STRATEGIC	SERVICE	NEW – RECOVERY & RENEWAL

Priority is given to groups and areas most affected by the pandemic						
Outcomes or Priorities	**Action**	**Planned Outcome**	**Outcome Measures**	**Completion Target**	**Lead**	**Priority rating**
Education Resources & Communities: **(L) Empowering & connecting communities. (CP) Our Place: Empower and support communities to build capacity**	(CP) Enhance community participation in service delivery (e.g CATs)	(L) Develop stronger, more resilient, supportive, influential and inclusive communities (CP) Our communities' ability to address their own needs and aspirations is improved	CATS and other community empowerment mechanisms contained in the legislation (CP) 5 town halls/community centre CAT transfers complete 3 more completed CAT transfers	April 2021	Communities Team	1
(CP) Improve our understanding of the issues in our communities based on the experience of local people	(CP) Develop and implement Participatory Budgeting	(CP) 1% of council budget allocated through PB by April 2021	(CP) PB Framework agreed (CP) % of council budget actively allocated through PB	March 2021 December 2021(TBC)		
	(CP) Develop engagement with the public on the future of council services	(CP) More of our activities, services and plans are influenced by the communities they serve	(CP) Council engagement strategy established for 2020/21 and corporate plan engagement complete	April 2022		
	(CP) Develop locality engagement – so that solutions are influenced by the experience of local people	(CP) We are more successful in developing a shared understanding between the council and communities that helps us to design the future together	(CP) Community action plans in place for 2 communities	October 2021		

| Education: To respond to changes in advice for school and ELC recovery | Children's health and wellbeing are supported and safeguarded during the COVID-19 pandemic | Ensure Risk Assessments are updated to reflect Scottish Government guidance | • Care Inspectorate scrutiny QI 5.1, 5.2 & 5.3 will evaluate how well an ELC setting is supporting the experiences of their children, families and staff
• ELC Health and Wellbeing Toolkit (currently being devised in consultation with managers) | March 2021 | VC | 1 |

Those who are vulnerable, experiencing financial hardship or are otherwise adversely impacted feel supported						
Outcomes or Priorities	**Action**	**Planned Outcome**	**Outcome Measures**	**Completion Target**	**Lead**	**Priority rating**
Housing & Property Services: Transform the approach to addressing homelessness in Moray	Deliver Rapid Rehousing Transition (RRTP) Plan 2019-2024	Homeless people get a settled mainstream housing option as quickly as possible. Time spent in temporary accommodation is kept to a minimum. Reduction in repeat homelessness and tenancy breakdown for people with complex health and care needs.	Reduce the number of households in temporary accommodation by 10 in 2020/21. 50% Council house allocations to Homeless List. Provide additional housing support for tenancy sustainment to 30 households.	31 March 2024 and annual monitoring 31 March 2021 31 March 2021	Housing Needs Manager	1
Economic Growth & Development: Economic Recovery	We will progress employability and skills activities such as kickstart, youth guarantee scheme, parental employability support.	An increase in training and support to meet rising demand from COVID 19	Increase in the number of individuals supported into training or work	Ongoing and annual	Economic Growth and Regeneration manager	1

The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the "new normal"						
Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Governance, Strategy & Performance: **(CP) A Sustainable Council: that provides valued services to our communities**	Continue to progress Governance Review to streamline processes including reviews of committee structures, schemes of delegation and reporting to committees (BV) Look at alternative governance structures and review decision making processes to make them more efficient Refresh role of council leaders	Business of the council is more strategic, corporate and efficiently progressed Clearer focus on performance and priorities of the council as a whole Reduce bureaucracy, streamline decision making processes, reduce material going to committee. Meetings more focused on strategic issues Governance structure aligned to management structure.	• Members and officers report more effective use of time on committee and related governance work. • Reporting across multiple governance lines is reduced. • Use of suitable alternative reporting methods including information reports and briefings increases. • Committee business is completed in time allocated. • Increased pace, depth and continuity of transformational improvement. Reduction in the number of meetings each year. More information reports going as background papers. Approval of revised Scheme of Administration Protocols revised	April 21	Head of GSP	2

