Foreword

We are ambitious for Moray. Already a great place to live, work, raise a family and enjoy retirement in wonderful surroundings, we want to make it even better by making the best use of our resources.

Our Corporate Plan is the Council’s primary statement of what we aim to achieve and the resources required to do this. It sets out the council’s vision, values and priorities and the context for implementing these.

We recognise the challenges that the people in our communities face and in particular those who experience poverty and social isolation and we have identified work to ensure healthy and caring communities that will help to improve outcomes for everyone in Moray. Promoting economic development and growth and maintaining and promoting Moray’s landscape and biodiversity are also key priorities for the future of Moray. We aim to ensure a thriving and vibrant economy for our citizens and we are developing an ambitious Moray Growth Deal to deliver this. Excellence in the education service we provide is fundamental to our young people achieving the best possible educational and social outcomes so that they are well prepared for life beyond school and the workplace. This is reflected in the priority given to this aspect of the council’s work.

These are difficult times financially for local authorities and we are developing long term plans setting out how we will meet the ongoing requirement to significantly reduce our revenue spending. Our financial, workforce, asset and transformational plans are key to the delivery
of our priorities and we recognise that this will mean investment in some areas and scaling down in others. Our plans in these areas are included in a Modernisation Programme that strives to achieve a financially sustainable council providing valued services to our Communities.

There are strong links between the Corporate Plan and the Moray 10 Year Plan: the Local Outcomes Improvement Plan – LOIP, which we have developed with our community planning partners, like Police Scotland and NHS Grampian. Together we plan to take action to tackle the greatest differences in outcomes across Moray communities and deliver the partnership’s vision of raising aspirations through expanded choices, improved livelihoods and wellbeing.

This is the first iteration of our five year corporate plan and it will develop further as we identify plans for a sustainable council and take steps to direct our resources to deliver improvement for the people of Moray.
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.

”

Moray is a diverse area of natural beauty where people choose to live, learn, work and enjoy.

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 sectors 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. The Council’s priorities in delivering this are to:

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

Ambitious

We will...
- drive improvement by embracing new challenges and innovation
- celebrate our successes and use them to promote Moray
- ensure sustainable and efficient council services
- invest in transforming to meet future needs

Fair

We will...
- tailor our services to tackle inequalities in our communities
- treat all our staff and customers fairly
- promote equal treatment and equality awareness throughout the council
- consider the impact of our decisions and actions on others in the community

Responsive

We will...
- be open and transparent
- promote community empowerment and support community participation and involvement
- listen to and involve our customers
- shift resources towards prevention

Improving

We will...
- be open about our performance, including opportunities to improve
- learn from our experiences and failures and change accordingly
- prepare and support our workforce to exploit opportunities to learn and equip them to meet council-wide challenges
- encourage innovation
Working Together for a Better Moray

Our commitment to you is that:

We will be:
• Ambitious: drive improvement and invest in the future
• Responsible: open and transparent
• Fair: tailor services and tackle inequalities
• Improving: learn from our experience and change

We will:
• Ensure caring and healthy communities
• Promote economic development and growth and Moray’s landscape and biodiversity
• Aim for excellence in education
• Deliver financial stability and valued services
• Be ambitious for Moray

You can help us in delivering the best for Moray if you:
• Recycle more
• Get involved in your community
• Get online
• Be healthy and active
• Help protect children and the vulnerable
• Support your local businesses
• Join in and have your say
• Be ambitious for Moray

Context and Influences

A thorough understanding of the context within which we operate reflects a number of significant socio-economic and political changes. There are also acts of parliament which have been introduced over the last few years that materially impact on the services we provide and the citizens we serve. A PESTLE (Political, Economic, Social, Technological, Legal and Environmental analysis) has been done to help better identify these major changes and is included at the end of this document. There is a wide range of external factors that the council must take into account and respond to in the delivery and development of our business. Key points that arise are:
• Long term constraint on local government finances for the foreseeable future
• Economic challenges – the need to grow and diversify the local economy
• Demographic pressures – demand on services from an ageing population and impact of outward migration of young people
• Developing digital – inconsistent digital infrastructure and the rise of technology in service provision

