











2019-24 Corporate Plan Actions










A. Our People - Provide opportunities where young people can achieve their potential to be the best they can be throughout their lives with a strong and sustained focus on those individuals and groups in society who experience the most disadvantage and discrimination

Planned Corporate Level Outcome	Corporate Status Progress	Corporate Action Status	Action Code & Title	Action Update	Action Progress	Action Status
Priority - Children and Families – Provide opportunities where young people can achieve their potential to be the best they can be						
CP19-24#1.1.1 The attainment gap between most and least disadvantaged children will reduce	25%		Reducing the impact of poverty	Funding streams linked to Scottish Attainment Challenge (Pupil Equity) have supported children and young people of Moray, particularly those most affected by poverty, in closing the attainment gap. Over the last 4 years, there has been a notable reduction in the poverty related attainment gap for literacy and numeracy (P1, P4, P7 and S3 combined) from 28% to 15% and from 21% to 13% respectively, whilst below the national averages, schools continue to use Pupil Equity Fund (PEF) funding to provide a range of targeted interventions. At Senior Phase, the poverty related attainment gap for Scottish Credit and Qualifications Framework (SCQF) level 4, level 5 and level 6 are all lower than national averages, demonstrating a positive position. Schools also continue to develop approaches to wellbeing and family engagement, strengthening knowledge and developing interventions. Education Scotland published a Scottish Attainment Challenge: 2015-20 Impact Report for Moray which can be viewed here	25%	
CP19-24#1.2.1 Improved attainment at both the Broad General Education and Senior Phase	83%		EDU STRAT 1.1 Copy of (BV) Launch and establish the revised Education plan to improve outcomes for Moray's children and young people 2020-23, with key priorities *Curriculum *Learning, teaching and assessment *Supporting all	All areas continue through the lens of Covid-19 with a particular focus on Digital approaches to the Curriculum and learning which in turn, increased the professional learning of practitioners in these areas. The plan continues to be a focus and driver for improvement across the service as we aim to deliver better outcomes for Moray's Children and Young People.	100%	




			Learners *Leadership at all levels			
			EDU STRAT 1.2 Launch the revised raising attainment strategy	ACEL Early Indication data now collated with initial analysis and dissemination to QI Team for further scrutiny and follow-up actions with schools. Following SG announcement of data gathering reinstated in June 2021, in strong position to provide and submit valid and quality assured data as processes have continued during lockdown. SQA processes continue to be implemented in advance of the return of all Senior Phase pupils after the Easter break with successful phased return of Senior Phase pupils' pre-Easter in support of practical based subjects in particular. Preparations are well advanced for assessment blocks and moderation processes during term 4 for ACM and data submission to SQA required by 25 June 2021. ELC attainment strategy and priority areas shared at Curriculum forum (March 2021)	100%	
			EDU STRAT 1.3 Determine investment in resourcing to drive the pace and scale of change in educational attainment	Recruitment to vacant QIO posts has been progressed with unsuccessful outcome in external recruitment. However, internal recruitment has secured two Acting QIOs to start in April 2021.	50%	
CP19-24#1.3.1 Young people are better prepared for life beyond school and for the workplace	5%		Improvement in employability skills and sustained, positive leaver destinations for all people	Moray Skills Pathway providing a single framework offering opportunities to develop skills, knowledge and attitudes required for the workplace. All secondary schools are signed up to Career Ready, a programme designed to connect young people with employers and growth in student and companies participating has increased. Pathway planning for all S3-S6 pupils is in place with strengthened links between schools and colleges to support the most vulnerable and disengaged young people. The impact of this can be seen in 91.3% of 16-19 year olds participating in education, training and employment, in line with the national average 93.4%.	50%	
CP19-24#1.4.1 A plan will be developed for an affordable, sustainable Learning Estate	20%		STRATEGIC ERC 3.1 Tackle the affordability and standard of our schools and the buildings they operate from, deal with changing demographics and demands	The next step is community consultation on the new Findrassie primary school, and consultation and engagement on the different options that might be considered in our three priority Associated School Groups (ASGs) – Buckie, Forres and Elgin. Activity will accelerate once the new Senior Project Manager (Learning Estate) is in post from the end of April. There have been preliminary discussions with Scottish Futures Trust (SFT) on the Findrassie project, and an opportunity to link with other local authorities undertaking similar projects. The Northern Alliance is continuing to offer support through the Sustaining Education in our Communities workstream.	20%	
CP19-24#1.5.1 More of our children live with their families and are cared for in strong, safe communities in Moray.	25%		STRAT1.1 Children and young people looked after in kinship and foster care and care at home increases	The fostering service plan – has a strategy to increase the availability of foster placements with the goal being to reduce requirement for residential care. The recruitment strategy is a quicker processes so that less/ no carers choose to leave due to waiting for the preparation and assessment process to begin. An example is that the skills to foster course now takes a proactive approach whereby courses take place based upon the expression of interest, as opposed to courses having fixed timescales and run less frequently. To improve the range of carers specific groups are targetted when there have been expressions of interest in areas such as the provision for short breaks (Respite care), teenagers, additional support needs and those who will be able to provide placements for brothers and sisters. The expanding of skills will	25%	



