

Corporate Plan > 2024: Progress Update 2022-23

1. INTRODUCTION

1.1 The Council's Corporate Plan is the 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: 'A life of opportunity for all where people can thrive in vibrant communities and we work together to enrich our future'.

1.3 It sets out our values: Fair in tackling inequalities and tailoring services; Ambitious - promoting Moray making it better for the most vulnerable; Improving - driving improvement and investing in the future; Responsive - involving and listening to communities.

And our priorities:

- 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
- Work towards creating a financially stable council that provides valued services to our communities

1.4 Any continuing activity relating to Covid has been incorporated within Service Plans.

1.5 Service Plan updates, reported to Service Committees, have been used to provide the progress updates which in some cases relate to longer term due dates.

1.6 Assessment of RAG status in tables is subjective, albeit based upon an appraisal of the cumulative impact of individual action lines and indicator updates.

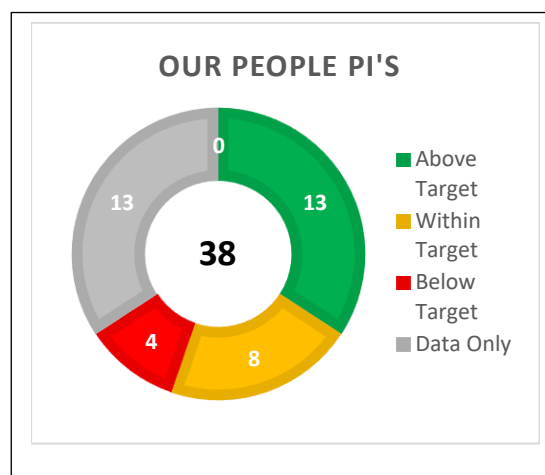
2. PROGRESS

PRIORITY 1:

Our People: Children and Families – Provide opportunities where young people can achieve their potential and be the best they can be throughout their lives with a strong and sustained focus on those individual and groups in our society who experience the most disadvantage and discrimination

OUR PEOPLE (CHILDREN & FAMILIES) - KEY PERFORMANCE INDICATORS AND TREND BASED ON PREVIOUS RESULT (note: due to timing results may not relate to reporting year)				
Attainment Gap	BGE Attainment	Destinations	Looked after Children	Child Protection
82% of Looked after leavers achieving 1+ awards at Level 4 (98% all leavers) 2021/22 75% / (97%) 2020/21	% of pupils achieving Level 3 / (Level 4) in S3: Literacy 72% / (37%) Numeracy 86% / (55%) 2021/22 No further updates	96.2% of pupils entering initial positive (LGBF rank 13 of 32) 2021/22 94.1% (LGBF rank 29 of 32) 2020/21	82% cared for in a community setting 2022/23 81.5% 2021/22	1.4 per 1,000 0-15 population on CP register 2022/23 2.3 per 1,000 2021/22
Improving	Worsening Literacy & Numeracy / (Improving Literacy & Worsening Numeracy)	Improving	Improving	Improving

Corporate Plan Priority – progress against actions	RAG
Children and Families – Provide opportunities where young people can achieve their potential to be the best they can be	82%
Children and Families – Improve health and well-being for people of Moray	79%
Adults – Optimise outcomes for adults and older people by enhancing choice in the context of a home first approach delivered through the IHB	64%
Overall	79%



Delivery Framework Planned Corporate Level Outcomes

The attainment gap between most and least disadvantaged children will reduce

- 2.1 The Financial Inclusion Pathway for parents / carers of children aged under 5 years was rolled out encouraging engagement with the Money Advice Service. The Worrying about Money Toolkit was distributed with council tax bills and incorporated in training for frontline professionals and volunteers who regularly

work with families. Following work directly with 8 schools (5 primary and 3 secondary) on projects to support the development of action plans to reduce the cost of school day within the context of the school setting and community, Cost of the School Day Guidance was approved and rolled out across all schools and early learning settings and staff have reported increased awareness of the impact on children and families and being mindful that children have the resources at home. Making Every Opportunity Count training was made available for practitioners to build confidence in initiating conversations with families in relation to poverty. Although improvements in attainment performance are evident in the indicators aligned to the priority, results remain below the national average. Positive impacts of Scottish Attainment Challenge (SAC) funding aimed at delivering excellence and equity in education continued through a range of universal and targeted literacy, numeracy and wellbeing, curricular, transition, staffing and resource-based interventions. Nationally, stretch aims are set as a measurement of the poverty related attainment gap against Scottish Index of Multiple Deprivation quintile 1 and quintile 5; Moray achieved stretch aims for 1 or more SCQF level 5 and level 6 qualifications and the poverty related attainment gap narrowed by 1.7%.