In addition, poverty is well recognised for the fundamental bearing it has on people’s life experiences. It is a theme that will feature in the work to progress each of our priorities as we develop our understanding of how poverty impacts on outcomes and how we can work to break the cycle of poverty for vulnerable groups and communities in Moray.
Moray Profile: Our Key Facts

We have given careful consideration to the outcomes that our communities experience by considering a range of facts and working with our community planning partners to understand what these mean. We plan to do more work with our communities to develop our understanding further and identify what would make the most difference to the outcomes they experience. The main issues for Moray include:

- above average percentages of older people, particularly in the more rural and coastal areas which creates challenges in relation to service delivery and access and social isolation

- low wage economy and reliance on a small number of industries impacting on our economic diversity

- influence of the MOD on population dynamics and reliance upon it for jobs increasing our reliance on this industry for our economic sustainability

- an outward migration of young people leaving school for higher education and a poor rate of return in later years

- variation in outcome for young people in relation to attainment and post-school destination impacting on their choices for their future

- variation in outcome for smaller communities within Moray – a town/rural divide seems to emerge

- our geography / rurality and subsequent access issues such as delivery of and access to services and social isolation

- the impact of public sector financial constraints

A relatively small number (3.5%) of Moray’s population live in Scotland’s most deprived data zones in relation to income (based on Scottish Index of Multiple Deprivation (SIMD)). While this is positive SIMD is just one indication of poverty. In addition to the practical element of affording daily essentials, the impact of poverty is far-reaching: affecting mental and physical health, resilience and aspirations. It has a limiting effect on individuals, families and communities with implications for participation in public life and dealing with wider societal challenges. There are also specific difficulties associated with living in rural poverty which are often hidden.
Overview of Priorities

We will be working to drive forward the Council priorities alongside those shared with our Community Planning Partnership and have incorporated these into our planning. The combination of these priorities and how they link with the national agenda is summarised below:

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<tr>
<th>National Priority</th>
<th>Moray LOIP</th>
<th>Council Priorities</th>
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<tr>
<td><strong>Raising Aspirations</strong></td>
<td>Moray provides an enabling environment where residents can achieve expanded choices, improved livelihood and wellbeing</td>
<td>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.”</td>
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<tr>
<td>Early Years &amp; Early Intervention</td>
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<td>Empowering &amp; connecting communities</td>
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<tr>
<td>Public Sector Reform</td>
<td></td>
<td>Work towards a financially stable council that provides valued services to our Communities</td>
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</table>
Moray will be:
- a place where children and young people thrive;
- a place where they have a voice, have opportunities to learn and can get around;
- a place where they have a home, feel secure, healthy and nurtured; and
- a place where they are able to reach their full potential.

Ambitious and confident children: to improve the life chances of children especially the most vulnerable by supporting them and their families at the earliest stage.

Healthier Children: children get the healthiest start in life and are supported to achieve the best possible mental health and wellbeing and there is equity for vulnerable groups.

Safer children: to protect children from the risk of harm, abuse and neglect and promote and support safer environments and communities.

Improve life chances for people of all ages in Moray

A thriving and well connected base, where more people will live well in their communities

Confident, skilled and self-reliant communities where expectations and aspirations are raised and achieved

Improve life chances for people of all ages in Moray

Develop stronger, more resilient, supportive, influential and inclusive communities

By the year 2030 Moray is a destination of choice, the area being known and recognised as an outward facing and ambitious community with a thriving and well connected commercial base and as environment in which quality of life is valued and supported

- increasing and balanced population
- increased and better quality employment opportunities
- vibrant towns and communities
- improved recognition of Moray, the place
- improved connectivity

Providing high quality affordable housing

Promoting and regulating spatial planning and a built environment which delivers sustainable economic development and an attractive environment