			<p>allow a greater flexibility in placement provision and may prevent for example brothers and sisters being separated.</p> <p>Increasing availability of kinship – The formal improvement plan for kinships is currently under development, however improvement actions have already commenced and will be reflected in the plan. There is a test of change looking at earlier intervention in the West. This is where children are, or may be, considered to be on the edge of care – and where it is considered that alternative care may be needed, the child’s social worker will make a referral to the kinship team so that the team and family can begin to work together to identify who in the family may offer care if that becomes necessary. By using a newly created viability assessment this supports the process of identifying who may offer care if the child cannot remain in their immediate family home and the kinship assessment process is shortened, given that the themes explored in the viability tool are similar to those in the formal kinship assessment. Working in this way ensures that the child is more prepared about why care is needed and they are involved in the process of deciding from where they be cared.</p> <p>There is now a duty and advice line for kinship to offer Social Workers in the teams support.</p>		
		STRAT1.2 Time taken and number of placements a young person experiences before achieving permanence reduces.	<p>The service continues to remain engaged with PACE processes, given Covid and the impact on court processes, there have been few children presented for permanence in court. This will remain subject of review in PACE meetings and internal performance meetings.</p>	16%	
		STRAT1.3 Children and young people feel secure and supported in their relationships	<p>The service's culture is changing its approach towards a more relational focus to our work, listening to the views of families and the children within those families and working in a way that supports children and young people in feeling safe across a number of relationships.</p> <p>Change in practice – reflects the focus on the need for a change in culture, an example being needing to actively look at where family time will be held that will support the parent and the child with the drive being to focus on quality family time while a child is safely in care. By working in this way a focus can be maintained on supporting the making of relationships rather than what can happen, the breaking of relationships.</p> <p>The cultural drivers are focussed on relationships and family, which is the foundation of care planning and can be witnessed within the voice of the child and/or parent showing in reviews with voice/advocacy being higher on the agenda.</p> <p>Quantifying cultural change will be difficult.. but is being seen in two main aspects: (i) the increase in kinship care placements (ii) the increase in children being removed from what would be called formal care , when their kin apply for residence at court.</p>	33%	

				Numbers for the change in kinship placements moving to family based residence care and the child no longer being looked after, have shown a marked increase over the period of 18/ 24 months.		
Improve life chances and outcomes for care experienced children and young people	50%		STRAT1.4 Improve the identification and monitoring of care leavers and care experienced young people in the youth and criminal justice systems	A monthly report is generated by Business Intelligence which identifies all care experienced young people open to youth justice and criminal justice. This has been in place since February 2021. The information is circulated to the relevant workers within the teams who ensures the young person either has a case management plan that is responsive to their needs and risks (Criminal Justice), or, a Start AV assessment and plan (Youth Justice). These plans will ensure that work is targeting to support young people whilst they are open to the service. On closure any onward referral to relevant agencies will be made.	100%	
			STRAT1.5 Reduce any over representation of care leavers and care experienced young people in the youth and criminal justice systems	As part of the Corporate Parenting Justice Pillar group, Youth Justice and Criminal Justice are currently undertaking a study into those Care Experienced Young People who have been identified as open on their systems. This will involve interviewing the young person and will capture their views including why they may have become involved in offending. This study should also identify what supports were helpful/not helpful and what could have supported them better at an early stage. This work commenced in March 2021 and are hoping to collate findings by June 2021. The findings will be shared within the Corporate Parenting Group to inform service development. The temporary project worker within youth justice who is funded with Whole Systems money is taking a lead role in this study.	0%	
Priority - Children and Families – Improve health and well-being for people of Moray						
Improved outcomes for our most vulnerable young people and families	33%		STRAT2.1 Intervene at the earliest opportunity to minimise the impact of neglect on children and young people	Neglect toolkit is to be launched imminently and staff trained, this currently sits within the Child Protection Committee. This will allow staff to work more confidently with issues of neglect in partnership with families. The new locality planning model for Moray commences in April and will allow families to get early help in the right way when they need it. Cases that are deemed not suitable for social work but still in need of support will be discussed at the Multi-agency Support Hub and the appropriate service delivered. This will inform higher strategic discussions, based on data collated from this group alongside information collated from locality groups.	33%	
			STRAT2.2 Intervene at the earliest opportunity to minimise the impact of parental substance use on family wellbeing	Work is ongoing to make better links with the Alcohol & Drug Partnership (ADP) and adult drug and alcohol services. Plans are in place to provide training for staff in models of intervention related to drug and alcohol issues, which should be carried out in accordance with the priority of other training in the calendar. Support continues to be offered to children where there are issues around parental substance misuse through our Access team and our area teams, along with the child planning process. This is currently an area of development. Cases are also targeted as above by locality planning process.	33%	