Improved attainment at both the Broad General Education and Senior Phase

- 2.2 Stretch Aims continued to be reviewed and progress measured against these was acknowledged by the Education Scotland (ES) Attainment Advisor as positive work undertaken. Improving Moray's Performance and Children's Talents (iMPact Moray) was taken forward with all schools engaged with SCQF Ambassador Programmes, recording achievements at bronze and silver levels, Secondary Improvement Model visits were completed, and Primary visits almost completed. Following Care Inspectorate event feedback, further work was undertaken on quality improvement framework and processes to complement existing processes. Progress and Achievement and wider tracking tools rolled out to all schools. Literacy and numeracy attainment in P1, P4 and P7 combined improved from the previous year's results, however along with secondary attainment in literacy and numeracy, results remain below core stretch aim targets and national averages. Having reviewed the approach to supporting children & young people with additional support needs (ASN), the Supporting all Learners Strategy was approved for the next 5-year period.

Young people are better prepared for life beyond school and for the workplace

- 2.3 Employability skills and sustained, positive leaver destinations progressed through the implementation of the Local Employability Delivery Plan. The percentage of pupils entering initial positive leaver destinations improved from 94.1% to 96.2%, above comparator and national averages.

A plan will be developed for an affordable, sustainable Learning Estate

- 2.4 The future of Inveravon School was agreed with target completion by August 2023. Crossroads Primary School was mothballed from January 2023 and subject to further consultation with parents and the community with future options to be

determined within the statutory period of 3 years. Findrassie Primary School new build was operationally paused in the latter months of 2022 to review project costs, design requirement and user need. Until determent, request to Scottish Government to transfer Learning Estate Investment Programme Phase 2 (LEIP) project status to Elgin High School Extension project. Temporary units in place at Elgin High School to increase school capacity in the period to 2026 allowing the feasibility study and development of concept design for a permanent extension to progress. LEIP Phase 3 bids submitted for Future Forres Academy and Future Buckie High School Project at the end of October 2022. Scottish Government decision delay impacting on formal project kick off although work on new build versus major refurbishment option appraisals and new build site identification for Forres advanced. As at March 2023, 24 of 54 school condition surveys have been completed with full completion anticipated by September 2024. All suitability surveys updated achieving ratings of B or better.

More of our children live with families and are cared for in strong, safe communities in Moray

- 2.5 Published benchmarking results reported in 2021/22, 80.6% of children were being cared for in foster/family placements rather than residential accommodation, a decreasing trend, below comparator and national average results and ranked in the lowest quartile. As at March 2023, 82% of looked after children were cared for in a community setting, below the local target of 87.5%. Foster carer and kinship awareness raising continued to take place alongside targeted work. The number of Nominated Carers used for short breaks has increased, the number of children in foster care and kinship care remained relatively stable over the last year. Work to reduce the time taken and number of placements a young person experiences before achieving permanence continues through Permanence and Care Excellence monthly meetings in addition to Tracking Meeting and Placement Oversight meetings, however impacts will only become evident in the longer term. Children and young people continue to positively feedback on their experiences within their kinship care placements which has been consistently reflected within social work review reporting. The Champion's Board has involved young people in recruitment and tendering processes and there is better representation on strategic groups.

Improve life chances and outcomes for care experienced children and young people

- 2.6 Identification and monitoring of care leavers and care experienced young people in the youth and criminal justice systems has advanced following improvements to early intervention and reporting processes from February 2021, ensuring there is a case management plan or Start AV assessment and plan in place to target support. As at March 2023, an improving trend is evident with 10.4% (40 of 433) of cases open to Justice Services relating to Care Experienced Young People. The voices of young people are being heard within the service through reviews and exit questionnaires used to inform future work.