Maintaining an efficient road network

Balanced budget

Re-investment in priority areas - money shifting between services

Less services and different delivery methods

Reduced service standards in some areas and improved standards in others

Greater community self-reliance
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<td><strong>Corporate Plan</strong> Priorities</td>
<td><strong>Outcomes</strong>&lt;br&gt;- Short, medium and long terms plans for an affordable, sustainable school estate aiming for equity and excellence for all&lt;br&gt;- A fair curriculum offer, including through e-learning, across all schools&lt;br&gt;- Improved attainment at both the Broad General Education and Senior Phase&lt;br&gt;- Sustainable models of leadership and staff development for schools&lt;br&gt;- Improved support arrangements for schools and Associated School Groups to allow Head Teachers to be leaders of learning</td>
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<td>Integrated Children’s Services Plan</td>
<td>Provide a sustainable education service aiming for excellence</td>
<td><strong>Outcomes</strong>&lt;br&gt;- More of our activities, services and plans are influenced by the communities they serve;&lt;br&gt;- Our communities’ ability to address their own needs and aspirations is improved;&lt;br&gt;- We are more successful in developing a shared understanding between the council and communities that helps us to design the future together.</td>
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<tr>
<td>Integrated Health and Social Care Strategic Plan</td>
<td>Ensure caring and healthy communities</td>
<td><strong>Outcomes</strong>&lt;br&gt;- There is sufficient housing and employment land to support growth&lt;br&gt;- The right development happens in the right place&lt;br&gt;- There is sufficient good quality, affordable housing to meet the needs of people living in or requiring housing in Moray&lt;br&gt;- Our road network remains above the Scottish average for the next five years&lt;br&gt;- Businesses grow&lt;br&gt;- Skill levels improve&lt;br&gt;- The working age population rises&lt;br&gt;- The gender pay gap reduces&lt;br&gt;- Wage levels rise&lt;br&gt;- Productivity rises&lt;br&gt;- GDP increases&lt;br&gt;- Recognition of Moray increases</td>
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<td>Local Development Plan Strategic Housing Investment Plan Moray Growth Deal Skills Investment Plan</td>
<td>Promote economic development and growth, and maintain, and promote, Moray’s landscape and biodiversity</td>
<td><strong>Outcomes</strong>&lt;br&gt;- Reducing funding gap&lt;br&gt;- Positive management of workforce reduction and change&lt;br&gt;- Improved employee engagement&lt;br&gt;- Increase in online business&lt;br&gt;- Improving digital provision in schools</td>
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<td>Financially stable council</td>
<td>Work towards a financially stable council that provides valued services to our communities</td>
<td><strong>Outcomes</strong>&lt;br&gt;- Reducing funding gap&lt;br&gt;- Positive management of workforce reduction and change&lt;br&gt;- Improved employee engagement&lt;br&gt;- Increase in online business&lt;br&gt;- Improving digital provision in schools</td>
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Corporate Plan 2018 - 2023
Our Priorities

In the first year of our new corporate plan, we will develop plans to progress our priorities within the context of the issues facing the communities of Moray and the need to ensure that services are sustainable and targeted to areas where they will have the greatest impact. We will work with our public sector partners to ensure that we maximise our combined resources to improve outcomes. We will also work with communities in Moray to develop action plans that respond to the experiences of people in those areas and target resources effectively.

This first iteration of the Corporate Plan starts to identify what we will be doing over the next five years to contribute to the Moray 10 Year Plan Local Outcomes Improvement Plan and to address the specific priorities of the Council.

Underlying all of our work is the need to switch attention to preventing an issue becoming a problem rather than dealing with the consequences afterwards. This is particularly challenging in the current financial environment but essential for the future sustainability of the area.
Ensure Caring and Healthy Communities

Background

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 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 MJJB, 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.

There is more than health and social care to ensuring positive community life. Moray has a mix of urban and rural populations and our rural communities face particular challenges with both physical and digital access to services, work, education and social activities. Limited availability of fast broadband speeds and mobile connectivity are issues for parts of Moray and travel by public transport is challenging for a number of local communities. This means that accessing everyday services such as school, work, leisure facilities and shops can have a significant impact on the quality of an individual’s life.

The Community Empowerment Act brings increasing emphasis on community involvement and participation and we recognise that confident, skilled and self-reliant communities where expectations and aspirations are high will help bring positive outcomes to the people of Moray. Along with our community planning partners, we aim to develop thriving well connected communities to support our priority of ensuring healthy and caring communities.

Challenges and Opportunities

Tackling issues which limit people in connecting with services and each other will make Moray a more thriving community with a better connected base, where more people will live well in their communities. Building capacity and developing strong, vibrant, self-supporting communities will provide connections within and across communities. It will give all sections of the community a voice.

