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## Moray Council

Wednesday, 02 October 2019

**NOTICE IS HEREBY GIVEN** that a Meeting of the **Moray Council** is to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Wednesday, 02 October 2019** at **09:30**.

### BUSINESS

1. **Sederunt**
2. **Declaration of Group Decisions and Members Interests \***
3. **Minute of the Meeting of 7 August 2019** 5 - 10
4. **Written Questions \*\***
5. **Notice of Motion - Cllrs Brown and Eagle** 11 - 14
6. **Notice of Motion - Cllrs Eagle and Feaver** 15 - 16
7. **BT Payphones** 17 - 22
8. **Corporate Plan** 23 - 72
9. **Education Grievance and Appeals Committee Report** 73 - 76
10. **Question Time \*\*\***

Consider any oral question on matters delegated to the Committee in terms of the Council's Scheme of Administration.

**Any person attending the meeting who requires access assistance should contact customer services on 01343 563217 in advance of the meeting.**

\* **Declaration of Group Decisions and Members Interests** - The Chair of the meeting shall seek declarations from any individual or political group at the beginning of a meeting whether any prior decision has been reached on how the individual or members of the group will vote on any item(s) of business on the Agenda, and if so on which item(s). A prior decision shall be one that the individual or the group deems to be mandatory on the individual or the group members such that the individual or the group members will be subject to sanctions should they not vote in accordance with the prior decision. Any such prior decisions will be recorded in the Minute of the meeting.

\*\* **Written Questions** - Any Member can put one written question about any relevant and competent business within the specified remits not already on the agenda, to the Chair provided it is received by the Proper Officer or Committee Services by 12 noon two working days prior to the day of the meeting. A copy of any written answer provided by the Chair will be tabled at the start of the relevant section of the meeting. The Member who has put the question may, after the answer has been given, ask one supplementary question directly related to the subject matter, but no discussion will be allowed.

No supplementary question can be put or answered more than 10 minutes after the Council has started on the relevant item of business, except with the consent of the Chair. If a Member does not have the opportunity to put a supplementary question because no time remains, then he or she can submit it in writing to the Proper Officer who will arrange for a written answer to be provided within 7 working days.

\*\*\* **Question Time** - At each ordinary meeting of the Committee ten minutes will be allowed for Members questions when any Member of the Committee can put a question to the Chair on any business within the remit of that Section of the Committee. The Member who has put the question may, after the answer has been given, ask one supplementary question directly related to the subject matter, but no discussion will be allowed.

No supplementary question can be put or answered more than ten minutes after the Committee has started on the relevant item of business, except with the consent of the Chair. If a Member does not have the opportunity to put a supplementary question because no time remains, then he/she can submit it in writing to the proper officer who will arrange for a written answer to be provided within seven working days.

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# **THE MORAY COUNCIL**

## **Moray Council**

### **SEDERUNT**

Councillor Shona Morrison (Chair)  
Councillor Graham Leadbitter (Depute Chair)  
Councillor George Alexander (Member)  
Councillor James Allan (Member)  
Councillor David Bremner (Member)  
Councillor Frank Brown (Member)  
Councillor Theresa Coull (Member)  
Councillor John Cowe (Member)  
Councillor Gordon Cowie (Member)  
Councillor Paula Coy (Member)  
Councillor Lorna Creswell (Member)  
Councillor John Divers (Member)  
Councillor Tim Eagle (Member)  
Councillor Ryan Edwards (Member)  
Councillor Claire Feaver (Member)  
Councillor Donald Gatt (Member)  
Councillor Louise Laing (Member)  
Councillor Marc Macrae (Member)  
Councillor Aaron McLean (Member)  
Councillor Maria McLean (Member)  
Councillor Ray McLean (Member)  
Councillor Derek Ross (Member)  
Councillor Ron Shepherd (Member)  
Councillor Amy Taylor (Member)  
Councillor Sonya Warren (Member)  
Councillor Walter Wilson (Member)

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# **MORAY COUNCIL**

## **Minute of Meeting of the Moray Council**

**Wednesday, 07 August 2019**

**Council Chambers, Council Office, High Street, Elgin, IV30 1BX**

### **PRESENT**

Councillor George Alexander, Councillor James Allan, Councillor David Bremner, Councillor Frank Brown, Councillor Theresa Coull, Councillor Gordon Cowie, Councillor Paula Coy, Councillor Lorna Creswell, Councillor John Divers, Councillor Tim Eagle, Councillor Ryan Edwards, Councillor Claire Feaver, Councillor Donald Gatt, Councillor Louise Laing, Councillor Graham Leadbitter, Councillor Marc Macrae, Councillor Aaron McLean, Councillor Maria McLean, Councillor Ray McLean, Councillor Shona Morrison, Councillor Derek Ross, Councillor Amy Taylor, Councillor Sonya Warren, Councillor Walter Wilson

### **APOLOGIES**

Councillor John Cowe, Councillor Ron Shepherd

### **IN ATTENDANCE**

Also in attendance at the above meeting were the Chief Executive, Corporate Director (Corporate Services), Corporate Director (Economic Development, Planning and Infrastructure), Head of Development Services, Head of Financial Services, Head of Legal and Democratic Services and the Strategic Plan and Development Manager.

Also in attendance was Maggie Bruce, External Auditor.

## **1. Chair**

The meeting was chaired by Councillor Shona Morrison.

## **2. Declaration of Group Decisions and Members Interests \***

In terms of Standing Order 20 and the Councillors' Code of Conduct, there were no declarations from Group Leaders or Spokespersons in regard to any prior decisions taken on how Members will vote on any item on the agenda or any declarations of Member's interests in respect of any item on the agenda.

## **3. Minute of Special Meeting dated 27 June 2019**

The minute of the special meeting of Moray Council dated 27 June 2019 was submitted and approved.

#### **4. Emergency Notice of Motion**

A notice of motion was submitted by Councillor Edwards, seconded by Councillor Taylor in the following terms:

Given the recent events in Lossiemouth resulting in the closure of the East beach Bridge, Councillors are asked to implement the agreement of the motion raised in the Council meeting on 28 June 2018 (para 6 of the minute refers).

The Council agreed to support the Lossiemouth Community Development Trust (LCDT) in its campaign to secure continuous pedestrian access to the East Beach from Lossiemouth via a bridge. The LCDT are still actively trying to raise funds in order to re-establish a safe link between the town and the beach. More, now than ever they need the assistance of both local authority and central government.

Council agrees to:

Implement the agreement sent out on 28 June 2018, items 1 – 4 and in addition agree and implement item 5.

- i) Through officer expertise in funding applications and pathways to funding streams;
- ii) With letters of support from both Members and officers of this council in order to help with the funding application;
- iii) Logistics – storage location in the form of ground for a lay down area in the car park close to the bridge for specialist equipment or materials in order to repair the bridge;
- iv) Financial – the Council assist the LCDT in investing all avenues of funding, including looking further at the use of the Common Good funding as discussed; and
- v) Request funding from all avenues including both the Scottish and UK Governments in order to repair or replace the bridge.

Councillor Leadbitter welcomed the motion and was of the view that the main funding avenue for LCDT would be the Capital Re-generation Fund. He further added that he was happy to discuss the issue with the Scottish and Westminster Governments. Councillor Leadbitter was of the view that Highlands and Island's Enterprise had also indicated that they were happy to provide support to the LCDT.

Following further discussion it was agreed to amend the wording of point 5 of the motion to read:

Support Lossiemouth Community Development Trust with applications and requests for suitable funding, including to both the Scottish and UK Governments and their agencies in order to repair or replace the bridge.

As there was no one otherwise minded, the Council agreed to:

Implement the agreement sent out on 28 June 2018, items 1 – 4 and in addition agree and implement item 5.

- i) Through officer expertise in funding applications and pathways to funding streams;
- ii) With letters of support from both Members and officers of this council in order

- to help with the funding application;
- iii) Logistics – storage location in the form of ground for a lay down area in the car park close to the bridge for specialist equipment or materials in order to repair the bridge;
  - iv) Financial – the Council assist the LCDT in investing all avenues of funding, including looking further at the use of the Common Good funding as discussed; and
  - v) Support Lossiemouth Community Development Trust with applications and requests for suitable funding, including to both the Scottish and UK Governments and their agencies in order to repair or replace the bridge.

## **5. Written Questions \*\***

The Council noted that no written questions had been submitted.

## **6. Draft Food Growing Strategy**

A report by the Corporate Director (Economic Development, Planning and Infrastructure) advised the Council that all Local Authorities have a statutory duty to prepare a Food Growing Strategy by 1 April 2020 and asked the Council to agree a draft strategy for public consultation.

Following discussion whereby all Members were in favour of the strategy, Councillor Leadbitter proposed a motion to amend recommendation (iv) of the report to delegate responsibility to Policy and Resources Committee rather than Planning and Regulatory Services Committee, as Policy and Resources Committee had the full range of Committee Chairs in attendance to allow better scrutiny.

In response Councillor Feaver moved an amendment that the reporting on the Food Growing Strategy should be with Moray Council to allow all members the opportunity for scrutiny and not just Committee Chairs.

Councillor Leadbitter further added that the consultation response would come back to Moray Council for consideration and approval and the ongoing scrutiny would be delegated to Policy and Resources Committee.

In order to clarify the position with reporting, the Convener proposed an adjournment to allow further discussion.

On the resumption of the meeting, Councillor Leadbitter withdrew his motion and Councillor Feaver withdrew her amendment and Council agreed:

- i) to note the statutory requirement to prepare a Food Growing Strategy by 1 April 2020;
- ii) to note the content of the draft Food Growing Strategy;
- iii) to approve the draft strategy set out in Appendix 1(subject to the addition of graphics) and issue for public consultation for an 8 week period.
- iv) to decide on the delegation responsibility for Section 119 and 120 of the

Community Empowerment (Scotland) Act 2015 - Food Growing Strategy following consideration of the next report to Moray Council following the 8 week public consultation.