Improved outcomes for our most vulnerable young people and families

2.7 The cost-of-living crisis and poverty remained the biggest concerns in relation to the impact of neglect on children and young people. Graded Care Profile 2 implementation, allowed for up to 20 trainers to be developed across the agencies. Development of a whole system approach to intensive family support for children and young people impacted by drug and alcohol continued with a pilot project delivering focused work with families to support parents reduce their use and recognise the impact of use on their children. The Safe and Together approach used to assess risk when children are living in environments where gender-based violence is a risk progressed with core training sessions delivered in November and February resulting in 75 trained staff being in place across the partnership, anticipated to increase to 190 trained staff. The Intensive Family Support and Mental Health and Wellbeing Partnership projects continued to be impacted by the withdrawal of quality improvement and service redesign support by national bodies. Health Improvement Scotland however provided support to develop the next steps for the projects. The pace of progress slipped due to competing priorities.

Our People: Adults – Optimise outcomes for adults and older people by enhancing choice and control in the context of home first approach

OUR PEOPLE (ADULTS) - KEY PERFORMANCE INDICATORS AND TREND BASED ON PREVIOUS RESULT (note: due to timing results may not relate to reporting year)

Independent Living	Independent Living	Independent Living
93% of adults able to look after their health very well or quite well (Scotland 91%) 2021/22	9,230 Emergency admissions (per 100,000 population) (Scotland 11,636) 2021/22	72% of adults supported at home who agreed they felt safe (Scotland 80%) 2021/22
93% 2019/20	8,723 2020/21	79% 2019/20
No Change	Worsening	Worsening

People are 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

2.8 To enable people to have greater opportunity to remain independent within their communities, Health and Social Care Moray provides equipment and adaptations to meet needs. Demand for the service remained high, with an average of 210 referrals per month in 2022/23. The Senior OT Assistant post has had a positive effect on waiting times for more complex adaptations, however, there remained significant delays for Substantial and Moderate priority referrals for Occupational Therapists. Challenges continued with the

supply chain for specialist equipment due to rising costs. Projects around case recording, adaptations criteria and referral prioritising have been completed resulting in process improvements.

People are able to live independently at home or in a homely setting in their community

- 2.9 As the population ages, the need for care at home continues to increase. Social work assessment waiting times have reduced due to increasing the flow across the system with completion using East and West teams allowing Care Enablers to support with 'waiting well' conversations whilst they wait for care to be made available. Care hours have increased by 3.3.% due to increase in home carer staff.

People who use health and social care services have positive experiences of those services, and have their dignity respected

- 2.10 Service users are provided choices and control over decisions affecting their care and support with all four locality plans informed by community engagements and consultations. Each locality has a network that included those living in the locality sharing feedback. Locality staff shared appropriate engagement responses with partners to minimise duplication.

Assess and respond to the housing needs of older people in partnership with IJB

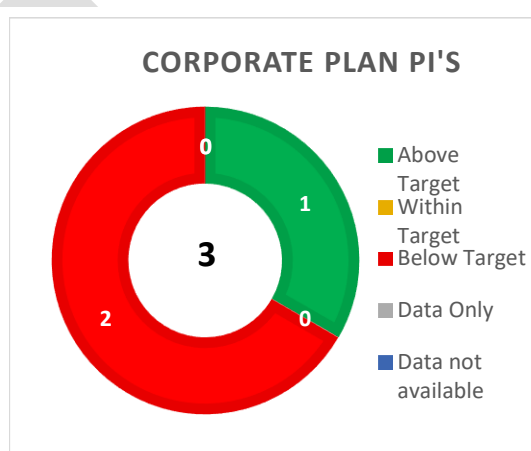
- 2.11 The Integration Joint Board (IJB) continued as a valued partner in the development of the Housing Need and Demand Assessment. A review of Council's sheltered housing ensured alignment with Health and Social Care Partnership priorities. In the 5-year rolling programme to 2023, on average around one third of completed social housing dwellings were accessible.