			STRAT2.3 Intervene at the earliest opportunity to minimise the impact of domestic abuse on children, young people and parents	Safe and Together training for trainers has commenced in Moray allowing our staff to train practitioners both internally and in a multi-agency context in a new model of support to families experiencing domestic violence. We have representation on the Violence Against Women strategic group and work is ongoing to develop practitioner skill in this area. An increase in domestic violence has been noticed since the start of the pandemic and as such it is a critical time for this development. Social workers continue to visit children at home despite lockdown restrictions and in the context of other services being unavailable to families. The child planning process continues and within our Access Service has, as far as possible in the current circumstances, an open door to those requiring support.	33%	
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Priority - Adults – Optimise outcomes for adults and older people by enhancing choice in the context of a home first approach delivered through the IJB						
CP19-24#3.1.1 People will be able to look after and improve their own health and well-being and live in good health for longer in home environments that support independent living	N/A			Delivery delegated to the Integrated Joint Board.		
CP19-24#3.2.1 People are able to live independently at home or in a homely setting in their community	N/A			Delivery delegated to the Integrated Joint Board.		
CP19-24#3.3.1 People who use health and	N/A			Delivery delegated to the Integrated Joint Board.		

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social care services have positive experiences of those services, and have their dignity respected						
HPS20-22.S4.1.1 Assess and respond to the housing needs of older people in partnership with IJB.	35%		HPS20-22.S4.1.1 Assess and respond to the housing needs of older people in partnership with IJB.	The Moray Affordable Housing programme aims to provide 30% of the new build houses to cater for household with particular needs. The next phase of provision of affordable housing at Bilbohall, Elgin which is currently out to tender. This will be a joint development with Grampian Housing Association and is being supported with grant funding from the Scottish Government. Planning Permission has been received and the project remains on programme.	35%	







B. Our Place - Empower communities to build capacity







Planned Corporate Level Outcome	Corporate Plan Progress	Corporate Action Status	Action Code & Title	Action Update	Action Progress	Action Status
Priority - Empower communities to build capacity by becoming more informed, involved and influential in service delivery						
P19-24#4.1.1 Our communities' ability to address their own needs and aspirations is improved	40%		STRATEGIC ERC 1.1 Copy of Enhance community participation in service delivery (e.g. CATs)	<p>Support to groups working on CATs ongoing – all requests for support addressed. Initial and Final assessments completed.</p> <p>Of the 4 CAT Transfers agreed at committee the legal work has been completed for Forres and Dufftown. Cullen and Findochty are still to be completed. Elgin Town Hall group have continued with a lease for the time being as the Hall is a project within the cultural quarter of the Growth Deal, Longmore Town Hall is a Trust and the group there are exploring with Legal the best route for the transfer. Fisherman's Hall in Buckie submitted their CAT application but are working on an update after COVID-19</p> <p>Additional CAT's agreed at committee in 2020-21: Elgin Sports Community Trust – land at Lesser Borough Briggs – CAT lease Aberlour Community Association - Alice Littler Park – CAT transfer Lossiemouth Community Development Trust – land at Coularbank for Skatepark project – CAT lease</p> <p>CATs submitted: Findhorn Conservation Company – Toilet blocks at Findhorn</p>	40%	

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CP19-24#4.2 Develop and implement Participatory Budgeting	0%		CP19-24#4.2.1 1% of council budget allocated through PB by April 2021	Moray Council PB Framework was signed off by P&R on the 14th January 2020. I've attached a link to the Committee Papers: https://moray.cmis.uk.com/moray/CouncilandGovernance/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/110/Committee/5/Default.aspx	0%	