- v) that responses to the consultation be reported to a future meeting of Moray Council along with the final Food Growing Strategy for approval.

## **7. Performance Management Framework**

A report by the Chief Executive was submitted and sought approval of the revised Performance Management Framework.

Following consideration, Council agreed to:

- i) note the issues identified with the current approach to Performance Management;
- ii) approve the new Performance Management Framework, guidance and templates produced as Appendix A to this report;
- iii) agree that training for elected members on their role in effective performance management be provided;
- iv) note that training and development for officers on this subject will also be provided; and
- v) note that the Corporate Management Team (CMT) will review self-evaluation activity.

## **8. Audit Scotland - Management Report 2018-19**

A report by the Corporate Director (Corporate Services) was submitted to provide Council with a copy of the External Auditor's management report for 2018/19.

During consideration Councillor Coy raised concerns about the withdrawal from the European Union (EU) and the implications that this may have on Moray. Councillor Coy asked whether the Council's Brexit Task Force Group had recommenced meeting again.

In response, the Chief Executive confirmed that the Brexit Task Force Group had been in abeyance and it will be re-starting as guidance starts coming through from the Scottish Government via Police Scotland. The guidance is based on a set of risk criteria set out on page 117/118 of the papers. The Chief Executive further advised that the Council will be re-assessing those risks against the potential no deal exit for the 31 October 2019 deadline.

Councillor Coy further requested an update report to the next meeting of Moray Council on the work being carried out. In response, the Chief Executive confirmed that a report will be presented to the Special Meeting of Moray Council on 25 September 2019. To give further assurance, the Chief Executive confirmed that if



the situation deteriorated then a further special meeting of Moray Council would be convened, however there were no indications currently that this would happen.

Following consideration the Council noted the contents of the External Auditor's Management Report for 2018/19.

## **9. Question Time \*\*\***

Under reference to paragraph 14 of the Minute of Moray Council dated 27 June 2019, Councillor Alexander sought an update on the Business Support Officer post.

In response, the Chief Executive confirmed that the recruitment process had started and the post had been advertised but was unclear as to the current status of the post and agreed to seek an update from Education and Social Care and get back to Councillor Alexander following the meeting.

Under reference to paragraph 14 on the Minute of the Moray Council dated 27 June 2019, Councillor Warren sought an update in relation to fresh food processing certification in the event of a no deal Brexit and whether extra Environmental Health Officers would be employed to ensure the required certification could be processed to ensure fresh food processing would not be affected in the event of a no deal Brexit.

In response, the Chief Executive advised that the update was covered in the earlier response to Councillor Coy's question regarding the potential for a no deal Brexit. Guidance received from the Scottish Government in terms of risks as this was a risk was identified in the national framework and the Council had responded to that.

Under reference to paragraph 14 of the Minute of the Moray Council dated 27 June 2019, Councillor Ross sought an update on the Essential Skills and ESOL services.

In response the Chief Executive advised that members had asked a number of questions with regards to the Essential Skills and ESOL services which there are now answers too and the response was given to Group Leaders as a matter of courtesy. A report to the next meeting of Moray Council will now follow.

The Corporate Director (Economic Development, Planning and Infrastructure) further added that a compendium report on the issues will be presented to the September meeting of Moray Council.

Councillor McLean asked the Chief Executive if he could circulate his response to all Councillors regarding the update on the Business Support Officer vacancy. In response the Chief Executive said he was happy to update all Councillors.

Councillor Brown requested a response on what steps the Council are taking, if any, to mitigate the cessation of the 340/341 Bus Service run by Deveron Coaches in September 2019.

In response the Corporate Director (Economic Development, Planning and Infrastructure) confirmed that she has asked officers for a response to the issue and is awaiting a detailed response. She further added however, that her understanding is that the Council does not subsidise from its own funding streams, commercial bus routes and from memory this bus route was under threat previously but developer obligation funding could be diverted to resume the service and that if the developer

obligation funding have now been exhausted then the Council would revert to the previous policy decision and the bus service would be withdrawn and the Dial a Bus network would take effect.

Councillor Alexander sought an update on the provision of a pedestrian crossing on the Orchard Road and St Catherines Road junction in Forres.

In response the Corporate Director (Economic Development, Planning and Infrastructure) stated that there is a potential funding gap for the works at that junction but indicated that an update would be sought from the Transportation Manager on the works.

Councillor Ross asked whether the Council could sustain transport services in Moray.

In response the Corporate Director (Economic Development, Planning and Infrastructure) stated that officers are working hard within the financial constraints to provide a transport infrastructure in Moray and some of the solutions within that lie at a national level and some lie at an individual level.

## **Notice of Motion**

**Wednesday 2 October 2019**

### **Dr Gray's Hospital**

Dr Gray's hospital in Elgin is a vital component of our health system in Moray with a range of medical services offered. The services on offer help ensure that people within Moray and West Aberdeenshire have the ability to access high quality hospital related treatments and assessments within a reasonable distance of their home.

Dr Gray's hospital is a district general hospital operated by NHS Grampian.

As has been widely publicised Dr Gray's has suffered from several issues over the last few years, which has affected the delivery of local services. Of particular note have been issues around staffing with fundamental changes to the paediatrics and obstetrics & gynaecology as well as resultant pressures on the emergency department and other areas of the hospital.

With many thousands of people each year accessing services through Dr Grays and communities concerned, as seen through the consultation exercise and public meetings in 2018, we believe it is vital the council take an active interest and concern about Dr Gray's.

A consultation on the proposed future model of children's services in Dr Gray's hospital is open until the 27<sup>th</sup> September 2019.

With this in mind we ask council to approve the following recommendations –

- That the Council Leader writes a letter to the Chief Executive of NHS Grampian and the Chair of NHS Grampian in response to the above mentioned consultation expressing the views of the council in relation to children's services in the following terms.
- That the Council representative on the board of NHS Grampian ensures the views of the Council are known and discussed during official meetings.

Cllr Frank Brown

Cllr Tim Eagle

Notes:

1. Given the complexity of the situation the proposers are willing to work with group leaders in advance of the meeting to agree an alternative form of wording which is mutually acceptable to all groups.

Dear Dr Lynch and Ms Croft,

**RE: The future of Dr Gray's hospital, Elgin and consultation on the proposed future model of Children's services in Dr Gray's Hospital**

We wish to extend our thanks to you and the wider NHS Grampian staff for the commitment and reassurance you have provided in regards to the future of Dr Gray's hospital in Moray. We thank you for the work you have done and will continue to put in to ensure the long term sustainability of the hospital and would extend our support to you in that aim.

Moray Council remains deeply concerned about the on-going problems that affect Dr Gray's hospital particularly in relation to the paediatric ward and also in respect of obstetrics and gynaecology and resulting pressures on other departments.

This council sees Dr Gray's and all the currently provided services as a vital part of our infrastructure and one which we would like to see grow in service provision. Our communities tell us that the ability to be seen locally for routine appointments and the reassurances provided by having a district general hospital are very important to them.

We wish to make comment on the current paediatric consultation due to close on the 27th September 2019.

We understand that the staffing issues which now effect Dr Gray's have been evident for some time with previous reports of GP Trainees commenting that the pressures of ward/theatre work reduced the learning potential of their training programmes. We welcome that the new models being discussed seek to change this but we remain curious what attempts had previously been made to address this issue prior to the severity of the staffing crisis hitting in 2018. It is our feeling that this may have impacted on the reduction in GP trainees wishing to train through Dr Gray's and will now take some time for that trend to change back. We are hopeful that the current GP Trainees have found the hospital a much better environment for work and training and we urge that all is done to continue to try and attract medical trainees.

The new model being proposed is for a 24hr, 7 day a week paediatric assessment and care unit at Dr Gray's hospital. The consultation makes clear that the average stay on the ward is currently less than 24 hours. What it does not make clear is when this figure was taken from or how much less than 24 hours the average stay is. If it was much over the 24 hour mark then would it be fair to assume a much larger amount of children will require transfer to Aberdeen? We understand that the new model has been based upon the guidelines as laid down by the Royal College of Paediatrics and Child Health. We would like confirmation that this is based upon the Standard for short-stay paediatric assessment units (SSPAUs)? If the new model has been based upon this guideline then our understanding is this is a change from the previous description of the ward in Dr Gray's. This particular guideline is described as an increasingly common component of urgent and emergency care for children, and as a hub for the provision and coordination of emergency ambulatory care. If this is the case then are we now saying that we are not offering a full

paediatric service anymore but a ward centred on emergency care only. We are concerned that children who previously would have been perfectly safe in Dr Gray's such as those with needing short respiratory care over 24hr will now face journeys to Aberdeen with the resulting disruption to family life. We wish to be clear that we want the very best care for our children and young people and understand that Dr Gray's will never offer the range of services a major centre like Aberdeen or Glasgow would but equally we do think Dr Gray's should maintain the best safe service it can. We are unclear on how the proposed community paediatric nursing support unit will work and what conditions medical staff feel will be best be served by this kind of service. Can we be assured that all GPs' understand the elements of this service and what communication will be provided between the service and primary care practices? We would welcome further information on this service and detailed consultation with primary care providers across Moray so all are clear on the method by which this unit would be best used.

We mentioned training above. We remain unclear why Dr Gray's is unable to have specialist doctors in training that could help support the wards. Information given to us suggests that in the past Dr Gray's hospital did have doctors in training on an obstetrics and gynaecology programme rotating through Dr Gray's as part of that training model. We remain curious how the proposed changes across the paediatrics and Obstetrics and Gynaecology unit will impact upon our ability to have specialist doctors and if there is a guarantee that this will be seriously considered and worked upon.