Equally important is the potential impact on everyday life that quicker and easier access to health, social and cultural services would bring. While beneficial to each of Moray’s residents, the impact for specific groups will be more significant e.g. older people living alone, young families, young people, those living in particularly rural communities and those on low wages. We recognise that access to services is vital for our rural communities, particularly with declining resources, and we will work with partners to ensure creative solutions are available across Moray.
Next Steps

The development of transport and digital infrastructure will be progressed through the Moray Growth Deal and Moray Economic Strategy.

To develop more resilient, self-reliant and empowered communities we will work with the people of Moray to harness their knowledge, skills and experience. This will help us to build and support their strengths and to deliver increased community capacity that will make a difference across services and throughout Moray. We will develop our approach to community learning and development to ensure strategic direction through a re-invigorated plan aimed at improving social inclusion and the lives of everyone in communities across Moray.

- Develop locality engagement – to work towards a shared understanding of the issues in our communities, influenced by the people who are experiencing them
- Review our area based governance arrangements along with community planning partners to support locality based work
- Continue our engagement with the public on the future of council services
- Consider and develop our approach to community involvement and participation, including in our budget (Community Choices)

Outcomes

- 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 and communities that helps us to design the future together.
Promote economic development and growth and maintain and promote Moray’s landscape and biodiversity

Background

Achieving economic growth has been recognised as a major priority of both the council and the community planning partnership for several years. At a time when many services which we hold dear are under threat, the economy may seem of limited relevance to the daily lives of those who live, work and visit in Moray. In fact, 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.

Economic development cannot be delivered by any one agency. It requires concerted action in pursuit of a shared vision. This is provided in Moray by Moray Economic Strategy and its delivery body Moray Economic Partnership. A key aspect 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.

Challenges & Opportunities

The Moray economy performs well in many areas, with comparatively low unemployment, few areas of significant deprivation, strong survival rates for new businesses and encouraging growth in key sectors such as construction. There are a number of opportunities that have been identified for development. We aim to increase our wage and qualification levels and to improve pay levels and job opportunities for women in Moray, which are often poor compared to those for men. We will also work to create an appealing environment for young people where the trend is of outward migration, with many more leaving and failing to return than those we successfully attract into Moray from other areas. Given the higher than average growth in our elderly population, this creates challenges in terms of our working age population.
Next Steps

Having reviewed these opportunities and challenges in 2016 and 2017, the Council and its partners in economic development are now focusing through the Moray Growth Deal on a number of key areas:

- retaining and attracting young people (16-29 year olds)
- business growth
- better employment, skills and earnings
- vibrant towns and communities
- improved recognition of Moray, the place
- improved connectivity

Meantime work is ongoing through the new Local Development Plan 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.

Outcomes

Although there is a range of very specific outcomes being pursued across Moray in relation to local development opportunities, the wider outcomes being pursued in terms of ongoing work include:

- business growth
- an increase in jobs and wage levels
- an increase in 16-29 year olds living and working in Moray
- a reduction in the gender pay gap
- an increase in productivity levels
- an increase in our Gross Domestic Product (GDP – a recognised measure of output and income)
- greater recognition of Moray as an area

Measures and indicators for these outcomes are being reviewed for Moray Economic Strategy and developed for Moray Growth Deal.
Provide a sustainable education service aiming for excellence

Background

One of our greatest challenges as a society is to close the attainment gap and raise standards for all children and young people in our schools. Education must be fit for life and work in the 21st century and meet the needs of all learners. To improve attainment, achieve a sustainable educational future and aim for excellence, the following three areas of strategic focus are key:

- Environment for Learning
- Curriculum Offer
- Staff recruitment, leadership, development and school support

Challenges and Opportunities

The Schools for the Future policy aims to provide an overview of educational provision in Moray to ensure we are planning for a sustainable future with schools fit for the 21st century. However, a wider review of provision is required if we are going to address the very poor state of our school buildings and manage the serious risks that their continued deterioration poses to continuity of education. The work will be driven by our aspirations for excellence in education but will also address affordability. To be sustainable, in future our education estate will have a smaller number of better quality school buildings.

Moray has significant room for improvement in attainment with some schools vastly outperforming others for a variety of reasons. This results in very mixed school inspection reports which offer opportunities to share good practice in some areas, but equally identify some areas of significant concern, including capacity for improvement.