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Priority – Improve our understanding of the issues in our communities based on the experience of local people						
CP19-24#5.1.1 More of our activities, services and plans are influenced by the communities they serve	50%		STRATEGIC ERC 2.1 Develop engagement with the public on the future of council services	Social Recovery through Locality Planning paper (ECOD Committee 31/3/21) noted that this action was delayed due to Covid -19. Committee agreed a refocused approach to locality planning that will allow us to identify cross-cutting themes to inform our corporate strategic planning. It will also enable the building of links and relationships within our communities to support the development of community involvement in service redesign.	50%	
CP19-24#5.2.1 We are more successful in developing a shared understanding between the council and communities that helps us to design the future together	60%		STRATEGIC ERC 2.2 Develop locality engagement - so that solutions are influenced by the experience of local people	<ul style="list-style-type: none"> • Locality Planning work impacted by second COVID-19 wave and restrictions post-Christmas 2020 • Monitoring reports for Buckie Central East and New Elgin East completed and submitted to CLD Strategy Group. CSO support ongoing in both areas. • Committee approval on 31/3/21 to work with anchor organisations to support with locality/community planning in Lossiemouth, Forres and Keith. 	60%	






C. Our Future – Drive economic development to create a vibrant economy for the future




Planned Corporate Level Outcome	Corporate Plan Progress	Corporate Action Status	Action Code & Title	Action Update	Action Progress	Action Status
Priority – Create a step change in the regional economy to enable inclusive economic growth						
CP19-24#6.1.1 Increase economic impact of tourism in Moray CP19-24#6.1.2 Increase the level of 16-29 years living and working in Moray	25%		EG&D20-22.S4.1.1 We will pursue the Cultural Quarter and other Moray Growth Deal projects led by the council	Projects progressing as outlined in the growth deal programme. Final sign off of growth deal likely to be in June 2021 subject to finalising OBCs.	25%	
CP19-24#6.2.1 Better employment, skills and earnings - increase in higher skilled jobs and wage levels	85%		EG&D20-22.S4.1.2a We will progress the Moray skills investment plan and complete review the current plan	Skills investment plan is on hold as economic recovery is taking priority. Review of previous SIP and SIP actions not yet completed on hold due to COVID 19 actions currently replaced by Economic Recovery Action Plan. The actions related to employability and skills within the economic recovery plan are being progressed with much of it related to additional funding received as part of the Youth Guarantee Scheme.	85%	
CP19-24#6.3.1 Reduction in the gender pay gap CP19-24#6.3.2 Apprenticeships in key sectors are increased	50%		EG&D20-22.S4.1.2b Develop a collaborative approach to employability	The Local Employability Partnership is now established with good network support through the employability consortium, change management plans are underway to consolidate employability into a single service.	50%	

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Priority – Work to protect and enhance our environment, creating a more resilient and sustainable future						
CP19-24#7.1.1 Achievement of targets, indicators and outcomes identified in Climate Change Action Plan	100%		HPS20-22.S4.2.1 Prepare a Climate Change Strategy and Action Plan.	A Report to the Moray Council on 10 March 2021 approved the draft Climate Change Strategy and Acton Plan.	100%	
CP19-24#7.2.1 Increased provision and use of electric vehicles and plant with supporting infrastructure	10%		ECS20-25 - Section 4(a) Promote & develop active & green travel plans	<p>It has not been possible to progress with the delivery of any Bikeability during 2020/21 due to the ongoing lockdown and COVID-19 restrictions. Work had been ongoing on additional public chargers in Elgin (Council HQ public car park). However this was delayed again due to the lockdown restrictions in quarter 4. The majority of works are complete and the chargers will now go online during quarter 1 of 2021/22. Two additional chargers have however been added to Lossie Green and Moray Street car parks.</p> <p>Reduction in vehicle emissions relates to a planned increase in active travel to school. Due to COVID restrictions it has not been possible to progress with monitoring emissions. This will be reviewed in quarter 1 2021/22.</p>	10%	
CP19-24#7.3.1 Implement surface water infrastructure improvements in vulnerable flood risk areas.	50%		ECS20-25 - Section 4(b) Copy of Develop Surface Water Management Plans	All Surface Water Management Plans (SWMP) have been developed with the exception of Forres. All information from Scottish Water to complete this plan is available and it will be taken forward once COVID restrictions allow a return to office working and the required software can be accessed. All other SWMPs which have an appropriate BCR have been submitted for funding	50%	