PRIORITY 2:

Our Place: Empower and support communities to build capacity

OUR PLACE - KEY PERFORMANCE INDICATORS AND TREND BASED ON PREVIOUS RESULT (note: due to timing results may not relate to reporting year)		
Community Asset Transfers	Participatory Budgeting	Locality Planning
5 of 8 completed 2022/23	23.99% of target spend achieved 2022/23	3 new Community Action Plan in place 2022/23
3 of 8 completed 2021/22	2.8% of target spend achieved 2021/22	1 new Community Action Plan in place 2021/22
Improving	Improving	Improving

Corporate Plan Priority – progress against actions	RAG
Empower communities to build capacity by becoming more informed, involved and influential in service delivery	37%
Improve our understanding of the issues in our communities based on the experience of local people	60%
Overall	52%



Delivery Framework Planned Corporate Level Outcomes

Our communities’ ability to address their own needs and aspirations is improved

2.12 In supporting groups through the asset transfer process, community organisational assessments were carried out for Osprey Bus Group, Transition Towns, Forres Skate Park and Ray’s Opportunities. Informal support has been given to community organisations in Buckie exploring expressing an interest in surplus property.

Develop and implement Participatory Budgeting

2.13 Participatory budgeting progressed in several areas with steering groups advancing Play Areas at Mannachie, Tomnavoulin and Letterfourie Parks. Pupil Equity Fund work around shortlisting, pupil group support and initial meetings was undertaken in St Thomas’s, Keith, Seafield and East End Primary Schools. Engagement around active travel plans committing £50k across Buckie and Keith progressed. Design and plan process underway following five sessions with young people to support a £20k grant programme in 2023/24.

More of our activities, services and plans are influenced by the communities they serve

- 2.14 Delivery of the [CLD Plan](#), at its mid-point of the 3-year cycle continued with monitoring undertaken by the Strategic Partnership and endorsed by the Education and Children's Services Committee and the Community Planning Board.

We are more successful in developing a shared understanding between the council and communities that helps us to design the future together

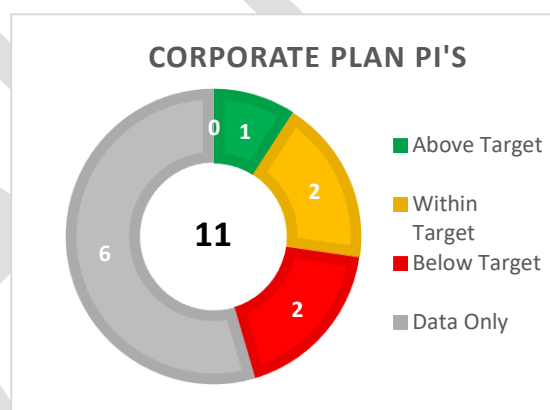
- 2.15 Progress in locality planning advanced; the New Elgin Locality Plan explored options for a base/hub in New Elgin. The Plan identified four themes with a subgroup supporting the delivery of a second food themed Family Fun event at UHI, involving 12 families and 40 participants. Start-up funding of £1,000 enabled two new community groups to form. Health walks with local partners developed following lack of mental health being an issue identified by the community. In Buckie, Community Lunches continued as a tool for effective engagement between the community and partners; in quarter 4 there were around 250 sign ins, 35 volunteers and partner group representatives from Active Travel, Moray School Bank, Health Promotions, Social Security, Peoplehood, In Motion Theatre and Fisherman's Hall. Plan progress is regularly scrutinised by the Monitoring Group. The development of Community Action Plans in partnership with anchor organisations in Lossiemouth, Forres and Keith neared completion. Engagement around a refreshed Corporate Plan was undertaken at a well-attended session in Elgin Town Hall involving over 30 representatives from community councils and community anchor organisations, elected members and Heads of Service.