We must also continue to respond to acute teacher recruitment and retention issues, including at Head Teacher level, and will work to minimise any disruption and maintain an appropriate curriculum offer for learners.

Meeting these challenges is particularly difficult in a climate of financial constraint and within legislative and policy boundaries. Significant investment will be needed to drive the change to a truly sustainable education system geared at achieving excellence.
Next Steps

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 children and young people’s health and wellbeing
- Improvement in employability skills and sustained, positive school leaver destinations for all people
- Reviewing and transforming the school estate

Outcomes

The aim is to provide:

- Short, medium and long terms plans for an affordable, sustainable school estate aiming for equity and excellence for all
- A fair curriculum offer, including through e-learning, across all schools
- Improved attainment at both the Broad General Education and Senior Phase
- Sustainable models of leadership and leadership and staff development for schools
- Improved support arrangements for schools and Associated School Groups to allow Head Teachers to be leaders of learning

This will support us to deliver our vision for children, young people and their families:

- 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
- The public and our staff have the highest levels of confidence in all the services we provide to young people and families across Moray
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 indeed those aspects of services which are lower priority as shown in the budget decisions for 2018/19. The detail on these services and how they will contribute is contained in our service planning process.
Work towards a financially stable council that provides valued services to our communities

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, including a service transformation programme (Designing Better Services); service redesign and service reduction. In the period 2010/11 to 2017/18 the council has made a total of £37 million budget savings.

Economic indicators at UK and Scotland levels are for slow economic growth. Fiscal forecasts predict that the cash available to the Scottish Government is likely to reduce in real terms and the tax take in 2016/17 was less than forecast. It is also of note that the Scottish government have committed to protect spend in certain areas, most notably the NHS, and have committed to fund expansion in areas such as early learning and childcare. The consequence of protected and expanded spend on some areas is a reduction of spend in others. It is with this background that further cuts in future local government settlement are expected.

The council set its budget for 2017/18 on 15 February 2017. The budget incorporated savings of £3.4 million, including £544,000 temporary savings, and relied on use of reserves of £7.95 million to balance the budget. The opening position for the 2018/19 budget is therefore an underlying over commitment of £8.5 million.

Emerging and Developing Financial Plan

The budget process for 2018/19 focussed on making sufficient savings to absorb inflation and other budget pressures and reduced grant funding so that projected general reserves are no less than £5 million, which reflects the current reserves policy. A target of £6 million savings was set to achieve that goal. A proposed list of savings was the subject of a public consultation exercise.

We can no longer rely on reserves to fill any funding gaps and so the focus for the next few years is to bring the budget back into balance with the funding we can reasonably expect from Scottish Government, Council Tax and charges for services.

The task of re-shaping our services and the asset base from which they are delivered will involve short, medium and long term strategies for transformation. Our options will be constrained by statute and government guidelines and it will be important to develop a good understanding of the level of flexibility which the council has as the process evolves. This is particularly the case for our school estate which it is acknowledged is in need of significant review and improvement but where legislation and government policy limits the potential solutions.

The local government settlement for 2018/19 is a one-year settlement and so there remains considerable uncertainty about funding for 2019/20 and beyond. This means that planning for the future is very challenging for the council and its communities. In order to provide a frame of reference for the financial future of the council, scenario planning is used taking into consideration three key budget components - pay award, loans charges for different levels of capital expenditure and government revenue funding. These were used to develop best case, worst case and mid-point scenarios for 2018/19 at interim planning stages and have been revisited in finalising budget proposals for 2018/9. We will continue to review these scenarios during the preparation for 2019/20 and beyond to provide indicative budget figures.

Based on the above, current estimates for the year 2019/20 are for savings in the order of £11m. The focus of financial planning is on the next three to five years, with the aim of bringing the council’s budget into a sustainable position, based on best estimates of likely available funding.
Delivering Financial Sustainability

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. This will require extensive and detailed consideration of every aspect of what services the council can provide, to what scale and quality and how services are delivered. Already we have identified a range of work to contribute to this agenda and we will be working to develop, define and add to this as part of our programme of work to deliver a financially stable council that provides valued services to our communities.