D. Sustainability – Work towards creating a financially stable council that provides valued services to our communities

Planned Corporate Level Outcome	Corporate Plan Progress	Corporate Action Status	Action Code & Title	Action Update	Action Progress	Action Status
Priority – Council’s Financial Strategy						
CP19-24#8.1.1 Financial planning set in longer term context	50%		FIN20-22.Strat-4.1 Further develop the council’s medium to long term financial strategy	Update report approved by council 3 March 2021.	50%	
CP19-24#8.2.2 Capital projects have a longer agreed lead-in period so can preparatory work can be done without the risk of being abortive						
Priority – Modernisation and Improvement: Transformation to achieve						
CP19-24#9.1.1.1 ICT strategy set in context to take account of council priorities and requirements	100%		ICT20-22.Strat-4.1 Modernisation and Improvement: Developing digital services–review, develop and implement ICT and Digital Strategy	The review of the ICT and Digital Strategy includes the impact of COVID and how it's changed the requirements of the council, it's staff and customers e.g. increased homeworking, learning and teaching, digital communications, Video Conferencing etc and was approved by ECOD Committee in November 2020	100%	
CP19-24#9.2.1 Implementation of online services for staff and service users to deliver improved outcomes	66%		GSP20-22.Strat-4.5b Encourage “digital first” interaction with customers where possible.	Forres access point model was put in place prior to Covid pandemic response. Access points have remained closed since March 2020 and staff redeployed meantime on email and call handling duties. While limited progress has been made during 2020-21 the Customer Development Manager post has been approved by committee and will be advertised during April 2021.	20%	

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			ICT20-22.Strat-4.2 Extend the availability of online services available to the parents of schoolchildren and provide a single view of their transactions with the council via the customer portal	Parent Portal rolled out to all Moray Schools completed. Uptake across schools has been varied with around 38% of pupils now matched. Schools starting to use some of the features available but due to timing and present restrictions some areas have been limited. Groupcall additional training sessions held for all schools to help encourage more use of the systems available in the most cost effective method. Parents evening system now available for secondary schools at a preferential rate agreed for all Scottish Councils. End of project report completed prior to being submitted to the Transformation Board.	100%	
			ICT20-22.Strat-4.3 Extend the availability of online services available to Children's Social Work Services and provide improved access to services via the council web site and customer portal	A business case for Children's Social Work was submitted as planned by ICT. Testing of the NHS 'Near Me (Attend Anywhere) application was also undertaken with a number of teams in adult social care and at Speyside High. Due to management changes within Children's Services, no update on the next stages of this work is currently available and ICT work is on hold. It is anticipated further ICT involvement will be required to support Children's Services identify what additional services will be available online but completion of this project is dependent on Children's Services having the resources to collaborate with ICT.	80%	
CP19-24#9.3.1 Culture change in customer service delivery towards enabling approach for most customers with supported service delivery for those who needed	20%		GSP20-22.Strat-4.5a Modernisation and Improvement –Customer Services Redesign of customer contact/face to face.	Forres access point model was put in place prior to Covid pandemic response. Access points have remained closed since March 2020 and staff redeployed meantime on email and call handling duties. While limited progress has been made during 2020-21 the Customer Development Manager post has been approved by committee and will be advertised during April 2021.	20%	
CP19-24#9.3.2 Single service for first point of contact.			GSP20-22.Strat-4.5c Use Forres access point as a model to review customer service provision in other access points.	Forres access point model was put in place prior to Covid pandemic response. Access points have remained closed since March 2020 and staff redeployed meantime on email and call handling duties. While limited progress has been made during 2020-21 the Customer Development Manager post has been approved by committee and will be advertised during April 2021.	20%	

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Priority – Developing Workforce						
Workforce planning set in context to take account of council priorities and requirements	100%		HR&OD20-22.Strat-4.1 Developing workforce – review and develop the council’s workforce strategy and plan	Interim workforce plan 2020-22 agreed at the Education, Communities and Organisational Development committee at their meeting held on 18 November 2020.	100%	
Priority – Developing Workforce: transformation and change						
CP19-24#11.1.1 Employee relations aspects of managing change at service and corporate level undertaken effectively and in good time	40%		HR&OD20-22.Strat-4.2 Developing workforce: transformation and change Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes	Strategic Trades Unions/Officer Group meetings re-instigated following move into recovery and renewal phases in 2020 with more frequent Covid-19 related TU/Officer Group meetings continuing with frequency altered as dictated by national policy. A number of service based meetings with the trade unions taking place both on a scheduled and ad hoc basis for specific issues/change management exercises.	40%	