PRIORITY 3:

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

OUR FUTURE - KEY PERFORMANCE INDICATORS AND TREND BASED ON PREVIOUS RESULT (note: due to timing results may not relate to reporting year)					
Tourism	Youth population	Living Wage	Earnings	Pay Gap	Modern Apprenticeships
£147.99m economic impact 2022/23	15.3% of 16-29 years olds within Moray population 2021/22	19.4% of people earning less than the living wage 2021/22	£598.80 median gross weekly wages 2021/22	£170.80 median gross earnings pay gap 2021/22	71.2% achievement rate in Moray 2022/23
£103.71m 2021/22	15.1% 2019/20	24% 2020/21	£565.50 2020/21	£165.60 2020/21	69.6% 2021/22
Improving	Improving	Improving	Improving	Worsening	Improving

Corporate Plan Priority – progress against actions	RAG
Create a step change in the regional economy to enable inclusive economic growth	88%
Work to protect and enhance our environment, creating a more resilient and sustainable future	63%
Overall	75%



Delivery Framework Planned Corporate Level Outcomes

Increase economic impact of tourism in Moray and increase the level of 16-29 years living and working in Moray

2.17 The regional deal is designed to boost economic growth across Moray by investing over £100m in eight strategic projects.

- Moray Aerospace, Advanced Technology and Innovation Campus (MAATIC)
- Business Enterprise Hub
- Cultural Quarter
- Housing Mix Delivery
- Early Years STEM (Science, Technology, Engineering and Maths)
- Bus Revolution
- Manufacturing and Innovation Centre for Moray (MICM)
- Digital Health

The first annual update for the Moray Growth Deal was presented to the Community Planning Board in March 2023 covering the period to December 2022. Activity focused on establishing the Growth Deal Programme Management Office, preparation of Full Business Cases and entering the delivery phase for Digital Health. Programme achievements over the period include –

- Full Business Case for Bus Revolution approved and preparation for the launch progressed pending Government clearance to enter delivery
- Ministerial launch of Digital Health
- Internal audit of the Moray Growth Deal completed resulting in enhanced controls relating to risk, assurance and reporting
- RIBA design stages for Business Enterprise Hub progressed following signing of Memorandum of Understanding by Moray Council and Robertson Construction
- Engagement activity for the Cultural Quarter commenced to help shape the vision for Elgin Town Hall and Grant Lodge
- Tender for Dallas Dhu Housing Mix Delivery site design work launched
- Offer received from Boeing for how they will support the Moray Aerospace, Advanced Technology Innovation Centre (MAATIC) facility

Pace of progress expected to increase significantly in the year ahead with activity subject to regular scrutiny by The Moray Growth Deal Programme Board.

Better employment, skills and earnings, increase in higher skilled jobs and wage levels

- 2.18 All planned actions in the Local Employability Delivery Plan, completed as scheduled.

In the reporting period 710 people engaged with a range of provision across the Employability Partnership, around 65% of those being young people. The majority (70%) progressed into learning and vocational skills training, 23% into employment and 7% to provision. The Department of Work and Pensions reported an increase in those assessed as not ready for work and in need of additional support in order to move closer to work, that led to an increase in referrals of adults to keyworker services delivered by the Employability Team. £800k of European Social Fund funding was commissioned to test and learn from a new Moray Pathways Sector Based Work Programme that matches individuals into opportunities providing pre-work placement vocational skills training within key growth industry sectors, work placements and in-work support into employment. The Moray Employer Recruitment Scheme attracted 88 local employers to use the incentive scheme to recruit a matched individual to skills development paid job placements for 6-12 months. Moray Pathways Progress to Parents programme resulted in 17% of parents in poverty progressing into employment, increasing their household income to above the poverty threshold.