Our planned work that is already underway to secure financial sustainability includes:
- Digital – investment on a spend-to-save basis aimed at enhancing digital service provision and delivering service efficiencies
- Property Asset Management strategy-review and development of strategy to achieve rationalisation of property assets aligned to priorities
- Management Arrangements – review, streamlining and aligning management arrangements to corporate plan and priorities
- Community Capacity building – developing resilient communities, for example through interested community groups taking over responsibility for council buildings through Community Asset Transfer
- Procurement practices – we have agreed a procurement savings target of 3%, as a challenge mechanism for budget managers to consider as contracts fall due to be tendered / retendered
- Transforming the Economy
  - Energy from Waste Project
  - Development of March Road Industrial Estate
  - Flood Risk Management Schemes
- Transforming Education
  - Schools for the Future
  - Leisure Services Review

Modernisation and Improvement Programme: Transformation to Achieve

To deliver further savings, the Council is preparing a programme of work to support our priority of having a financially stable council that provides valued services to our Communities. To this end, possible areas of work aimed at improving the financial sustainability of council services have been identified using the Reform Matrix in the table below. At this stage these are a set of ideas and business mandates will be developed and progressed through the Council’s gateway process using our project management procedures in order to assess and prioritise them into a programme of modernisation and improvement work.

Reform Matrix

<table>
<thead>
<tr>
<th>Transformation (different service)</th>
<th>Centralise/ amalgamate in-house; Share services; Outsource/ Commission; ALEOs/Trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redesign of services (i.e. efficiency – same service leaner/new approach)</td>
<td>Digital Services; Redesign Jobs; Streamline processes (e.g. contact centre, SharePoint, energy management); Rationalise asset base (including Schools, CATs); Simplify Governance</td>
</tr>
<tr>
<td>Redefine Services</td>
<td>Stop; Reduce; Community contribution / provision of services</td>
</tr>
<tr>
<td>Income generation and commercialisation</td>
<td>Charges; Sponsorship; Council Tax; Investment Portfolio; New services to compete with private sector; Sale of assets</td>
</tr>
</tbody>
</table>

We will continue to apply the Reform Matrix to identify and develop further opportunities.

It is anticipated that this programme of work will be developed by June 2018 to a stage where indicative value can be attached to the work for financial planning purposes. The projects will report through programme boards that in turn report to the Transforming the Council Board and form the project governance arrangements.
Developing and Aligning Assets and Resources to Priorities

We know that the level of 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. Most recent estimates are for investment of over £378 million in the next 10 years to meet the requirements of the current portfolio of assets.

We plan to develop our approach to managing assets linked to the Council’s overall priorities and to consider assets as part of our whole approach and resourcing of our priorities. We will consider how we can bring together spatial place based planning with wider priorities and considerations around the needs of our communities and will seek to engage our local communities in this work.

As we develop our financial planning for 2019/20 and beyond, we expect to see further movement in our resources with reducing spend in areas of lower priority. The starting point for this is shown in the chart below.

### Trend in council expenditure on main services

<table>
<thead>
<tr>
<th>Service</th>
<th>2016/17 £million</th>
<th>2017/18 £million</th>
<th>2018/19 £million</th>
<th>Change over period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>80.440</td>
<td>84.023</td>
<td></td>
<td>+3.583</td>
</tr>
<tr>
<td>Lifelong learning culture and sport</td>
<td>5.882</td>
<td>5.870</td>
<td></td>
<td>-0.012</td>
</tr>
<tr>
<td>Integrated Children’s Services</td>
<td>15.669</td>
<td>16.155</td>
<td></td>
<td>+0.486</td>
</tr>
<tr>
<td>Social Care for Adults</td>
<td>37.976</td>
<td>36.677</td>
<td></td>
<td>-1.300</td>
</tr>
<tr>
<td>Roads and Transport</td>
<td>6.196</td>
<td>6.086</td>
<td></td>
<td>-0.110</td>
</tr>
<tr>
<td>Environmental protection services</td>
<td>11.046</td>
<td>11.006</td>
<td></td>
<td>-0.040</td>
</tr>
<tr>
<td>Economic development and planning</td>
<td>0.776</td>
<td>0.618</td>
<td></td>
<td>-0.158</td>
</tr>
<tr>
<td>Other services*</td>
<td>25.517</td>
<td>25.606</td>
<td></td>
<td>+0.090</td>
</tr>
<tr>
<td>Total</td>
<td>183.503</td>
<td>186.041</td>
<td></td>
<td>+2.538</td>
</tr>
</tbody>
</table>

*Note: Other services combines central services and non-HRA housing*
Developing Digital Technology/ Digital 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 and support our objective of a financially sustainable council.