Governance, Strategy & Performance: **(CP) A Sustainable Council: that provides valued services to our communities**	Modernisation and Improvement – Customer Services Redesign of customer contact/face to face. (CP) Encourage "digital first" interaction with customers where possible. Use Forres access point as a model to review customer service provision in other access points.	Culture change in customer service delivery towards enabling approach for most customers with supported service delivery for those who need it Single service first point of contact Efficiency savings Improve online services available to customers.	Reduction in face to face contacts Increase in online contacts Budget savings in access points of £100k	Dec 21	Customer Services manager	2
Education Resources & Communities: **Ensuring Digital ways of working are embedded across our teams, maximising connectivity, collaboration and online service delivery.**	Development and Implementation of School Business Admin Review Roll out Digital Youth Work Implement Online Music Instruction	The benefits of digital administration approaches in schools are fully realised The youth work offer is accessible to all, despite Covid restrictions and including those living in our most rural communities. Children and Young People are able to continue with their music instruction through Covid restrictions. Opportunities for future service delivery (post Covid) are explored.	% Implementation 100% of youth work staff are trained and effectively delivering digital interventions. Online service delivery is fully operational	April 2021 April 2021 December 2020	Business Support Admin Communities Team Instrumental Instruction Service	2

	Improve Libraries digital offering (eResources, Libraries YouTube Channel, online Bookbug, online Learning).	Service users can continue to access library services. Residents are supported to 'get online' and learn new digital skills.	Numbers accessing: eResources Virtual learning sessions Online Tutorials		Library Service	
Governance Strategy & Performance: Improvement and Modernisation Programme – governance review	Work on remote committee meetings to improve quality meetings and access to them. Involve users in developing system and carry out satisfaction survey to gauge success.	Make it easier for Councillors and officers to participate. Ensure participants have suitable technology. Enable hybrid physical/remote meetings	Positive user satisfaction survey.	Feb 21	Democratic Services Manager	2
ICT: Corp Plan: Sustainable council RRSF: New Environment/Infrastructure strategic change	Transformation - Expand and enhance the provision of flexible and mobile working within the council.	Flexible by default approach established as the norm. Council has the capacity to flex and contract homeworking in line with organisational, national and regional requirements.	a) 80% office based staff utilising mobile devices b) 80% office based staff working flexibly c) Reduction in number of fixed workstation requirements.	Feb 2021	IS MGR (DM)	1
ICT: Corp Plan: Sustainable council RRSF: New Environment/Infrastructure	Transformation – Implementation and promotion of Video Conferencing	Staff communicate easily via video conferencing, are skilled in its use and use of this technology increases.	Transformation – Implementation and promotion of Video Conferencing	Staff communicate easily via video conferencing, are skilled in its use and use of this	Transformation – Implementation and promotion of Video Conferencing	Staff communicate easily via video conferencing, are skilled in its use and use of this technology increases.

			technology increases.			
ICT: **Corp Plan: Sustainable council** **RRSF:** **New Environment/Infrastructure**	Forward planning – Schools strategy development	Council has a clear strategy defining how the use of ICT will deliver improvements within schools.	Documented aims, objectives, investment requirements and benefits from the use of ICT in the schools environment.	June 2021	INF MGR (GC) IS MGR (DM)	1
Education: **Build on developments undertaken through lockdown and beyond in order to enhance learning experiences for all (BV)**	To reduce the impact of Covid on school communities	Ensure contingency planning and experiences of remote learning to date prepare for blended or further disrupted learning To minimise or mitigate wellbeing and attainment gaps	An evaluative report on progress from initial lockdown, through recovery to disrupted learning (remote/blended/ digital/live)	March 2021	VC	1
Education: **To respond to changes in advice for school and ELC recovery**	To respond to changes in advice for school and ELC recovery	To respond to changes in advice for school and ELC recovery	To respond to changes in advice for school and ELC recovery	To ensure that there is compliance with expectation and legislation	To implement changes required as a result of change to tiering or scientific related advice	To respond to changes in advice for school and ELC recovery
Environmental & Commercial Services: **Spaces for People**	(6a) Deliver spaces for people action plan	Flexible interventions that can be introduced and removed as needed allowing for greater space for pedestrians to physically distance and	Positive feedback from public and stakeholders Increase cycling infrastructure	May 2021	Transportation Manager	1

		infrastructure to encourage cycling.					
ICT: **No new COVID related work identified although increased requirement for online forms, pilots within Education and improved method of monitoring staff at work through Trace and Protect system**							