Achievement of targets, indicators and outcomes identified in Climate Change Action

2.19 An update to The Route Map to Net Zero (RMNZ) was approved by the Economic Development and Infrastructure Service Committee in May 2023. Key actions delivered or progressed include –

- During Climate Week 2022, the climate change team with partners visited 5 schools, met with 600 pupils and connected with teachers
- Moray Council Travel Plan was updated and actions to encourage walking and cycling as travel choices progressed
- Albeit delayed, the NESS energy from waste plant became fully operational in June 2023, diverting all of Moray's waste from landfill, reducing emissions
- Smarter Working project delivered depot, store and office use reviews to identify and remove surplus assets, permit use of shared facilities, all contributing to lowering emissions from buildings
- Climate change and biodiversity added as a consideration to all committee papers
- Carbon literacy training delivered

It has been difficult to give confidence that there is sufficient progress in decarbonisation of building heat and electricity categories to ensure that net zero target will be met without excessive carbon sequestration offset. The difficulties and expense of converting buildings to reach net zero means if delays are experienced then emissions relating to buildings may not reduce sufficiently within target timescales.

Increased provision and use of electric vehicles and plant with supporting infrastructure

2.20 To date the council's existing fleet contains 44 electric vehicles (EV), 10% of the overall fleet. Difficulties in the supply chain and price inflation are extending the lead time for vehicles and infrastructure, making migration to a zero-emission vehicle fleet increasingly complex.

The Council took advantage of Government grant funding to support EV charging infrastructure to install 59 electric vehicle charges points as at March 2023, however there is no grant funding for the operation and maintenance of the publically available chargers. The Scottish Government has set up a new fund, the Electric Vehicle Infrastructure Fund (EVIF). In order to access the Fund, the Council met the requirement to prepare and submit a Public Electric Vehicle Charging Strategy and Expansion Plan with a supporting Business Case in December 2022, its aim to direct new infrastructure to locations which support demand, identify their commercial viability and in turn assist in attracting investment to Moray, reducing risk and removing the requirement for revenue funding for the on-going operation and maintenance of these assets.

Implement surface water infrastructure improvements in vulnerable flood risk areas

2.21 The final reports on the implementation of the North East Local Flood Risk Management Plan and the Local Flood Risk Management Plan for Findhorn, Nairn

and Speyside for Cycle 1 were agreed by the Economic Development and Infrastructure Committee in November 2022 and noted the following key outcomes delivered by the Council on time and within the resources allocated since the interim report in December 2018 -

- Continued maintenance of Flood Schemes
- Updated planning guidance with regard to Drainage and Flooding
- Maintenance to reduce wider flood risk set out in the Schedule of Clearance and Repair published annually
- Review of the updated Enhanced Sewer Model for Forres and Scottish Water

Cycle 2 Plans identify specific areas of risk in Moray and actions to address, most of which will be undertaken by the Council's Flood Team within existing resources, however further investigation for projects subject to Scottish Government grant funding in Cycle 2 remained ongoing.

PRIORITY 4:**Sustainability: Create a sustainable council that provides valued services to our communities**

SUSTAINABLE COUNCIL - KEY PERFORMANCE INDICATORS AND TREND BASED ON PREVIOUS RESULT (note: due to timing results may not relate to reporting year)		
Financial Planning	Online Services	Change Management
1.2% of recurring expenditure funded from free general reserves 2022/23	67% of pupils matched on Parent Portal 2022/23	34% of employees experiencing change that were satisfied with the way the change management process was handled 2019/20 – no further updates
0% 2021/22	53% 2021/22	
Worsening	Improving	No change

Corporate Plan Priority	RAG
Council's Financial Strategy	50%
Modernisation and Improvement: transformation to achieve	93%
Developing Workforce	100%
Developing Workforce: transformation and change	100%
Overall	90%

Delivery Framework Planned Corporate Level OutcomesCouncil's Financial Strategy

- 2.22 The 2023/24 Budget and 2023-26 Financial Plan was presented to Council on 1 March 2023 and a report on short to medium term financial planning was presented to Council on 28 June 2023. Revisions to both were submitted in a report to Council on 27 September 2023. The Short to Medium Term Financial Strategy agreed by Council in September 2023 sets out the main financial levers available to the Council within budget preparation for the period to March 2026.

Modernisation and Improvement: Transformation to achieve

- 2.23 Review of the ICT and Digital Strategy reflected on the increasing number of services available digitally to the public to include Short Term Lets, Nursery and 2-Year-Old Registration, Council Tax, Housing Rent / Points and Positions and Parents Portal. Availability of online services to Children's Social Work Services developed through improved web presence. In the reporting period there were around 43k digital

submissions using e-forms and an increase in the number of Council website users is evident. Microsoft 365 was developed and implemented and roll out was well advanced. Where there was a strong business case, upon system contract renewals, having systems hosted and moved to the cloud are now a consideration.