We will work in partnership to deliver the Scottish Government’s Reaching 100% (R100) Programme.

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.

This includes continuing to develop our customer service focus, supporting the development of digital skills in line with more digital solutions for service delivery and ensuring systems and ways of working lead to improved outcomes.

The council’s most recent employee survey indicated good progress where substantial improvements have been made across a range of employment issues, but there is still work to be done and the Culture Group - a working party of unions, councillors and senior officers will continue to work together to address these issues.

Strong, consistent leadership continues to be crucial to the future of council services in this challenging environment as will continuing to support national initiatives.

The main workforce priorities for this plan are:
- Workforce Transformation and Change
- Workforce Skills Development
- Engagement and Culture
- Leadership Development and Capacity

Developing engagement (community involvement and influence)

The involvement and engagement of our communities in the services that they receive will assist in ensuring that services are targeted appropriately to maximise the impact. Work is planned in the following areas:

- Locality planning – Rationalising current locality based work and governance
- Community Participation (requests)
- Community Choices (Participatory Budgeting)
- Devolved decision making (local governance consultation)

Developing Performance and Measuring Success

This Plan is the first iteration of our emerging five year Corporate Plan and we recognise that further development will be needed.

This will include the development of specific action plans aligned to the service planning process with clear indications of the outcomes and measurable results that will demonstrate our success.

Our performance management will focus on the delivery of our priorities and outcomes and the supporting strategies highlighted in the Overview of the Plan table. Annual reports against the plans will be reported to committee and published.
PESTLE

Political Landscape
- Minority Conservative UK government
- Minority SNP Scottish Government
- Brexit
- Continued constraint in public finances
- Emerging Fiscal Framework to support the Scotland Bill
- Council Tax Constraints
- A Nation with Ambition – The Government’s Programme for Scotland 2017-18
- Welfare Reform including introduction of Universal Credit
- Devolution of tax raising powers

Economic Trends
- Skills, expertise and employment leaving the region
- Tight labour market, especially for key posts (e.g. teachers)
- Consumer inflation affecting standard of living
- Developing infrastructure for growth e.g. Elgin transport strategy

Social & Demographic
- Younger population outward migration
- Increasing ageing population / cost of health & social care
- Impact of military personnel/bases
- Geographical variations in deprivation
- Multi-generational deprivation
- Rural isolation

Technological/technical changes
- Inconsistent digital infrastructure and high cost of connections
- Increase in use of digital channels
- Greater automation of processes and objects
- Rise of sensors and devices connected to the internet
- Rise of smartphone society
- New techniques to gather and analyse data
- Transformation of IT infrastructure and operations
- More sophisticated security requirements
- Integrated approach to public service ICT

Legislation
- Scotland Bill
- Children & Young People’s Act (2014)
- Public Bodies (Joint Working) Scotland Act 2014
- Social Care Scotland Act 2013
- Community Empowerment (Scotland) Act 2015
- Housing (Scotland) Act 2014
- Community Justice (Scotland) Act 2016
- Education (Scotland) Act 2016
- Land Reform (Scotland) Act 2016
- Private Housing (Tenancies) (Scotland) Bill
- Waste (Scotland) Regulations 2014

Environmental Impacts
- Commitment to Zero Waste
- Climate change and Paris Agreement implications
- Scottish Government’s Low Carbon Economic Strategy
- Flooding
Our Key Facts

Population
- 95,510 population (2015)*
- 16.2% aged 16 to 29 years (Scotland: 18.2%)
- 30.2% aged 60 and over (Scotland: 24.2%)

Area
- 2,238 sq km (864 sq miles) the 11th most sparsely populated area in Scotland
- 42.2% of the population live in a rural area
- 4.1% live in settlements with fewer than 500 people

Household Projections 2012 to 2037
7% increase in households (40,492 to 43,245) (Scotland: 17% increase)