It is our concern that staffing remains a critical issue for healthcare across the country and particularly in Moray. Whilst we are encouraged by the range of thinking on services at Dr Gray's we are not yet confident that the proposed changes will ensure we are competitive with other hospitals in attracting new staff.

We recognise that services in hospitals seldom work in isolation and so are often co-dependent on one another. We understand that already the paediatric department is reliant upon the A&E department for overnight care but also any future model for paediatrics or obstetrics and gynaecology will need a fully functioning anaesthetic service. The consultation does not provide any guarantees that this service can or will be provided especially given staffing issues as highlighted above.

In regards to other matters that affect the hospital we have significant concerns about the vulnerability facing the obstetrics and gynaecology ward. It is our understanding that there is a close relationship between both this department and the paediatric department. We remain unclear why it was that the service was recently downgraded again with several conflicting comments about levels of theatre staff, anaesthetics consultants or the unavailability of Obstetrics consultants, clarification as to the issue would be most helpful.

We believe that clear, concise communication with GP's and other primary care practitioners is vital to ensuring patient care is front and centre. We are glad to hear that communication briefs have been sent to staff throughout the area although we have received reports that those are not always timeous or clear on the direction being taken. We implore NHS Grampian to ensure that clear messages regarding service provision in Dr Gray's is made very clear to GP Practices and to GP's. We recognise that our primary care service is also under pressure with long wait times in

some practices. Our GP's are working long hours to keep onto of demand and so it is vital that information is very clear and very concise.

Whilst we highlight key concerns of the council we do, as mentioned above, thank you for the efforts to alleviate the issues facing our local hospital and we look forward to a positive working relationship with NHS Grampian moving forward.

Yours Sincerely

## **Notice of Motion**

**Wednesday 2 October 2019**

### **Grass Cutting**

The decision to stop grass cutting on 23 January 2019 (Appendix B Line D6c4) in communities throughout Moray has been the subject of vigorous discussion with varying viewpoints. We wish to make clear that we recognise and thank the huge amount of work undertaken by individuals and groups across Moray, who this year have cut large areas of grass.

We acknowledge that the new post of Commercial/Marketing Officer is looking into possibilities of park sponsorship which will help reduce the cost to the council in the future and we welcome and wish to support all efforts to do this.

However we feel the impacts of these saving effect wide sections of our community including access to open areas for both the young and elderly in our communities. It is notable that tourism chiefs as well as local people and businesses have highlighted the negative impression that this decision has had and will continue to have on our area if the budget line remains and so we seek to reintroduce this budget line from the next financial year.

To reintroduce Grass cutting from next year will add a budget pressure to the council of £45,000 which we propose is taken into consideration as part of the budget setting process for 2020/21.

With this in mind today we direct -

- Council to express publically our thanks for all those in communities throughout Moray who have helped with grass cutting this summer.
- Council to encourage those who wish to continue to cut grass, especially smaller areas such as verges.
- Council to re-introduce the grass cutting detailed in the budget report to the Moray Council meeting on 23 January 2019 (Appendix B line D6c4) with effect from 1 April 2020.
- Council to use all available opportunities to promote sponsorship of grass areas to bring in additional income

Further we ask Council to note –

- That additional budget lines which will help to reduce the impact of reversing this decision will be worked on as part of the budget process for 2020/21.

Signed

Cllr Tim Eagle

Cllr Claire Feaver







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**REPORT TO: MORAY COUNCIL ON 2 OCTOBER 2019**

**SUBJECT: BT PAYPHONES**

**BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT,  
PLANNING AND INFRASTRUCTURE)**

**1. REASON FOR REPORT**

- 1.1 To inform the Council of BT's proposed removal of 14 payphones in Moray and seek approval for the Council's response to BT.
- 1.2 Whilst delegated authority for this subject matter lies with the Economic Development & Infrastructure Committee/Policy & Resources, due to the timescale for response it is being brought to Moray Council for consideration.

**2. RECOMMENDATION**

**It is recommended that the Council:-**

- (i) object to the removal of 4 BT payphones which the Council had previously objected to in 2016, namely: Califer Road/Pilmuir Road in Forres; Victoria Street in Craigellachie; Covesea Road in Elgin; and The Square in Tomintoul;**
- (ii) agrees that 2 of the traditional red phone boxes at Auchenthalrig and Cabrach are adopted by their respective local community groups; and**
- (iii) agrees to BT's proposed removal of the 8 remaining payphones on the list.**

**3. BACKGROUND**

- 3.1 BT has stated that it would not remove public payphones from the following areas:
- suicide hotspots;
  - accident hotspots;
  - no mobile phone coverage on all four networks or
  - within 400 metres of the coast.

- 3.2 In addition BT has stated it would not remove a public payphone where there is a “reasonable need”. BT defines this as having the following three conditions all applying:
- The only payphone within 800 metres
  - Had at least 12 phone calls within the last year
  - More than 500 households within 1 kilometre of the payphone
- 3.3 A previous report to Moray Council on 7 December 2016 (para 16 refers) reported that BT had proposed to remove 59 payphones from Moray. The Council objected to the removal of 13. Of those payphones which were part of the 2016 committee report, six have appeared again in BT’s 2019 list of proposed removals.
- 3.4 There has been no material change in circumstances for four of those payphones which the Council objected to removing in 2016. The original objections were as follows:
- Califer Road/Pilmuir Road: the three conditions of reasonable need all apply.
  - Covesea Road Elgin: the three conditions of reasonable need all apply.
  - Craigellachie; near to an accident blackspot (Department for Transport figures show 9 accidents near Craigellachie on the A95 in the last 5 years, 2 serious) and the Community Council said there was a suicide blackspot in the area.
  - Tomintoul: beside a defibrillator and poor mobile reception.
- 3.5 A further two payphones which the Council objected to the removal of in 2016 have, in 2019, received valid requests from local community groups to adopt them. BT allow that community groups can adopt the old style red phones for £1. Cabrach Community Association wish to adopt their payphone and install a defibrillator. Auchenthalrig Residents Association have also submitted a request to adopt their local payphone. These were the only two payphones in the 2019 list which were not used for any calls in the last 12 months.

#### **4. CONSULTATION PROCESS**

- 4.1 Moray Council received a letter from BT dated 9 July 2019 with a list of the 14 payphones that they are proposing for removal. The Council have until 7 October 2019 to respond to BT.
- 4.2 BT also at that time placed notices on the 14 payphones saying that the Council should be contacted with any comments.
- 4.3 On 31 July the Council created an online public survey (using Survey Monkey) which was publicised by the Council via social media and the Council website.
- 4.4 A press release was circulated and an article appeared in the Northern Scot on 31 July with details of how to respond to the survey. The survey was also emailed to all of the Community Councils in the area.

- 4.5 A deadline for responses of 31 August 2019 was set and people were also given the opportunity to email, phone or write in with their comments.
- 4.6 **SURVEY REPONSES**
- a) 59 responses received in total
  - b) 36 of those were objections to the removals
  - c) 14 were people agreeing to the removals
  - d) other responses were in connection with the adoption of a payphone
  - e) The payphones which received the most objections were Tomintoul (20), and Cabrach (19).
- 4.7 In addition, the Council received a petition from Kirkmichael and Tomintoul Community Association. They object to the removal of the Tomintoul payphone on the grounds that it is situated next to a defibrillator and that the mobile phone reception is patchy. The petition was signed by 442 people.
- 4.8 The OFCOM website shows that all of the 14 payphones are in areas with mobile reception on at least one network. Members of the Convention of the Highlands & Islands have previously noted that the OFCOM website is not 100% accurate and this has been acknowledged by OFCOM.
- 4.9 **Appendix 1** shows the full list of 14 payphones that BT has proposed for removal and the proposed consultation response from The Moray Council.

## **5. SUMMARY OF IMPLICATIONS**

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

The removal of payphones could have an influence on one of the five main Outcomes of the 10 Year Plan of a “thriving and well connected place where more people live well within their communities”. By objecting to the removal of payphones where there is a recognised need then we will be assisting with this outcome.

Similarly, the Moray Corporate Plan’s vision is for “connected communities”.

### **(b) Policy and Legal**

OFCOM placed the responsibility for assessing any requests by BT to remove public payphones upon each local authority. Any objections must be based on the grounds of meeting the reasonable needs of end users (which BT has a regulatory duty to meet).

### **(c) Financial implications**

There are no financial implications to Moray Council from this report.

### **(d) Risk Implications**

There are no risk implications to Moray Council from this report.

### **(e) Staffing Implications**

There are no staffing implications to Moray Council from this report.

**(f) Property**

There are no staffing implications to Moray Council from this report.

**(g) Equalities/Socio Economic Impact**

The Equal Equalities Officer was consulted and is in agreement with this report. The four proposed objections are based on an identified need within the local areas for the phones as detailed at 3.4.

**(h) Consultations**

Consultation has taken place with the Corporate Director (Economic Development Planning & Infrastructure), the Head of Development Services, the Environmental Protection Manager, the Transportation Manager, the Development Management & Building Standards Manager, the Head of Direct Services, the Corporate Director (Corporate Services), the Equal Opportunities Officer, the Head of Financial Services, the Head of Legal and Democratic Services and Tracey Sutherland, Committee Services Officer and their comments incorporated within the report.

**6. CONCLUSION**

**6.1 A letter will be written from Moray Council to BT detailing which of the 14 payphones they object or agree to be removed, and which are suitable for adoption by a local community group.**

Author of Report:	Alan MacBeth, Development Officer
Background Papers:	The full list of survey responses is available on request from the author of this report.
Ref:	

Appendix 1 - list of payphones that are earmarked by BT for removal - 2019.

