



REPORT TO: MORAY COUNCIL ON 19 JANUARY 2022

SUBJECT: CORPORATE PLAN PROGRESS AND 2022 PREPARATION

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

1. REASON FOR REPORT

- 1.1 To provide an update of progress on the Corporate Plan 2019/24, to set out preparations for the review and update of the Corporate Plan following the local government election in May 2022 and proposed arrangements for service planning for 2022.
- 1.2 This report is submitted to the Council in terms of Section II (13) of the Council's Administrative Scheme relating to the preparation of a plan that is of a corporate nature.

2. RECOMMENDATIONS

2.1 It is recommended that the Council:

- i) reviews and notes the progress made on the 2019-24 Corporate Plan;**
- ii) reviews and agrees the preparations for the review and update of the Corporate Plan following the local government elections in May 2022; and**
- iii) notes that in light of the local government election in May 2022, service plans will be prepared taking account of the known national and service driven issues and will be further reviewed in 12 months to take account of the direction from the new Council in the revised Corporate Plan.**

3. BACKGROUND

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

for 2019-24 and the engagement plan to launch the plan and support delivery of the priorities.

Update on Current Progress

- 3.2 On 15 September 2021, the Council considered and noted the process made during 2020-21 on the Corporate Plan as set out in the report to that meeting (paragraph 24 of the minute refers). The report noted that the Covid-19 pandemic had impacted on progress in a number of areas but that overall 46% of planned actions were on target and performance indicators against the plan were predominantly on track.
- 3.3 A further update has been prepared to provide an in-year interim report for the period from April to October 2021. An overview across the four Council priorities is shown in **Appendix 1**. Action tracking shows that the planned work set out in the delivery framework for the Corporate Plan and reflected in service plans remains largely on track. The detail of this has been reported through service plan monitoring to service committees with the aim of this overview being to draw together the strategic view across all service areas to ensure that the council overall is continuing to work towards the priorities in the Corporate Plan.

Review and Update of Draft Corporate Plan 2019-2024

- 3.4 There are a number of indicators that suggest that a review of the Corporate Plan is likely to come forward in 2022/23. Local government elections will take place in May 2022 and a new Council is likely to wish to review and realign its plans to meet new priorities and aspirations. There are also the emerging issues from the Covid pandemic that will influence future actions and service requirements as well as the need to embed recovery planning into updated Corporate and Financial Plans as the transition is made from the Recovery and Renewal Strategic Framework and Action Plan. The Scottish Government Programme for Government contains a number of commitments that will require action by council services that needs to be considered in the context of the Corporate Plan and Service Plans.
- 3.5 It is also of note that the Local Outcomes Improvement Plan (LOIP) will be at a five year mid-point next year. While the future review of the LOIP is a matter for the Community Planning Board (CPB), they will be asked to consider whether a review and reset may be appropriate around June 2022 to take account of the impact of the pandemic and experience to date. The National Covid Recovery Strategy SG also expects a community recovery plan that goes beyond Corporate Plan and revised LOIP should fulfil that role.
- 3.6 Should the CPB agree a review of the LOIP, there is an opportunity to link the work on the LOIP and Council corporate and financial planning and to carry out parallel reviews using a single community engagement process. Subject to views of CPB, this would enable a golden thread and cascade of priorities through all plans from LOIP to corporate to service plans, building in community voice and influence from outset.

Outline Process for Development and Timeline

- 3.7 In order to be in a position to undertake an informed review of the above strategic plans in late summer/autumn of 2022, preparatory work requires to begin well in advance to ensure that the necessary data and evidence is available. It is proposed to develop a process that will produce plans on an inclusive, iterative basis as outlined below:
- Scene setting and data update (RIOs and CSU preparatory work);
 - Emerging Issues – internal (all partner involvement for LOIP) work to identify strengths to build on, issues and gaps to address;
 - Community Perspective – data and information exchange, case studies, testing of emerging issues;
 - LOIP and Corporate planning - Review of outputs, refining of developing LOIP, emerging actions; drawing out council issues and priorities for emerging Corporate Plan;
 - Review and direction – LOIP strategic partner review;
 - Corporate Plan - political review and direction;
 - Community Response/feedback; and
 - Final drafts and approvals.

- 3.8 The following broad timeline is proposed for planning purposes:

Mar – June: data analysis and internal work to partners

June – Aug: community and stakeholder to feed into LOIP and Corporate Plan

May – Sept: Council political input

Sept- Oct: Approval of revised LOIP and Corporate Plan

Engagement Strategy

- 3.9 The draft process set out above takes account of the emphasis in the current Corporate Plan towards was empowering by collaborating and working to engage and involve people (partners, businesses and communities). The Engagement Strategy for corporate planning was approved by the Council on 2 October 2019 (para ref 9) and stage 1 was a development event with the public held on 26 November 2019 on the future of council services to improve mutual understating, generate interest establish connections.
- 3.10 Conclusions from an event on 26 November 2019, were that there was a willingness from communities, with support, to work with the Council to meet the challenges ahead. While the pandemic interrupted this approach, it is proposed to recommence community planning partnership and council strategic planning with the involvement and influence of our communities.

Service Planning 2022

- 3.11 Service planning for 2022/23 will proceed as per the normal timetable with reporting in March/April 2022. There will be a light touch review of Service Plans to update existing plans based on the current Corporate Plan, legislative and policy developments, the programme of government and pandemic related issues. The plans will continue to span three years and given the ongoing Covid-19 pandemic they will also continue to reflect covid issues for a further 12 months. Service plans will be more substantively reviewed in 2023/24 to take account of changes and direction emerging in the revised corporate plan.

4. **SUMMARY OF IMPLICATIONS**

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

The current Corporate Plan will continue to be in place until the Council agrees any revision or replacement and services will continue to ensure that priorities are addressed. However, there are some emerging issues that will require a response by council services. Services will include relevant preparations in service planning for 2022.

(b) Policy and Legal

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

(c) Financial implications

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

(d) Risk Implications

This report is brought forward to assist in managing the transition from the current council to a newly elected council in May 2022.

It is important to ensure that the council is position to respond to policy and legislative requirements and funding opportunities; that services are ready to meet emerging and changing needs and that there is stability in the delivery of council priorities and services.

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

While there will be a need to have direction from the new Council on key priorities and ways of working, much of the Council agenda is driven by operational imperatives and external policy and funding, therefore, by preparing for the corporate plan and bringing forward Service Plans this ensures that services have clear agreed priorities for significant parts of their work so that there is stability in council services and that they are ready to respond to the issues that will face the new Council.

(e) Staffing Implications

None directly arising, however, the realignment of resources may require to be considered should there be any significant shift in council priorities from revision of the corporate plan in 2022.

(f) Property

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

(g) Equalities/Socio-economic impact

There are no equalities impacts from this report.

(h) Climate Change and Biodiversity Impacts

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

(i) Consultations

The Corporate Management Team and Senior Management Team have been consulted on the proposals in this report.

5. CONCLUSION

- 5.1 The Council's current corporate plan runs until 2024, however, there are a number of issues that require to be reflected in an updated plan and it is likely that following the local government elections the council will wish to review direction and priorities. Therefore, it is proposed to undertake preparatory work to begin a review of the corporate plan to ensure a smooth transition to the new council and provide an opportunity for planning and engagement work to take place in parallel with a mid-term review of the Local Outcomes Improvement Plan.**

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Background Papers:	Summary of Scottish Government Programme for Government
Ref:	SPMAN-1108985784-213 SPMAN-1108985784-723 / SPMAN-1108985784-722 / SPMAN-1108985784-721