Moray Council

Thursday, 02 February 2023

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 **Thursday, 02 February 2023** at **09:30.**

BUSINESS

REPORT TO: MORAY COUNCIL ON 2 FEBRUARY 2023

SUBJECT: CORPORATE PLAN REVIEW PROGRESS

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

1.   REASON FOR REPORT

1.1   To provide an update on preparations in readiness for a review and update of
       the Corporate Plan following the local government election in May 2022.

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 reviews and notes the progress
       made on preparations in readiness for a review and update of the
       Corporate Plan.**

3.   BACKGROUND

3.1   The Council's Corporate Plan is an important document that is intended to
       provide clarity and direction on the council's priorities, values and plans for the
       future. Its publication assists in communicating these to the public, the
       workforce and partners. Reference is made to the report to the Council on
       2 October 2019 (para ref 9), which explained the purpose and context for the
       Corporate Plan. At that meeting the Council agreed the draft Corporate Plan
       for 2019-24 and the engagement plan to launch the plan and support delivery
       of the priorities.

3.2   A report to the Council on 19 January 2022 (para 14 of the minute refers)
       made reference to a number of indicators that suggested a review of the
       Corporate Plan may come forward in 2022/23. These included the May 2022
       local government elections, emerging issues from the Covid pandemic, the
       Scottish Government Programme and the opportunity to refresh the Local
       Outcomes Improvement Plan (LOIP) at its five year mid-point.

3.3   It was noted in the report to the Council in January 2022 that in order to be in
       a position to undertake an informed review of the corporate plan, preparatory
       work required to begin well in advance to ensure that the necessary data and

evidence would be available. Taking account of the potential for review of the corporate plan, the council agreed an outline process and timeline for development of a revised corporate plan. This report provides an update of progress against that process:

3.4 _Data analysis and internal work to partners (March to June_):

- Scene setting and data update (Research and Information Officers and Community Support Unit preparatory work);
- Emerging Issues – internal (all partner involvement for LOIP) work to identify strengths to build on, issues and gaps to address;

3.4.1 This work has been completed with a refresh and revision of the evidence base for the profile of Moray. The key messages from the data analysis are consistent with those from 2019 and include:

- Population growth above Scottish average, household growth is lower
- Above average, increasing percentage of older people, decreasing younger population
- Health comparatively good, including mental health, suicide levels remain high
- Challenges of poverty, including growing child poverty, against a national trend
- Low wage economy, p/t employment, small no. industries, small businesses, tourism
- 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,
- Town/rural divide in relation to outcomes and challenges (e.g. digital, transport)
- Social isolation and service access due to rural nature of Moray

3.4.2 Consideration has also been given to external factors and issues and these were captured in a high level PESTLE (political, environment, social, technical and economic) assessment which is attached at **Appendix 1.**

3.4.3 Information was gathered from service managers across all council services to identify progress on current corporate plan priorities, where work should continue, where it could be concluded and new emerging pressures and issues that should be considered for inclusion in future priorities in the corporate plan. Examples of areas that require clarification of future direction include climate change and poverty.

3.5 _Community and stakeholder engagement_ to feed into LOIP and Corporate Plan (June to August)

- Community Perspective – data and information exchange, case studies, testing of emerging issues;
- LOIP and Corporate planning - Review of outputs, refining of developing LOIP, emerging actions; drawing out council issues and priorities for emerging Corporate Plan;

3.5.1 Engagement has progressed on a number of fronts with both internal and external stakeholders. Internally, a leadership forum event shared information with senior managers within the council and gathered feedback. Information was also presented at the employee conference in November 2022 on the data profile for Moray and the influences on the corporate plan before group discussions.

3.5.2 External engagement was planned for slightly later than the indicative timeline in September 2022 in order to avoid the main holiday period. However, this was re-scheduled to November as dates coincided with the funeral and mourning arrangements for Her Majesty Queen Elizabeth II. Engagement with the local community included focus groups and a large meeting with a number of discussion groups at the event.

3.6   Council political input (May to September)

- Review and direction – LOIP strategic partner review;
- Corporate Plan - political review and direction;
- Community Response/feedback;

3.6.1 The local government election in May 2022 returned a high number of new councillors and political change for the council. There has been a significant programme of induction from May for elected members and a learning process as new councillors have settled into new roles and responsibilities and developed their working arrangements. As a result, political input to the corporate plan has taken place since September 2022. This has coincided with a particularly demanding autumn committee schedule and the first cycle of significant financial planning in preparation for budget setting in March and so has not yet concluded. The Administration have been working collaboratively with a number of other councillors and discussions have been held to provide feedback to officers on the political direction and priorities that they would wish to have reflected in the corporate plan. More detailed work is planned over the coming weeks to refine the planned impact and outcomes of the corporate plan and to explore the service implications and actions that would be required to support delivery of these priorities.