Long term resilience, sustainability and capacity in communities is improved by building on community responses to the pandemic						
Outcomes or Priorities	**Action**	**Planned Outcome**	**Outcome Measures**	**Completion Target**	**Lead**	**Priority rating**
Education Resources & Communities: **Empower and support communities to build capacity**	Development of Community Resilience Plans Support for Community Anchor organisations	Community response to COVID is embedded for the future, ensuring readiness for any future crisis. Community Councils are supported in line with the Moray Council scheme for Community Councils	All communities have an identified community anchors, supported by Communities Team Community resilience plans developed in at least 8 geographical communities.	April 2021 December 2021	Communities Team	1

The economy, businesses, partners and infrastructure of Moray achieve stability and support to recover and grow						
Outcomes or Priorities	**Action**	**Planned Outcome**	**Outcome Measures**	**Completion Target**	**Lead**	**Priority rating**
Env & Comm Svcs: **Covid Service Delivery Recovery – Roads Maintenance**	(5a) The capital and revenue programme for 2020/21 will be reprioritised with 60% of the programme to be	Priority projects across the roads maintenance, drainage and street lighting programme that were	60% of the reprioritised capital programme will be completed.	March 2021	Roads Maintenance Manager	1

	delivered by March 2021. (Subject to current Covid controls on construction work continuing)	delayed due to Covid will be completed.				
Economic Growth & Development: (L) Developing a diverse, inclusive & sustainable economy. (CP) Our Future: Create a vibrant economy	**We will** pursue the Cultural Quarter and other Moray Growth Deal projects led by the council	Economic growth and opportunity encouraging the retention and attraction of young people	Increase in 16-29 years olds living and working in Moray Increase in Tourism spend (note baselines will be taken before each project starts to reflect impact of COVID 19 and accurate measurement of change	10/15 year programme with annual reporting on measures	Depute Chief Executive Economy, Environment and Finance	1
Economic Growth & Development: Produce a Building Standards Annual Performance Report to be submitted to SG & to be used to promote the service and drive improvements	We will improve performance and reporting and enhance its submission by producing a comprehensive annual performance reporting document to obtain ongoing approval as verifiers. Improving engagement and consultation with customers.	To steer and provide a framework to deliver a higher quality of service	Building Standards Division & KPO's submitted quarterly to Scottish Government and continuous improvement in performance achieved	Annual performance framework produced	Principal Building Standards Officer	1
Financial Services: Update the Procurement Strategic Action Plan	Procurement Strategy to incorporate Community Wealth Building Procurement Strategy adjusted to support Climate Change Strategy	Increased use of locally based businesses Carbon impacts included in tender weightings	Increased spend with locally based businesses Strategy in place drive carbon reduction	March 2021 March 2021	DB DB	1 1

Financial Services: **Sound Financial** **Governance**	Support the Moray Growth Deal	System of financial monitoring developed	Timeous, accurate and informative financial information provided to Board. Council spend reported to members on a quarterly basis	Ongoing Quarterly	LP DO'S/PC	1
Housing & Property **Services:** **Provide an adequate** **supply of affordable** **housing in Moray**	Deliver the Moray Affordable Housing Supply Programme 2020/21.	Reduce housing need in Moray, including older people and those requiring specialist housing. Prevent and alleviate homelessness.	Achieve completion of 102 new affordable houses (102 Council). Deliver 30% of programme as specialist housing. Spend Scottish Government funding allocation of £9.633m. Deliver 50 new Council houses per annum over the next 3 years. Prepare Strategic Housing Investment Programme 2021-2026.	31 March 2021 31 March 2021 and annual 31 March 2021 31 March 2021 and annual 31 December 2020	Housing Strategy and Development Manager	1
Housing & Property **Services:** **Reduce fuel poverty in** **Moray**	Deliver Moray Home Energy Efficiency Programme (HEEPS)	As many households as possible live in a warm, comfortable home they can afford to heat; people live in energy efficient homes.	Spend Scottish Government funding allocation of £2.1m (2021/22) by 30 September 2021.	30 September 2021	Housing Strategy & Development Manager	2
Economic Growth & **Development:** **Economic Recovery**	We will progress the preparation and delivery of Elgin Town Centre Masterplan and complete	Economic growth, encouraging sustainable town centre living, through different approaches to	Reduce the Area of vacant/ derelict land in Elgin Town Centre.	Plan out for consultation early 2021.	Strategic Planning and Development Manager.	1