Nearest town/Village	Address	Post Code	Number of calls in last year	Telephone Number (+0)	old style red box?	Proposed Council Response: Agree/ Object/ Adopt
Forres	Grant Drive, Forres	IV36 1FT	69	1309672371	no	Agree
Forres	Jnct Califer Rd,Pilmuir Road, Forres	IV36 1HE	47	1309673530	no	Object
Craigellachie	Victoria Street, Craigellachie	AB38 9SR	25	1340881240	no	Object
Elgin	Covesea Road, Elgin	IV30 4JX	225	1343542307	no	Object
Elgin	Linkwood Road, Elgin	IV30 6DH	24	1343542836	no	Agree
Elgin	Bruceland Road, Elgin	IV30 1SP	9	1343543152	no	Agree
Elgin	Fraser Avenue, Elgin	IV30 4EX	20	1343543253	no	Agree
Lossiemouth	Fairisle Place, Lossiemouth	IV31 6RN	32	1343813776	no	Agree
Fochabers	The Square, Fochabers	IV32 7DG	99	1343820200	no	Agree
Spey Bay	Auchenhalrig, Spey Bay	IV32 7PP	0	1343820510	yes	Adopt
Fochabers	North Murrayfield, Fochabers	IV32 7EY	19	1343820519	no	Agree
Hopeman	Farquahar St/Harbour St, Hopeman	IV30 5SL	15	1343830200	no	Agree
Cabrach	Outside Post Office, Cabrach	AB54 4HQ	0	1466702247	yes	Adopt
Tomintoul	The Square, Tomintoul	AB37 9ET	45	1807580200	yes	Object





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**REPORT TO: MORAY COUNCIL ON 2 OCTOBER 2019**

**SUBJECT: CORPORATE PLAN**

**BY: CHIEF EXECUTIVE**

**1. REASON FOR REPORT**

- 1.1 To invite the Council to review progress on the 2018-23 corporate plan, approve the Corporate Plan for 2019 to 2024 and to agree the associated community engagement strategy which launches the plan and supports delivery of the priorities.
- 1.2 This report is submitted to Committee in terms of Section II (12) of the Council's Administrative Scheme relating to the preparation of a plan that is of a corporate nature.

**2. RECOMMENDATION**

**2.1 It is recommended that the Council:-**

- i) **considers and notes the progress made against the 2018-23 corporate plan as set out in Appendix 1;**
- ii) **approves the draft Corporate Plan for 2019 to 2024 (Appendix 2) and notes that the plan will be further developed as set out in the report and taking account of the outcome public engagement;**
- iii) **approves the engagement strategy which launches the plan and supports delivery of the priorities;**
- iv) **agrees that a report will be brought back to the Council with a final version of the Corporate Plan; and**
- v) **notes and agrees that as the corporate plan is updated and other priorities change (e.g. Local Outcomes Improvement Plan (LOIP) or national priorities), that relevant strategy documents and plans will be updated to reflect these as necessary so that references remain relevant.**

### 3. **BACKGROUND**

- 3.1 The Corporate Plan is an important document that is intended to provide clarity and direction on the Council's priorities, values and plans for the future. Its publication assists in communicating these to the public, the workforce and partners.
- 3.2 The plan provides the context for implementation, the constraints within which the Council must operate, the challenges and pressures and the organisational change required to successfully deliver the priorities. It provides a link between the national priorities, the Moray community planning partnership's plans and the Council's own plans and priorities so that these can be cascaded into actions and delivery within service plans.
- 3.3 While the corporate plan provides focus, it is not intended to encompass each and every Council service that contributes directly or indirectly to the priorities or indeed those aspects of services which are lower priority. The detail on these services and how they will contribute is contained in the service planning process.
- 3.4 In setting future priorities and direction for the Corporate Plan, the Council must consider a range of factors and influences, including: statutory requirements; policies and priorities from the national and Scottish governments; community planning priorities; Moray local circumstances and political priorities; external pressures and requirements (e.g. demographic issues) and all within the increasingly challenging financial environment.
- 3.5 There is a range of strategies and plans that support the delivery of the priorities in the Corporate Plan and these are linked in the performance monitoring table set out in **Appendix 3**, which will be a supporting document to the corporate plan.
- 3.6 In August 2016, the Council agreed to the incorporation of financial planning into future corporate plans given the intrinsic part that finance plays in the delivery of the Council's priorities. However, given the increasing criticality and complexity of financial strategy, a greater degree of detail and scenario planning is being developed to support this element of corporate planning, which warrants a separate document. Therefore, a revised financial strategy to support the corporate plan, and in particular the priority of a sustainable Council for the future, will come forward to the next meeting of the Council. Although this will be a separate document to the corporate plan it remains an intrinsic element of the corporate planning process that is required to enable the delivery of Council priorities.

#### Review of progress with Corporate Plan 2018-2023

- 3.7 The Council's current Corporate Plan (2018-23) was approved by the Council at its meeting on 14 February 2018 (para 7 refers). The Corporate Plan set out the Council's priorities and vision over the 5 year period and how the Council planned to progress these, including the financial strategy aimed at progressing towards financial stability. In approving the plan, the Council recognised that it was the first iteration of a developing plan to achieve the Council's priorities.



3.8 **Appendix 1** provides an update on progress against the priorities in the current corporate plan. As is noted below, there have been challenges in setting and monitoring specific outcomes and so this update provides a narrative reflection on progress. This is an area of improvement identified in the revised plan. However, from the information set out in the appendix it can be seen that there has been an extensive range of activity to progress the priorities that were identified in the 2018-23 Corporate Plan and that this provides a strong foundation from which to move forward.

3.9 Of particular note are:

- curricular offer in our schools has been improved and extended through partnership work
- improvements in early stage literacy
- improvements in school inspections, with several ranking leadership as “very good”
- successful involvement of communities in work to develop the Moray Local Development Plan 2020
- development of locality plans in New Elgin East and Buckie Central East
- community asset transfers, including work with town halls and community centres
- delivery of over 500 housing units since 2011
- progress made with the Moray Skills Investment Plan that aims to align course provision and skills pathways to local employer needs
- improvements in wage levels and gross weekly pay for female workers
- confirmation that the Moray Growth Deal would see an investment of £65m to fund targeted economic development activity
- recurring savings of £9.7m were identified and planned use of Council reserves was reduced
- more than 80 Council services now available for residents to access 24/7 online, including school registration and payments, garden waste permits and Council house offers

#### Development of Draft Corporate Plan 2019-2024

3.10 Taking account of the progress made, the acknowledgement that the 2018/23 corporate plan was a first iteration of the corporate plan and the change in the Council administration, a review of the corporate plan has been undertaken to consider how areas of priority can be further defined and advanced and to reflect the approach that the current administration wish to take.

3.11 In carrying out the review, consideration has been given to the statistical profile of Moray and it is of note that given the long term nature of many of these indicators, there has not been significant change in the underlying issues. This means that there is little change proposed to the highest level priorities and that the existing priorities of Communities, Economy and Education continue to feature in the re-expressed priorities of Our Place, Our Future and Our People, which has been broadened beyond education to cover adults, children and families but continues work on the previous education elements. Creating a sustainable Council that provides valued services to our communities by addressing financial stability is also an

ongoing theme that will underpin all of the work in the corporate plan. The priorities proposed for this revised iteration of the Corporate Plan 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

3.12 However, although the main themes are consistent, and work will continue to develop on these, there is a change in emphasis in this iteration of the Corporate Plan that reflects greater emphasis on:

- Equalities - providing opportunities for everyone to be their best and addressing gaps in outcomes between the most and least disadvantaged
- Empowering - collaborating and working to engage and involve people (partners, businesses and communities)
- Environment - looking after the environment 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

This change in emphasis is carried through into the revision of the actions and outcomes and the measures that will be put in place to monitor these.

3.13 There has also been reflection on the practical implementation and monitoring of the corporate plan, including ensuring an effective performance monitoring framework and cascading priorities into service and other plans. In the past, the Council has found it challenging to set clear, measurable outcomes and to manage the array of actions and priorities that emerge from the extensive, complex plans across services and the community planning partnership. Therefore, this corporate plan focuses on setting priorities and giving leadership and direction for services and strategies rather than creating another layer of distinct additional actions and measures. Instead, the actions and outcomes proposed in this corporate plan are directly linked to supporting plans and strategies which will be relied upon to deliver the priorities. Where necessary, current plans will be adjusted to reflect the priority and direction in the revised corporate plan. In relation to service plans, work has been scheduled to enable direction to be taken from the revised corporate plan and work is underway so that updated service plans come before committees in the next few months.

3.14 The aim is that this approach will provide consistent overarching direction and leadership for Council services to prioritise their work and that the direction provided can be cascaded through relevant plans and actions. It will also ensure consistent setting of outcomes, targets and performance monitoring,

which should streamline current arrangements in line with the Performance Management Framework recently approved by the Council.

- 3.15 Taking account of the learning from previous corporate plans, work is advancing to prepare a Performance Management Framework for the corporate plan. This aims to ensure clarity about the actions, outcomes, how they will be measured and the plans and strategies that will support each of the priorities. The current draft is attached as **Appendix 3**. This follows the guidance of the revised Council Performance Management Framework. It requires outcome and performance measures to be further developed and this will be progressed as a priority by CMT/SMT.
- 3.16 It should also be noted that as the corporate plan is updated and other priorities change (e.g. Local Outcomes Improvement Plan (LOIP) or national priorities), that relevant strategy documents and plans will be updated to reflect these so that references remain relevant and any necessary adjustments to work can be considered.