3.6.2 In preparing this more detailed work, account is also being taken of the challenging financial position that the council is facing, particularly moving into 2024/25. An indicative routemap is being prepared for council consideration which sets out key decision points and milestones in determining the council of the future and the design and delivery of services within a much reduced budget. The opportunity is being taken to cross reference this financial planning work and the detailed work on the delivery framework for the corporate plan.

3.7   Approval of revised LOIP and Corporate Plan (Sept – November)

- Final drafts and approvals

3.7.1 In terms of the LOIP, as planned, review and engagement has run in parallel and been incorporated alongside work on the council corporate plan where

possible in order to make efficient use of resources and ensure consistency. However, review of the LOIP is currently on hold due to resourcing which requires further consideration by the community planning partners. As the LOIP is a 10 year plan and the evidence from the Moray profile does not show significant change in the underlying issues, this is not a major concern at this time but will require to be addressed moving forward.

3.7.2 Taking account of the progress set out above, it is intended to continue work to complete the review of the 2019-24 Corporate plan and to bring forward a report by the May 2023 scheduled meeting of the Council to set out the proposed strategic direction and priorities along with the more detailed delivery framework that sets out how the priorities will be delivered. As noted above, this will also provide the opportunity to cross refer to the financial planning process. Work will progress to report back to the council the proposed corporate plan and the delivery framework for consideration in light of the medium to long term financial planning that is required to ensure a sustainable council delivering services within significant financial constraints moving into 2024/25.

Service Planning 2023

3.8 Service planning for 2023/24 will proceed as per the normal timetable with reporting in April/May 2023. Service Plans will be updated based on the work to date to review the corporate plan which takes account of existing council plans, legislative and policy developments, the programme of government and pandemic related issues. This concurrent process should ensure consistency between the developing corporate plan and service plans. However, as an added assurance, Heads of Service will review service plans during 2023/24 following approval of a revised corporate plan to ensure account is taken of the direction and priorities in the plan and will report any adjustments required to service plans to committee as part of the 6 monthly monitoring arrangements.

4.   **SUMMARY OF IMPLICATIONS**

(a)   **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))**
The current Corporate Plan extends to 2024 and will continue to be in place until the Council agrees any revision or replacement and services will continue to ensure that priorities are addressed. However, there are some emerging issues that will require a response by council services. Services will include relevant preparations in service planning for 2023.

(b)   **Policy and Legal**
Consideration will be 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**
It is important to ensure that the council is position to respond to policy and legislative requirements and funding opportunities; that services are ready to meet emerging and changing needs and that there is stability in the delivery of council priorities and services.

Failure to make adequate preparations and to take account of the lead in times required for strategic planning, could result in stagnation, lack of progress and gaps in service provision moving forward.

While there is a need to have direction from the new Council on key priorities and ways of working, much of the Council agenda is driven by operational imperatives and external policy and funding, therefore, by preparing for the corporate plan and bringing forward Service Plans this ensures 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 new Council.

(e) **Staffing Implications**
None directly arising, however, the realignment of resources may require to be considered should there be any significant shift in council priorities from revision of the corporate plan in 2023.

(f) **Property**
None at present but if required this will be reported for consideration and approval once the corporate plan review work is complete.

(g) **Equalities/Socio-economic impact**
There are no equalities impacts from this report.

(h) **Climate Change and Biodiversity Impacts**
There are no Climate Change and Biodiversity impacts from this report.

(i) **Consultations**
The Corporate Management Team have been consulted on this report.

5. **CONCLUSION**

5.1 **The Council's current corporate plan runs until 2024, however, there are a number of issues that require to be reflected in an updated plan and the Council Administration wish to review direction and priorities. The Council is asked to note the preparatory work that has been undertaken to support a review of the corporate plan to ensure a smooth transition and provide an opportunity for planning and engagement work to take place in parallel with financial planning for 2024 and beyond.**

Author of Report: Denise Whitworth
Background Papers: Summary of Scottish Government Programme for
                                    Government
Ref: SPMAN-1108985784-848 / SPMAN-1108985784-849

External Context and Influence

Political	Economic	Social
- Cascade of national performance framework/programme for Govt - National direction and ring-fencing of funding - Public sector finance including new UK Govt funding and future LG settlements	- Covid 19 & recession impacts – business; local economy; employment; communities; - Inflation – pay, fuel, construction – service effect - Inclusive growth and a wellbeing economy – place based growth and development, town centre re-vitalisation	- Covid 19 & recession impacts – widening poverty related gaps, impact on women, children, well-being - Impact on learning and educational recovery – poverty related attainment gap; destinations - Impact on demand in other services including housing, children's services - Potential targeting services to needs

Technical	Legal	Environmental
- Digital opportunities for service delivery - Digital connectivity in rural areas - Digital and higher level skills and knowledge for workforce and communities	- UNCRC, The Promise, Morgan - National Care Service - Brexit - Planning (Sc) Act 2019 - Best Value	- Climate Change – national policy and targets; Local strategy and targets - Transport – encourage shift to public transport; active travel; issues for rural areas - Environment and Infrastructure to meet future needs – housing, schools, roads, digital, energy, 20 minute neighbourhoods