	the carbon free place pilot projects. We will facilitate high street development through no fee pre application advice and fast track planning and building standards services	energy, transportation and green infrastructure.	Increase pedestrian footfall in the town centre over a 5 year delivery period. Number of business start ups.	5-10 year delivery programme with progress measured annually		
Economic Growth & Development: **Economic Recovery**	We will support business	An increase in training and support to meet rising demand from COVID 19 and BREXIT Business environment is improved in key respects	Increase in number of businesses supported and business survival rate. Take up of consultancy in procurement and export advice. Town centre funding and number of projects delivered Town centre footfall improved. Increase in local procurement spend	Ongoing and annual	Economic Growth and Regeneration manager	1
Financial Services: **Supplier Relief**	Check and pay supplier relief claims	Accurate payments of supplier relief according to guidance with audit trail to sustain suppliers	Suppliers still able to provide service. Supplier has revised service delivered as agreed with Lead Officer if appropriate	31 December 2020	DB	1
Housing & Property: **Infrastructure Development**	Work to progress provision of employment land and industrial units in Forres and expansion or development of industrial units in Speyside/east of Moray	Increased employment land in areas of need in Moray	Land Purchase Negotiations Business Cases Prepared Where Purchase Price Agreed	31 March 2021 31 May 2021 30 June 2021	Design Manager	2

			Business Cases Assessed by Asset Management Working Group	30 September 2021		
			Capital Plan Allocation Agreed	2 years from accepted Business Case		
			Employment Land in Moray Increases			

The long-term impacts upon the people of Moray are mitigated and managed allowing wellbeing to be advanced						
Outcomes or Priorities	**Action**	**Planned Outcome**	**Outcome Measures**	**Completion Target**	**Lead**	**Priority rating**
Housing & Property Services: **(L) Growing, diverse & sustainable economy.** **(CP) Our Future: Create a vibrant economy**	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 Annual targets to be developed as part of Action Plan	Acting Head of Housing and Property	1
Education Resources & Communities: **(CP) A Sustainable Council: that provides valued services to our communities**	(CP) Tackle the affordability and standard of our schools and the buildings they operate from, deal with changing demographics and demands.	(CP)Transforming Education: To have high performing schools that are fit for the future and financially sustainable. Children and young people in Moray are learning in the best learning environments	Team in place Plan is developed and agreed	January 2021 December 2021	Head of Service Learning Estate Team	1
	(CP) Leisure services review. • Implementation of Business Plan for Sport & Leisure Service	(CP) Commercialisation and Alternative delivery options: Create a sustainable future for our services.	% implementation of Business Plan actions	April 2023	Sport and Leisure Service	1

			SLA agreed	April 2021		
	• Specification and implementation of Service Level Agreement (SLA) with Moray Leisure Centre					
	• Development of Business Case for single management of Sport & Leisure services (MC & MLC)		Business Case approved by Committee	December 2021		
	• Implementation of Sport & Leisure Business Case		% Implementation	December 2022		
	• Review of Adventurous Activities procedures and guidance		Evolve handbook in place with improved use. Training programme delivered to core groups. Management information is transparent and robust.	April 2021	Communities Team	
	(CP) Review of approach to additional support needs (ASN)	(CP) Transformation of Children's Services: services are focussed on planned, early work with families to support better outcomes for children in their local communities.

Children and young people with additional support needs are ambitious, confident, skilled and achieving | Business Case approved by Committee

% Implementation | April 2021

April 2024 | ASN Services

ASN Services | |
| **Economic Growth & Development:** | Project plan and manage the expected changes to | A planning service engaged with the community and | Both Quality and Quantitative measures within the Planning | Rolling programme 2019/2020/2021 | Development Management | 2 |

Implement the secondary legislation and guidance issued by Scottish Government in relation to the Planning Scotland Act 2019	procedures and processes as a result of new legislation.	providing leadership for development, environment and public health.	performance framework maintained or improved with green ratings against performance	New legislation enacted within 6 months of commencement	and building Standards manager	
Economic Growth & Development: A sustainable Council that provides valuable services to our Communities	Adapt and reprioritise services to meet new demands of COVID 19 and Brexit, prioritisation will be on Public Health impacts and protecting the economy	A functioning Environmental Health and Trading Standards teams prioritising within resources to protect public health and the economy	Performance measures and national comparisons through APSE, this will include performance benchmarking and assessment of performance of new work related to COVID 19 and Brexit such as export certification, performance measures will include: • achievement of food standards inspections • private water supplies • export certification numbers COVID 19 inspection and enforcement.	20/21 and annually	Environmental Health and Trading standards Manager	1