% of Scotland’s least deprived data zones</p> <ul style="list-style-type: none"> • 3,537 people • 3.7% of Moray’s population 	<p>CAR/VAN OWNERSHIP 2016 19.8% of households have no car/van (Scotland= 30.5%)</p> <p>35.3% of households have 2 or more cars/vans (Scotland= 28.5%)</p>

*Annual estimates are provided each year by National Records of Scotland (NRS) etc.

Economy and Income

<p>GVA PER HEAD OF EMPLOYMENT 2015 £20,624 (Scotland= £23,685)</p>	<p>WEEKLY WAGES 2016 £498 (live in Moray) £491 (work in Moray) (Scotland= £535)</p>	<p>BUSINESS SIZE 2016 46.2% employment in small businesses (<50) (Scotland= 36.1%)</p> <p>39.6% employment in large businesses (250+) (Scotland= 50.0%)</p> <p>79.2% in private sector (businesses with < 10 employees) (Scotland= 78.5%)</p>	<p>BUSINESS TURNOVER 2016 £3,410m (Scotland= £270,086)</p> <p>Between 2010-16: 23.2% growth (Scotland= 4.9% growth)</p>
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Education and Learning

<p>SCHOOL ATTAINMENT 2014/15 60.6% of pupils left school with one or more SCQF level 6 or 7 (Scotland= 63.2%)</p> <p>ATTENDANCE 2014/15 94.6% primary (Scotland= 93.9%)</p> <p>90.2% secondary (Scotland= 88.5%)</p>	<p>POSITIVE DESTINATIONS 2014/15 Initial destination (2015) 94.3% (Scotland= 92.9%)</p> <p>9 months on (2016) 89.9% (Scotland= 92%)</p>	<p>MORAY COLLEGE STUDENTS 2014/15 64.9% successful completions (Further Education) (Scotland= 74.6%)</p> <p>1,670 full time students (up from 1,556 in 2012/13)</p>	<p>QUALIFICATIONS: WORKING AGE POPULATION 2015 32.3% have NVQ4+ (Scotland= 42.5%)</p> <p>11.6% have no qualifications (Scotland= 9.0%)</p>
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Life Stages/Health and Well-being

<p>LIFE EXPECTANCY 2011/13 81.7yrs for Females (Scotland= 81yrs)</p> <p>77.9yrs for Males (Scotland =76.9yrs)</p>	<p>DIABETES PREVALENCE 2016 5.7% (Scotland = 4.97%)</p> <p>5,258 registered with diabetes (up from 4,110 in 2010)</p>	<p>OBESITY 2013/14 10.5 per thousand population (down from 10.88 per thousand population in 2010-11) (Scotland = 8.05 per thousand population)</p>	<p>ALCOHOL RELATED DEATHS 2011/15 20.8% per 100,000 population (Scotland= 21.5%)</p>
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Community and Environment

<p>NEIGHBOURHOOD ISSUES 2016/17 25.2% Neighbour disputes 23.3% Abandoned vehicles 18.2% Noise 16.4% Dog fouling</p>	<p>CRIME AND DISORDER 2014/15 270 crimes per 10,000 people: reduced from 463 in 2010/11 (Scotland= 479)</p> <p>24% of residents have experienced some form of anti-social behaviour</p>	<p>STREET CLEANLINESS 81.3% WASTE 42.6% to landfill (Scotland= 46.4%)</p> <p>57.6% recycled (Scotland= 44.3%)</p>	<p>OUR NEIGHBOURHOODS 2015 97% rate their neighbourhood as very/fairly good (Scotland= 95%)</p> <p>VOLUNTEERING 2015 30% adults involved in voluntary work (Scotland= 27%)</p>
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Public Services

<p>PUBLIC SPENDING £373million Moray Council (£M) (2018-19) 284 Moray College (£M) (2017-18) 13 NHS (000) (2014-15) £142,591</p>	<p>KEY ISSUES FOR MORAY RESIDENTS</p> <ul style="list-style-type: none"> • high number of older people • low wage economy and lack of economic diversity • outward migration of young people • variation in attainment and post-school destination • variation in outcome for smaller 	<p>INFLUENCE/INVOLVEMENT IN PUBLIC SECTOR 2015 22% agree that they “can influence decisions affecting my local area” (Scotland= 24%)</p>
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	<p>communities</p> <ul style="list-style-type: none"> • delivery of and access to services; and social isolation 	<p>37% agree that their “council does the best it can with the money available” (Scotland= 41%)</p>
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