#### Engagement Strategy

- 3.17 One of the areas of changing emphasis in this corporate plan is empowering by collaborating and working to engage and involve people (partners, businesses and communities). This is also reflected in the Our Place priority which is to empower and support communities to build capacity and contains actions to develop engagement with the public on the future of Council services, develop locality engagement and implement participatory budgeting. In order to progress this, it is proposed to commence a programme of community engagement, beginning with the launch of the revised Corporate Plan.
- 3.18 The aim of the engagement work would be to create a cohesive engagement plan that links together the main corporate issues that the Council wants to engage the public on under the umbrella of the corporate plan. Initial work would be on the corporate plan, potentially October to December aimed at developing an improved mutual understanding and having a conversation about the future of Council services. This would lead into work in specific communities, most likely geographic and based on inequality of outcomes with any required budget consultation taking place in parallel with this. The third stage would be to undertake participatory budgeting work linked to the community feedback and as identified by services. In addition, there will be service specific engagement work and where possible this will be identified in advance and, if appropriate, linked with the planned corporate engagement work. As well as being consistent with the approach set out in the revised corporate plan, this will support the Council in its responsibilities under the Community Empowerment Act 2015. An overview of the proposed programme is attached at **Appendix 4**.
- 3.19 As is noted above, this corporate plan has set out to build on previous experience and improve links with other plans and action, and the focus on outcomes and clear measurable performance indicators. This has proven challenging and further refinement of the plan will be required to fulfil these objectives. Therefore, at this stage, the Council is being asked to approve the overarching priorities and to agree the plan as a draft that will be further

developed and enhanced. This will also enable the feedback from the community engagement to be taken into account in preparing a final version of the corporate plan for consideration at a future meeting of the Council.

- 3.20 Meantime preparation of Service Plans for 19/20 has been delayed to allow the core aspects of the revised draft Corporate Plan as set out at paragraph 3.10 above to be developed and for the revised Performance Management Framework to be approved. To avoid any further delay it is proposed that Service Plans for 19/20 are submitted to relevant Service Committees based on the current draft Corporate Plan as soon as the performance measures at Appendix 3 have been completed on the understanding that changes emerging through the engagement on the draft plan will be reflected in the Service Plans for 20/21, preparation of which will begin when the budget for that year has been agreed.

#### **4. SUMMARY OF IMPLICATIONS**

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

The proposed Corporate Plan at **Appendix 2** will replace the previous plan if approved. The new plan has had to consider providing clear focus in challenging circumstances and builds on the work of Moray 2023.

**(b) Policy and Legal**

Consideration has been given to relevant policy and legislative requirements and direction in the preparation of the plan (reference PESTLE reference document) and to statistical evidence associated with life in Moray. The Plan sets out direction for the Council which may influence the development of future policy and this will be reported where appropriate.

**(c) Financial implications**

The Corporate Plan should provide direction and focus for financial planning and the alignment of resources to priorities. This will be reflected in the financial strategy that will come to a future meeting of the Council.

**(d) Risk Implications**

The current operating environment has increasing levels of risk, as explained previous in the financial planning and monitoring reports to the Council. These are not repeated in full below but there is a clear potential for these risks to impact on the delivery of the priorities in the corporate plan.

The risks referred to include:

- the Council is unable to achieve financial stability
- services pressures cannot be accommodated
- policy and legislative requirements constrain future options for our school estate
- local government funding is lower or costs increase by more than predicted

- the plans for improvement and modernisation and improvement do not develop at the required speed or provide the necessary level of savings and efficiency

Robust risk management procedures are being applied to all decision making processes and will be used in the management and monitoring of projects. In this environment it will also be increasingly important that there is strong political leadership, direction and resilience in the pursuit of the corporate agenda.

**(e) Staffing Implications**

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

**(f) Property**

There is a clear need to review the Council's asset base for the future, and work is underway on this as part of the improvement and modernisation programme which is identified in the plan. There are no specific proposals or implications at present but this will be reported for consideration and approval once the review work is complete.

**(g) Equalities/Socio-economic impact**

There are no equalities impacts from the corporate plan. However, as projects and actions develop equalities considerations will be taken into account and reported through Equality Impact Assessments as required.

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

**(h) Consultations**

The Administration Group, the Corporate Management Team and Senior Management Team have been involved in the development of the Corporate Plan and preparation of the review of the 2018-23 plan.

## **5. CONCLUSION**

**5.1 The Council has made considerable progress against the four priorities set out in the 2018-23 corporate plan. However, there are also a number of lessons to be learned in terms of the complex planning and performance management arrangements that Council business requires. Account has been taken of these and the direction and approach of the new Council administration in preparing the next iteration of the Council's corporate plan, which is proposed in Appendix 2. However, this requires further development and refinement, especially in relation to specific measurable outcomes. Therefore, the Council is asked to approve the plan as a draft at this stage.**

**5.2 In order to advance the implementation of the plan, it is proposed to instigate a programme of community engagement, beginning with the launch of the draft 2019-24 corporate plan.**

Author of Report: Denise Whitworth  
Background Papers: Pestle  
Ref:

## Corporate Plan >2023: First Year Progress

### 1. INTRODUCTION

- 1.1 Our Corporate Plan is the Council's primary statement of what we aim to achieve for the area and the resources that we require to do this.
- 1.2 Our Plan sets out our vision: To make life better for everyone in Moray, where there is a positive future for all, within a vibrant economy, with empowered and connected communities.
- 1.3 It sets out our values: "To be ambitious, to be fair, to be responsive and to improve"

And our priorities:

- Provide a sustainable education service aiming for excellence.
- Ensure caring and healthy communities.
- Promote economic development and growth and maintain and promote Moray's landscape and biodiversity.
- Work towards a financially stable council that provides valued services to our communities.

### 2. PROGRESS

- 2.1 Progress against these priorities during the first year of our plan is summarised below.

#### **PRIORITY 1: Provide a sustainable education service aiming for excellence**

- Short, medium and long term plans for affordable, sustainable school estate aiming for equity and excellence.
  - A fair curriculum offer including through e-learning across schools.
  - Improved attainment at both the broad General Education and Senior Phase
  - Sustainable models of leadership and staff development for schools.
  - Improved support arrangements for schools and associated school groups to allow head teachers to be leaders of learning.
- 2.2 To ensure our school estate is affordable and sustainable, our Associated School Groups have been reviewed under the Schools for the Future policy. From this, a Learning Estate Strategy that includes recommendations for how our school estate should look in the future has been drafted. Work on this is ongoing with related policies being updated.

- 2.3 The curricular offer in our schools has been improved and extended through partnership work with the engagement team, Moray College UHI, DYW Moray and Skills Development Scotland (SDS). In all schools we have provision for courses at SCQF levels 2-7, covering National Progression Awards, Skills for Work Courses and National Qualifications while Moray College UHI now also provide a range of courses from SCQF 4-7 through their outreach delivery programme. E-learning has been used to deliver and support teaching input with a bespoke partnership with e-Sgoil. A strategic group is now in place to support further development in this area.
- 2.4 Partnership events have been held for teaching staff covering career education and work place standards while opportunities for workplace/industry accreditation for pupils have been improved through initiatives such as Career Ready, Meaningful May and Foundation Apprenticeships. Positive Destination data has already shown sustained improvement in most localities.
- 2.5 Work to improve attainment continues within both General Education and the Senior Phase. Early stage literacy and targeted interventions have improved due to involvement with the Northern Alliance Emerging Literacy workstream. In addition, practitioners from 25 identified schools were trained in Strategies for Early Arithmetical Learning (SEAL) that focuses on identifying gaps in learning and the intervention skills to use to raise attainment. In the Senior Phase, collaborative working on curriculum offers, learner pathways and supporting learners is beginning to have positive impact while some schools are using the flexibility of the 33-period week to provide universal and targeted literacy and numeracy interventions supported by PEF initiatives. Schools now also make better use of data including the 'Moray Tracker' spreadsheet, recently identified as an area of good practice by Education Scotland. This tracker provides the opportunities for staff to analyse groups and cohorts and identify appropriate universal and targeted interventions.
- 2.6 A recent Education Scotland thematic review found that the authority provided a number of opportunities for Head Teachers to be empowered in staffing, budget and curriculum planning while several recent school inspections have found leadership to be very good. The authority continues to work with Education Scotland and Northern Alliance networks to promote and share opportunities to improve leadership further. Quality Improvement Officers support and challenge improvement in our associated school groups and as part of the improvement agenda, a proposal has been put forward to consider a campus leadership approach for a more sustainable leadership model for the future.

## **PRIORITY 2: Ensure caring and healthy communities**

- We are more successful in developing a shared understanding between the council and communities that help us to design the future together.
- 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.
- 2.7 Our Community Engagement Strategy in line with the aims of the Community Empowerment (Scotland) Act 2015) has provided the focus to ensure we have worked with our local communities and partners effectively.
  - 2.8 We successfully involved our communities in the work to develop the Moray Local Development Plan 2020. Through a specific Communications Plan we identified that working with a wider audience and in particular with younger people was a priority. As a result we built on previous work and involved local schools to create short films that helped convey key messages and issues. We made better use of social media and interactive visuals at exhibitions and we distributed information to thousands of households. Final evaluation of the process showed we successfully reached our key stakeholders and engaged with people of all ages across Moray, receiving hundreds of comments that could be incorporated into the work being undertaken on the future of Moray.
  - 2.9 As part of the LOIP process, we chose two areas to pilot Locality Plans; New Elgin East and Buckie Central East. These plans aim to encourage partnership working in the community by identifying local priorities and actions. Development work involved significant engagement activity including 18 drop in events and the leafleting of thousands of homes. This work resulted in a number of new volunteers becoming involved, over 800 conversations with local people and 275 returned questionnaires, all of which highlighted the issues that mattered most to those living in each area. Using this information Locality Plans, with distinct proposals and outcome measures for each community, have now been finalised and will be launched by the end of summer 2019.
  - 2.10 In line with the requirements of the Community Learning & Development (Scotland) Regulations 2013, we worked with partners and communities to secure the delivery of CLD activity in the area and our plan for 2018-2021, submitted to the Scottish Government, focuses on 5 themed improvement areas that were identified through this work.
  - 2.11 Community Asset Transfers provide communities with the opportunity to drive change and achieve their goals by owning and controlling local land and buildings. To help with this, we have supported a number of local groups prepare bids for the transfer of facilities. During 2018/19, the former Abbeylands Primary School was successfully transferred to the aviation museum Morayvia while transfers were approved for Marine Park in Lossiemouth and the Portknockie Bowling Green and Tennis Court. Interim leases have also been agreed for Buckie's Fisherman's Hall, Cullen Community & Residential Centre, Dufftown Community Centre, Elgin Town Hall, Findochty Town Hall, Forres Town Hall (the Mechanics Institute), and Keith's Longmore Hall.