Fuel Poverty 2014
- 40% of households in fuel poverty (Scotland: 35%)

Ethnicity
- 77.7% White – Scottish (Scotland: 84%)
- 18% White – other British (Scotland: 7.9%)

Children Living in Poverty 2014
- 18% children live in poverty (Scotland: 22%)
- Moray has 0% of Scotland’s most deprived datazones, and 0.06% of Scotland’s least deprived datazones (3,537 people or 3.7% of Moray’s population)

Car/Van Ownership 2016
- 18.9% of households have no car/van (Scotland: 29.4%)
- 35.3% of households have 2 or more cars/vans (Scotland: 28.5%)

Economy and Income

GVA Per Head of Employment 2015
- £20,624 (Scotland: £23,685)

Weekly Wages 2016
- £498 (live in Moray)
- £491 (work in Moray)
- (£Scotland: £535)

Business Size 2016
- 46.2% employment in small businesses (<50) (Scotland: 36.1%)
- 39.6% employment in large businesses (250+) (Scotland: 50.0%)
- 79.2% in private sector (businesses with < 10 employees) (Scotland: 78.5%)

Business Turnover 2016
- £3,410m (Scotland: £270,086)
Between 2010-16:
- 23.2% growth (Scotland: 4.9% growth)

Education and Learning

School Attainment 2014/15
- 60.6% of pupils left school with one or more SCQF level 6 or 7 (Scotland: 63.2%)

Attendance 2014/15
- 94.6% primary (Scotland: 93.9%)
- 90.2% secondary (Scotland: 88.5%)

Positive Destinations 2014/15
- Initial destination (2015) 94.3% (Scotland: 92.9%)
- 9 months on (2016) 89.9% (Scotland: 92%)

Moray College Students 2014/15
- 64.9% successful completions (Further Education) (Scotland: 74.6%)
- 1,670 full time students (up from 1,556 in 2012/13)

Qualifications: Working Age Population 2015
- 32.3% have NVQ4+ (Scotland: 42.5%)
- 11.6% have no qualifications (Scotland: 9.0%)
**Life Stages/Health and Well-being**

**Life Expectancy 2011/13**
- 81.7yrs for Females (Scotland: 81yrs)
- 77.9yrs for Males (Scotland: 76.9yrs)

**Diabetes Prevalence 2016**
- 5.7% (Scotland: 4.97%)
- 5,258 registered with diabetes (up from 4,110 in 2010)

**Obesity 2013/14**
- 10.5 per thousand population (down from 10.88 per thousand population in 2010-11) (Scotland: 8.05 per thousand population)

**Alcohol Related Deaths 2011/15**
- 20.8% per 100,000 population (Scotland: 21.5%)

**Community and Environment**

**Neighbourhood Issues 2016/17**
- 25.2% Neighbour disputes
- 23.3% Abandoned vehicles
- 18.2% Noise
- 16.4% Dog fouling

**Crime and Disorder 2014/15**
- 270 crimes per 10,000 people: reduced from 463 in 2010/11 (Scotland: 479)
- 24% of residents have experienced some form of anti-social behaviour

**Street Cleanliness**
- 81.3%

**Waste**
- 42.6% to landfill (Scotland: 46.4%)
- 57.6% recycled (Scotland: 44.3%)

**Our Neighbourhoods 2015**
- 97% rate their neighbourhood as very/fairly good (Scotland: 95%)

**Volunteering 2015**
- 30% adults involved in voluntary work (Scotland: 27%)

**Public Services**

**Public Spending: £505.3 + million**
- Moray Council (000) (2015-16) £296,937
- Moray College (000) (2014-15) £12,755
- NHS (000) (2014-15) £142,591
- Social Care (000) (2014-15) £53,078

**Key Issues for Moray Residents**
- high number of older people
- low wage economy and lack of economic diversity
- outward migration of young people
- variation in attainment and post-school destination
- variation in outcome for smaller communities
- delivery of and access to services; and social isolation

**Influence/Involvement in Public Sector 2015**
- 22% agree that they ‘can influence decisions affecting my local area’ (Scotland: 24%)
- 37% agree that their ‘council does the best it can with the money available’ (Scotland= 41%)

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

Cllr George Alexander
Leader of Moray Council