Developing Workforce

- 2.24 Since the approval of the 2020-22 Interim Workforce Plan, there has been a residual impact on planned work, due to the demands of the longer-term recovery response to the pandemic, nevertheless there has been progress in most areas of the plan. The next stages of workforce planning activity are set out in the Workforce Strategy 2023-26.

3. BACKGROUND PAPERS

Throughout the reporting period, related reports have been submitted to Service Committees, these are included as links below for reference purposes.

PRIORITY 1	Cost of the School Day Update and Guidance: Appendix School Estate – Crossroads Primary School Status Update Moray Progress in Implementing the Scottish Attainment Challenge Programme: Appendix Information Report: Children’s Services Plan 2023-26: Moray Children’s Services Plan 2023-26 Analysis of Secondary School Leaver Attainment 2021-22 Learning Estate – Closure of Inveravon Primary School Statutory Consultation Report: Appendices 1, A, A1, A2, A3, B, C, D, E, F, G, H, I Initial Analysis of Achievement of Curriculum for Excellence Levels 2022: Appendix Parental Involvement and Engagement: Appendix Childrens Services Plan Annual Report 2021-22: Appendix Improvement and Modernisation Programme - Raising Attainment Curriculum Breadth and Digital Progress Update: Appendix 1, Appendix 2 Supporting All Learners Strategy: Appendix Learning Estate Strategy and Delivery Programme: Appendices 1, 2, 3 Scottish Attainment Challenge: Appendix 1
PRIORITY 2	Partnership Community Learning and Development Plan Update; Appendix 1 - KPIs, Appendix 2 – Work Plan, Appendix 3 – Self-Evaluation
PRIORITY 3	Moray Growth Deal Update – First Annual Review: Appendix 1, Appendix 2, Appendix 3 Moray Economic Strategy 2022 Moray Pathways Local Employability Partnership Quarterly Update Moray Pathways Local Employability Partnership Delivery Plan: Appendix 1 Apprenticeship Strategy Annual Progress Report 2022-23: Appendix A Economic Recovery Plan Delivery 2022-23: Appendix A Climate Change Plan and Route Map to Net Zero; Appendix 1, Appendix 2, Appendix 3 Climate Change Strategy Update: Appendix 1, Appendix 2 Information Report – Public Sector Climate Change Reporting: Appendix 1

	<p>Electric Vehicle Infrastructure Fund Strategy and Expansion Plan: Appendix 1</p> <p>Update on Zero Emission Fleet Replacement Strategy</p> <p>Annual Report on Energy Strategy Actions: Appendix 1, Appendix 2</p> <p>Moray Hydrogen Strategy: Appendix 1, Appendix 2</p> <p>Local Heat and Energy Efficiency Strategy</p> <p>Active Travel Strategy and Action Plan: Appendix 1, Appendix 2, Appendix 3</p> <p>Local Flood Risk Management Plan Cycle 2 Findhorn Nairn and Speyside 2022-28: Appendix 1, Appendix 2</p> <p>Local Flood Risk Management Plan Cycle 2 North East 2022-28: Appendix 1, Appendix 2</p>
PRIORITY 4	<p>Short to Medium Term Financial Planning: Appendix 1, Appendix 2, Appendix 3</p> <p>2022/23 Revenue Out-turn Variances from Budget: Appendix 1, Appendix 2</p> <p>Capital Plan 2022-23: Appendix 1, Appendix 2</p> <p>Treasury Management Performance Indicators 2022-23, Appendix 1, Appendix 2</p> <p>Employment Policy Framework Review 2022-23, Appendix 1a, Appendix 1b, Appendix 2a, Appendix 2b</p> <p>2021-23 Workforce Planning, Appendix A, Appendix B</p> <p>ICT Digital Strategy and Plan 2023-26, Appendix 1, Appendix 2</p>