### **PRIORITY 3: Promote economic development and growth and maintain and promote Moray's landscape and biodiversity**

- There is sufficient housing and employment land to support growth.
  - The right development happens in the right place.
  - There is sufficient good quality, affordable housing to meet the needs of people living in or requiring housing in Moray.
  - Our road network remains above the Scottish average for the next five years.
  - Businesses grow and skills improve.
  - The working age population rises.
  - The gender pay gap reduces and wage levels rise.
  - Productivity rises and GDP increases.
  - Recognition of Moray increases.
- 2.12 Data from the latest Housing Land Audit for Moray has identified an effective housing land supply of 7.8 years, against a minimum target of 5 years, with an established housing land supply of 23 years. The Employment Land Audit identifies the availability of 79.84 Hectares of marketable/effective employment land supply of which 39.5 Hectares of employment land is available immediately. Issues have been identified in these audits such as limited choice across a number of settlements including a shortage of supply in Forres and Speyside. We will aim to address these concerns through the Local Development Plan 2020.
- 2.13 Our planning process ensures the right developments go ahead in the right place. All applications are assessed in accordance with the policies of the Local Development Plan and there is a 96% approval rating.
- 2.14 Our new build housing programme has delivered over 500 housing units since 2011 with 68 completed in 2018/19. 28 are expected for completion during 2019/20 with a further 102 planned for 2020/21. Housing Association completions have been minimal in the last 3 years with the exception of Hanover Housing, who have recently completed 2 x 30 unit extra care/very sheltered developments in the last 2 years as well as 16 general needs units.
- 2.15 Despite the work undertaken so far, providing appropriate social housing continues to be a priority in Moray. Latest housing waiting lists remain at approximately 3,500 households and the Housing Needs and Demand Assessment, undertaken in 2017 and covering housing of all tenures, identified a shortfall of 417 affordable housing units per year for 5 years.
- 2.16 Our new Local Housing Strategy for 2019-24 aims to address this and significant investment from the Scottish Government, Moray Council and other locally operating Housing Associations has been confirmed within our Strategic Housing Investment Plan 2018. We have also recently implemented a revised Allocations Policy that aims to increase availability by reducing the issue of under occupancy.

- 2.17 Our latest RCI % figures are now increasing against each of our road classification types which suggests we will likely be at or below the mid table position at the end of the 5 year period. Deterioration in A class roads is particularly significant. Despite this, Moray's overall road network, a combination of "A", "B", "C" and "Unclassified" roads is still ranked 4th overall in the 2017-19 RCI results. This is mainly due to our unclassified roads remaining stable in the RCI % figures.
- 2.18 Progress has been made with the Moray Skills Investment Plan that aims to align course provision and skills pathways to local employer needs. Business Gateway has continued to provide advice, support and training to many SME's in Moray including the 132 new starts ups in 2018/19. The three year survival rate of recent new start-ups has been 87% with Moray performing well compared to other Local Authorities in this respect.
- 2.19 The Moray Economic Strategy has been reviewed and relaunched with some key activities around skills and pathways to employment, talent attraction and business growth and inward investment. The MyMoray branding and website has been developed to showcase Moray and provide a gateway for talent recruitment linking with the regional and national offers. Although the working age population of Moray has declined by 0.7% in the last three years, this is a trend reflected across Scotland as a whole where a decline of 0.5% has been recorded.
- 2.20 Between 2015 and 2018, wage levels in Moray have risen by 7.4%, slightly more than the 6.8% rise recorded for Scotland as a whole. During the same period, gross weekly pay for female workers has increased at a greater rate than for male workers with a 13.1% increase compared to 5.5%. Despite these increases, gaps still remain to be addressed with the average gross weekly wage in Scotland £35.50 (6.3%) above that of Moray while female workers in the area are still paid on average £97.10 (17.1%) less than men. Activities associated with the Growth Deal and Moray Economic Strategy will help to move the economy to a more automated processes and higher skilled jobs over time which aims to help rebalance the gender pay issues and pay gaps.
- 2.21 On 11 July 2019, it was confirmed that The Moray Growth Deal would see an investment of £65 million to fund targeted economic development activity across a range of themes in the area including infrastructure, transport, tourism, energy and skills. The successful delivery of this deal aims to transform the Moray economy by creating high value jobs, safeguarding the local economy and strengthening communities.
- 2.22 Raising the profile of Moray is a priority for all partners involved in delivering economic growth for the area. As stated previously, the development of the My Moray branding along with associated website and social media presence has allowed the many reasons to live, work, invest or visit Moray to be showcased. This work is complimented by Moray Speyside Tourism and the Moray Chamber of Commerce who regularly promote Moray as a tourism destination and a key location for international trade. The recent

announcement of the confirmed Moray Growth Deal and all the work undertaken to achieve this will also have raised the profile of the area.

**3. Work towards a financially stable council that provides valued services to our communities**

- Reducing the funding gap.
- Positive management of workforce reduction and change.
- Improved employee engagement.
- Increase in online business.
- Improving digital provision in schools.

- 3.1 To help reduce the funding gap, our budget for 2019/20 included £9.7m recurring savings, considerably more than agreed for 2018/19 (£5.6M) and we reduced our use of reserves from £4.6m to £2.6m.
- 3.2 By working to agreed council policy and procedures, we have worked to minimise the implications to our workforce from these budget saving proposals. We have achieved the required reduction in headcount through increased use of voluntary exit channels and the continued use of redeployment where possible through Transform.
- 3.3 Employee engagement and workforce culture activity has continued including support provided to specific departments, development work on workload management and initial work on a mental health plan. The 2019 employee opinion survey is currently being prepared which will provide an up to date measure of engagement across the workforce.
- 3.4 The move to online services has continued with more than 80 council services now available for residents to access 24/7 online. These include applying for a garden waste permit, registering for school and nursery places, viewing and accepting council house offers, school payments including school meals, booking leisure classes and council tax e-billing. We now have 11,000 registered account holders. 70% of all garden waste permits were applied and paid for online; 100% of all sports development sessions in 2019 have been booked online and 80% of all primary schools meals are paid for online.
- 3.5 Work to improve our digital provision in schools has also continued with year 3 of our 5 year programme completed within anticipated timescales and budget in 2018/19. This has included the installation of 115 interactive panels, installation of 301 PCs, 176 laptops and 173 monitors to 51 schools. Surveys were completed to determine where new Wi-Fi aerials were required with cabling work now complete and 64% of these new aerials installed. The remainder are scheduled for installation as part of the 2019/20 programme of work.

**Draft v0.6 (17/9/19)**

**Moray: Our People Our Place Our Future**

**THIS PAGE TO BE AMENDED ONCE CONTENT FINALISED**

**Foreword**

**Our Vision**

**Our Values**

**A Shared Ambition for Moray**

**Success and Challenges**

**Our Key Facts**

**Our Plan**

**Delivering Our plan**

**Managing Performance and Measuring Success**

## 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	AMBITIOUS	IMPROVING	RESPONSIVE
☆ tackle inequalities	☆ promote and celebrate Moray	☆ drive improvement	☆ be open and transparent
☆ treat people fairly	☆ be a great place to work	☆ encourage innovation	☆ promote community participation and involvement
☆ promote equalities and awareness	☆ ensure sustainable and efficient council services	☆ take commercial opportunities	☆ listen to and involve our communities
☆ consider our impact on others	☆ improve life for the most vulnerable	☆ invest in transforming to meet future needs	

## 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 21<sup>st</sup> 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
Better opportunities for children to live in family settings when they can't live in their own with our redesigned our fostering service	Focusing on strengthening families and communities  Ensuring the rights of children are front and centre to all we do
Early Learning and Childcare expansion valued at £17.5m giving improved facilities Lady Cathcart	Creating a learning estate which is in good condition, suitable for all learners and fit for the future
Progress on construction and refurbishment of schools, including: <ul style="list-style-type: none"> <li>£42m Lossie High School</li> <li>Construction of new Linkwood Primary underway</li> <li>Completion of £2 million extension at Milne's Primary;</li> <li>Opening of Elgin High School</li> </ul>	Continue to improve attainment for all learners, especially in numeracy and literacy  Reduce the attainment gap between learners  Creating choices that encourage young people to remain in Moray,
80% of our schools and early years' settings inspected achieved good or better ratings in inspection reports, an improvement for the 3 <sup>rd</sup> year running	Maintaining our progress in achieving better performance and improved inspection outcomes
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.  The Corporate Parenting annual report 2018 demonstrates significant progress across 10 Guarantees	Ensuring staff are equipped to carry out the duties associated with the corporate parenting role in line with the Children and Young Peoples Act.  Embed Permanence and Care Excellence (PACE) improvement methodology  Improvement in the measurement of progress
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.  Engagement with Realising Children's Services programme, working towards a joint commissioning strategy.  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 Integrated Children's Services Plan 2020 – 2023	Sustaining the progress to date and maintaining the collaborative approach.  Capacity of the system to deliver on the changes and improvements required .  Continue to understand better the routes to earlier intervention and prevention and as such understanding what further would make a difference.  Understanding current configuration of services and reshaping same to achieve better outcomes.

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"> <li>• More than 220 to be built by 2020 at locations across Moray</li> <li>• £19m of Scottish Government funding secured for investment in new housing</li> <li>• Housing masterplan approved for Bilbohall, Elgin that will deliver more than 200 affordable houses</li> </ul>	<p>Meeting housing need in rural communities</p> <p>Lack of formal accommodation 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 3 Specialised 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: 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"> <li>• £65m funding secured for Moray Growth deal</li> <li>• £1.7m investment in Buckie industrial development to exploit offshore and wind energy market</li> <li>• Skills Investment Plan and partnership approach to skills and talent attraction</li> <li>- Co-ordinated employability support for those furthest from the workplace.</li> </ul>	<p>Economic challenges – the need to grow and diversify the local economy, e.g.</p> <ul style="list-style-type: none"> <li>• increase our wage and qualification levels</li> <li>• improve pay levels and job opportunities for women in Moray</li> <li>• Improve job choice and opportunities for Young People</li> </ul>
<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 others<sup>1</sup>. 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

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<sup>1</sup> ["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	<b>Our People</b>  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		<b>Our Place</b>  Empower and support communities to build capacity		<b>Our Future</b>  Drive economic development to create a vibrant economy for the future
Our Approach	<ul style="list-style-type: none"><li>➤ <b>Equalities</b> – providing opportunities for everyone to be their best</li><li>➤ <b>Empowering</b> – producing better results by collaborating and working to engage and involve people (partners, businesses and communities)</li><li>➤ <b>Environment</b> – look after world we live in to protect it for the future</li><li>➤ <b>Enterprising</b> – consider new approaches to the way we do our business to increase our income and make services more sustainable for the future</li></ul>				

### 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)

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

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

## Economy and Income

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

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

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

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

<b>PUBLIC SPENDING</b> <b>£373million</b> <b>Moray Council (£M) (2018-19) 284</b> <b>Moray College (£M) (2017-18) 13</b> <b>NHS (000) (2014-15)</b> <b>£142,591</b>	<b>KEY ISSUES FOR MORAY RESIDENTS</b> <ul style="list-style-type: none"> <li>• high number of older people</li> <li>• low wage economy and lack of economic diversity</li> <li>• outward migration of young people</li> <li>• variation in attainment and post-school destination</li> <li>• variation in outcome for smaller</li> </ul>	<b>INFLUENCE/INVOLVEMENT IN PUBLIC SECTOR 2015</b> <b>22%</b> agree that they “can influence decisions affecting my local area” (Scotland= 24%)
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	communities <ul style="list-style-type: none"> <li>• delivery of and access to services; and social isolation</li> </ul>	<b>37%</b> agree that their “council does the best it can with the money available” (Scotland= 41%)
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## CORPORATE PLAN PERFORMANCE MANAGEMENT FRAMEWORK (v0.3 16-09-19)

Corporate Plan Priority	Actions	Planned Corporate Level Outcome	Outcome Measures	Completion Target	Strategy/Plans supporting priority	Lead Officer for updates
<b>Our People</b>	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					
1. Improve health and well-being for the people of Moray	1.1 Support families and communities to ensure their children's wellbeing and safety	1.1.1 Our most vulnerable young people and families are safe and nurtured	<p>Emergency admission rates for unintentional injuries in children under 5 years</p> <p>Maternities recording drug misuse</p> <p>Number of children on child protection register</p> <p>Number of children with child protection orders (per 1000 pop)</p> <p>Number of children looked after (per 1000 pop)</p> <p>Number of children referred to children's reporter</p>	<p>April 2020.</p> <p>2020-23 Children's Services Plan is currently being developed</p>	<p>Children's Services Plan 2017-2020</p> <p>The 2020-23 is currently being developed</p>	Chair of Executive Leadership Group

## CORPORATE PLAN PERFORMANCE MANAGEMENT FRAMEWORK (v0.3 16-09-19)

Corporate Plan Priority	Actions	Planned Corporate Level Outcome	Outcome Measures	Completion Target	Strategy/Plans supporting priority	Lead Officer for updates
			- non offence (per 1000 pop)			
	1.2 Improvement in children and young people's health and wellbeing	1.2.1 Improved outcomes for those most in need of our support	<p>% of LAC Health assessments carried out within 8 weeks</p> <p>% of CAHMS patients commencing treatment within 18 weeks of referral</p> <p>Rate of alcohol related hospital stays in 11-25 year olds</p> <p>% of mothers smoking during pregnancy</p> <p>% of babies born with a healthy birth weight</p> <p>% of children recorded with no development concerns at 27-30 months</p>			

## CORPORATE PLAN PERFORMANCE MANAGEMENT FRAMEWORK (v0.3 16-09-19)

Corporate Plan Priority	Actions	Planned Corporate Level Outcome	Outcome Measures	Completion Target	Strategy/Plans supporting priority	Lead Officer for updates
<b>Children and families</b>						
2. Provide opportunities where young people can achieve their potential and be the best they can be	1.1 Improvement in attainment, particularly in literacy and numeracy	1.1.1 Improved attainment at both the Broad General Education and Senior Phase	Progress towards meeting the Scottish Government stretch aims for Literacy and Numeracy at P1, P4, P7 and S3		National Improvement Framework Early Years Strategy Corporate Parenting Strategy Integrated Children's services plan Attainment Strategy	H/Schools
		1.1.2 A fair curriculum offer, including through e-learning, across all schools				H/Schools
	1.2 Closing the attainment gap between the most and least disadvantaged children and young people	1.2.1 Better educational and social outcomes for learners of all ages and abilities 1.2.2 Improved outcomes for those most in need of our support	Average tariff score Pupils achieving 5 or more awards at SCQF level 5 or higher  School leavers with 1 or more qualifications at SCQF level 4 or better	April 2020	Currently Children's Services Plan 2017-20.  2020-23 Plan in development	H/Schools as member of Executive Leadership Group

## CORPORATE PLAN PERFORMANCE MANAGEMENT FRAMEWORK (v0.3 16-09-19)

Corporate Plan Priority	Actions	Planned Corporate Level Outcome	Outcome Measures	Completion Target	Strategy/Plans supporting priority	Lead Officer for updates
			<p>Looked after school leavers with 1 or more qualifications at SCQF level 4 or better</p> <p>School inspection areas assessed as satisfactory or better</p>			
	1.3 Improvement in employability skills and sustained, positive school leaver destinations for all people	1.3.1 Young people are better prepared for life beyond school and for the workplace	<p>✓ percentage of school leavers entering an initial positive destination</p> <p>✓ percentage of leavers achieving 1+ qualification at SCQF level 5</p> <p>✓ percentage of leavers achieving 1+ qualification at SCQF level 6</p> <p>✓ percentage of leavers attaining literacy by SCQF level</p> <p>✓ percentage of</p>	April 2020	<p>Children's Services Plan 2017-20</p> <p>2020-23 Plan is being developed</p>	H/Schools as members of ELG

## CORPORATE PLAN PERFORMANCE MANAGEMENT FRAMEWORK (v0.3 16-09-19)

Corporate Plan Priority	Actions	Planned Corporate Level Outcome	Outcome Measures	Completion Target	Strategy/Plans supporting priority	Lead Officer for updates
			leavers attaining numeracy by SCQF level			
	1.4 Reviewing and transforming the learning environment	1.4.1 A plan will be developed for an affordable, sustainable Learning Estate	Approach to Strategy approved  Option appraisal on major investment priorities completed	December 2019  Sept 2020	Asset Management Plan Local Development Plan	H/ER&C
	1.5 Work with families as partners to give their children the kind of lives they want them to lead  1.6 Work in an outcome focussed way so that children grow up to be strong and resilient	1.5.1 More of our children live with their families and are cared for in strong, safe communities in Moray.			Moray Children's Services Plan 2020-2023 (under development)	Chair of Executive Leadership Group
	1.7 Continue to discharge our duties as corporate parents	1.7 As corporate parents we will make a positive difference every day to the lives of care			Moray Corporate Parenting Strategy 2017-2020	Chair Executive Leadership Group

## CORPORATE PLAN PERFORMANCE MANAGEMENT FRAMEWORK (v0.3 16-09-19)

Corporate Plan Priority	Actions	Planned Corporate Level Outcome	Outcome Measures	Completion Target	Strategy/Plans supporting priority	Lead Officer for updates
		experienced children and young people				
	1.8 Work collaboratively with our key care partners across all sectors alongside children and families to agree the key areas of improvement in Children and Young Peoples Services	1.8 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.	Under development. To be incorporated in the Moray Children's Services Plan 2020-23		Moray Children's Services Plan 2020-2023 (under development)	Chair Executive Leadership Group
<b>Adults</b>	<b>Optimise outcomes for adults and older people by enhancing choice and control in the context of a home first approach</b>					
3. Optimise outcomes for adults and older people by enhancing choice in the context of a home first approach delivered through the IJB	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	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			MIJB Strategic Plan	Chief Officer MIJB



## CORPORATE PLAN PERFORMANCE MANAGEMENT FRAMEWORK (v0.3 16-09-19)

Corporate Plan Priority	Actions	Planned Corporate Level Outcome	Outcome Measures	Completion Target	Strategy/Plans supporting priority	Lead Officer for updates
	Ensure that people are supported at home or in a homely setting as far as possible	People are able to live independently at home or in a homely setting in their community	<b>National Indicator 1</b> % of adults able to look after their health very well or quite well  <b>National Indicator 12</b> Emergency Admission Rates per 100,000 population		MIJB Strategic Plan	Chief Officer MIJB
	Provide choices and control for service users over decisions affecting their care and support	People who use health and social care services have positive experiences of those services, and have their dignity respected	% people on Self Directed Support or participating in Shared lives		MIJB Strategic Plan	Chief Officer MIJB
	Assess and respond to the housing needs of older people, in partnership with IJB		More active older people People feel safe in their neighbourhood.  Over a 3 year programme an average of 30% of affordable homes at accessible	March 2022	Local Development Plan policy PP1 for Healthier and Safer Environments SHIP	H/Housing and Property

## CORPORATE PLAN PERFORMANCE MANAGEMENT FRAMEWORK (v0.3 16-09-19)

Corporate Plan Priority	Actions	Planned Corporate Level Outcome	Outcome Measures	Completion Target	Strategy/Plans supporting priority	Lead Officer for updates
			standard are delivered -			
<b>Our Community</b>	<b>Empower and support communities to build capacity</b>					
3. Empower communities to build capacity by becoming more informed, involved and influential in service design and delivery	3.1 Enhance community participation in service delivery (e.g CATs)	3.1.1 Our communities' ability to address their own needs and aspirations is improved	5 town halls/community centre CAT transfers complete  3 more completed CAT transfers	Sept 2020  July 2021		H/ERS
	3.2 Develop and implement Participatory Budgeting	3.2.1 1% of council budget allocated through PB by April 2021	PB Framework agreed % of council budget actively allocated through PB	April 2021	Participatory budgeting framework	H/Fin Svcs
4. Improve our understanding of the issues in our communities based on the experience of local people	4.1 Develop engagement with the public on the future of council services	4.1.1 More of our activities, services and plans are influenced by the communities they serve	Council engagement strategy established for 2020/21 and corporate plan engagement complete	April 2020	CPP Locality Action plans Loip CLD plan	H/ERS
	4.2 Develop locality engagement – so that solutions are influenced by the experience of local people	4.2.1 We are more successful in developing a shared understanding between the council and	Community action plans in place for 2 communities	April 2021	-	H/ERS

## CORPORATE PLAN PERFORMANCE MANAGEMENT FRAMEWORK (v0.3 16-09-19)

Corporate Plan Priority	Actions	Planned Corporate Level Outcome	Outcome Measures	Completion Target	Strategy/Plans supporting priority	Lead Officer for updates
		communities that helps us to design the future together				
<b>Our Future</b>	<b>Drive economic development to create a vibrant economy for the future</b>					
5. Create a step change in the regional economy to enable inclusive economic growth	5.1 Progress the Cultural Quarter project in Moray Growth Deal	5.1.1 Increase economic impact of tourism in Moray  5.1.2 Increase the level of 16-29 years living and working in Moray	Economic impact of Tourism in Moray (tourism spend)  Population statistics show an improvement compared to trend forecast	2030  2030	Moray Economic Strategy Employability Strategy Moray Skills Strategy Developing the Young Workforce Local Development Plan Moray Growth Deal Skills Investment Plan	H/Devt Svcs
	5.2 Progress the Moray Skills Investment Plan  5.3 Develop a collaborative approach to employability	5.2.1 better employment, skills and earnings - increase in higher skilled jobs and wage levels  5.2.2 reduction in the gender pay gap	Reduce the number of people earning less than the Living wage  Increase in average pay levels  gender pay gap data shows improvement  By 2021/22 overall	2030		H/Devt Svcs

## CORPORATE PLAN PERFORMANCE MANAGEMENT FRAMEWORK (v0.3 16-09-19)

Corporate Plan Priority	Actions	Planned Corporate Level Outcome	Outcome Measures	Completion Target	Strategy/Plans supporting priority	Lead Officer for updates
		5.2.3 Apprenticeships in key sectors are increased	modern apprenticeships in key sectors delivered by Moray College have increased by 38%			
Work to protect and enhance our environment, creating a more resilient and sustainable future	Prepare a Climate Change Strategy and Action Plan	Achievement of targets, indicators and outcomes identified in Climate Change Action Plan	Carbon neutral by 2030	2030		H/Housing and Property
	Promote and develop active and green travel	Increased provision and use of electric vehicles and plant with supporting infrastructure	<p>All primary schools delivering level 2 bikeability and over 50% of high schools to level 3</p> <p>Increase number of electric car charging points by 3% per year from 2020</p> <p>Reduce annual CO2e vehicle fuel consumption by 14 Tonnes per annum</p>	<p>Bikeability programme to be delivered over the next 5 years</p> <p>Annually</p> <p>Annually</p>	Climate Change Action Plan (To be completed by end of March 2020)	H/Direct Svcs

## CORPORATE PLAN PERFORMANCE MANAGEMENT FRAMEWORK (v0.3 16-09-19)

Corporate Plan Priority	Actions	Planned Corporate Level Outcome	Outcome Measures	Completion Target	Strategy/Plans supporting priority	Lead Officer for updates
	Develop Surface Water Management Plans	Implement surface water infrastructure improvements in vulnerable flood risk areas.	<p>Reduce the risk of surface water flooding in vulnerable areas( level of risk and areas to be identified in surface water management plans )</p> <p>Reduce the need for an emergency response to flooding events</p>	<p>Strategy published December 2021.</p> <p>Plans published June 2022</p> <p>Schemes to be developed after 2026 subject to Scottish Government funding and prioritisation.</p>	Strategy and Plans still to be completed.	H/Direct Services



## CORPORATE COMMUNITY ENGAGEMENT PROPOSAL (draft)

	Corporate Plan Working Together for Our Future	Methods
<u>Comms:</u> Oct	<u>Purpose:</u> Develop engagement with the public on the future of council services Improve mutual understanding Generate interest and involvement Establish connections for conversation	
<u>Engage:</u> Nov	<u>Outcome:</u> Community priorities known Engagement in new model for council services of the future Enhance community influence in council services(One thing to change)	
<u>Review &amp; Report:</u> Dec	<u>Audience:</u> Public  <u>Impact:</u> Create a buzz	
<u>Comms:</u>  <u>Engage:</u> <u>Review &amp; Report:</u>	<div>Community Action Planning 1 <u>Purpose:</u> Develop locality engagement <u>Outcome:</u> local plan where solutions are influenced by the experience of local people <u>Audience:</u>community <u>Impact:</u> Build relationships and capacity</div>	<div>Financial Plan Consultation <u>Purpose:</u> understand impact and mitigation <u>Outcome:</u> alternatives considered and effects of savings managed better <u>Audience:</u> Service users <u>Impact:</u> Acceptance</div>
	<div>Community Action Planning 2 <u>Purpose:</u> Develop locality engagement <u>Outcome:</u> local plan where solutions are influenced by the experience of local people <u>Audience:</u>community <u>Impact:</u> Build relationships and capacity</div>	
	Community PB	Service and Corporate PB
	Community PB	
	Service Engagement Activity Learning Estate	Service Engagement Activity
	Service Engagement Activity	Service Engagement Activity







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**REPORT TO: MORAY COUNCIL ON 2 OCTOBER 2019**

**SUBJECT: EDUCATIONAL SERVICES GRIEVANCE AND DISCIPLINARY  
APPEALS SUB-COMMITTEE**

**BY: CORPORATE DIRECTOR (CORPORATE SERVICES)**

**1. REASON FOR REPORT**

- 1.1 To inform the Council of the requirement for the re-constitution of the Education Grievance and Disciplinary Appeals Sub-Committee and to agree the membership.
- 1.2 This report is submitted to Committee in terms of Section II (11) of the Council's Scheme of Administration relating to the appointment of Committees and the appointment of Chair and Depute Chair thereof.

**2. RECOMMENDATION**

- 2.1 It is recommended that the Council agree:-
  - i) to the re-constitution of the Educational Services Grievance and Disciplinary Appeals Sub-Committee; and
  - ii) the membership of the sub-committee will align with the membership of the Council's Appeals Committee as an interim measure until composition of the sub-committee is agreed with the LNCT.

**3. BACKGROUND**

- 3.1 At the meeting of the Education and Social Services Committee on 23 May 2007, (paragraph 6 of the minute refers) appointments were made to the Educational Services Grievance and Disciplinary Appeal Sub-Committee.
- 3.2 At the meeting of Moray Council on 9 May 2012, (paragraph 4 of the minute refers) no appointments to the sub-committee were requested. There was also no request made at the meeting of Moray Council on 24 May 2017.
- 3.3 Until now, there has been no requirement for the sub-committee to meet as there have been no appeals received. Following a number of disciplinary hearings, 2 appeals have now been received and the re-constitution of the sub-committee is now required.

- 3.4 The proposals in this report have been agreed as an interim measure in order that two outstanding appeals can be progressed. Longer term the Local Negotiating Committee for Teachers (LNCT) will have to discuss and agree the composition of the Educational Services Grievance and Appeals Sub-Committee.

#### **4. PROPOSALS**

- 4.1 Following discussions with the joint secretaries of the LNCT, who have delegated powers to agree the make-up of the Sub-Committee, there has been agreement for the Members of the Council's Appeals Committee to sit on the Educational Services Grievance and Appeals Sub-Committee.

#### **5. SUMMARY OF IMPLICATIONS**

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

No direct implications.

**(b) Policy and Legal**

The Council is required to convene an Educational Services Grievance and Disciplinary Appeal Sub-Committee to consider the outstanding appeals.

**(c) Financial Implications**

There are no financial implications associated with this report.

**(d) Risk Implications**

There are no risk implications associated with this report.

**(e) Staffing Implications**

Convening this sub-committee will allow staffing appeals to be progressed.

**(f) Property**

There are no staffing implications associated with this report.

**(g) Equalities/Socio Economic Impact**

None.

**(h) Consultations**

Consultations have been carried out with the Head of Schools and Curriculum Development, HR Manager, the joint secretaries of the Local National Committee for Teachers (Lynsey Stanley and Susan Slater), Sean Hoath, Senior Solicitor and Tracey Sutherland, Committee Services Officer.

#### **5. CONCLUSION**

- 5.1 **Council agree to the re-constitution of the Educational Appeals and Grievance Sub - Committee.**

Author of Report: Alasdair McEachan, Head of Legal and Democratic  
Services  
Background Papers:  
Ref:

