











2019-24 Corporate Plan Actions Progress Update – 2021-22 Quarter 2










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 (DUE DATE)	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	35%		Reducing the impact of poverty	Education Poverty Action Group plan has been developed to tackle lower levels of FSM registration which impacts on the reach of PEF. Schools continue to explore opportunities for joint PEF collaboration across Associated Schools and local comparator school, sharing good practice and enacting universal and targeted interventions in support of identified learners. Moray PEF guidance has been refreshed and relaunched with support sessions delivered by an Education Scotland Attainment Advisor. (Extract from Next Steps Moray Scottish Attainment Challenge 2015-2020 Impact Report)	35%	
CP19-24#1.2.1 Improved attainment at both the Broad General Education and Senior Phase	16%		EDU STRAT 2.1 Continue to progress our Moray Education Raising Attainment Strategy with particular focus on closing the poverty related and wider attainment gaps (JUNE 2022)	Initial attainment visits have been completed at all secondary schools looking at Alternative Certification Model results. Schools have identified areas of strength and areas for improvement for the session ahead. Initial steps are being taken, in line with advice from SQA, to plan ahead for any disruption to SQA examination diet in 2022. The raising attainment targets to be reviewed in line with Covid disruption. ACEL data has been submitted to the Scottish Government.	33%	
			EDU STRAT 2.2 Further build collaborative working across the Community Planning Partnership to support all learners (JUNE 2022)	The Wellbeing Coordinators have taken up post and attended a session with HTs.	15%	


			EDU STRAT 2.3 Determine investment in resourcing to drive the pace and scale of change in educational attainment (JUNE 2022)	Quality Improvement Manager led a session with officers to interrogate school ACEL and SQA data to support discussions during school visits.	15%	
			EDU STRAT 2.4 Develop a post-Covid Parental Engagement Strategy (JUNE 2022)	The Quality Improvement Manager who is leading this work does not take up post until late October 2021 and so work will progress during quarter 3.	0%	
CP19-24#1.3.1 Young people are better prepared for life beyond school and for the workplace	50%		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%. Moray Pathways @ The Inkwel launched in July 2021 as an employability hub for young people to access support.	50%	
CP19-24#1.4.1 A plan will be developed for an affordable, sustainable Learning Estate	50%		STRATEGIC ERC 3.1 Tackle the affordability and standard of our schools and the buildings they operate from, deal with changing demographics and demands (DECEMBER 2021)	<p>Findrassie Primary School Project Outline Business Case was approved by Transform Learning Board in Sep. Final Business Case to be developed during project detailed design phase and planned to be submitted for approval in Q3 2022. Community engagement has commenced and will complete 1 Nov 22. This activity is informing primary school design brief. This brief will be handed over to design team to develop from concept to detailed design during Q1/2 2022. Discussions are planned to take place during November 2021 with internal Design Services team and Procurement to determine design services procurement approach. The appointment of external design partner is expected in Jan 2022. Initial SMART objectives have been developed in Outline Business Case. Work ongoing with Scottish Future Trust to develop these for the Findrassie project. The establishment of formal Project Board within new programme governance structure – kick off meeting planned 2 Nov 2021.</p> <p>Learning Estate Programme Still exploring option to bring forward the operational date of Glassgreen due to the changing developer intentions in south Elgin area. Awaiting updated school roll forecasts – taking into account new developer build out rates – to support decision. End of November 2021 deadline for recommendation. Stakeholder consultation on Learning Estate strategy planned for Nov/Dec 2021. This will focus on Parent Councils and Community Councils in the first instance. Wider community group engagement planned for Feb/Mar 22. At this stage these are information-only events focusing on the process and timelines as options will not be progressed within ASGs until condition surveys are completed. Committee approval for HubNorth Scotland appointment to support Moray Council Learning Estate Investment Programme Stage 3 submissions in Sep. Work in progress</p>	50%	





				to support business cases for Buckie HS and Forres HS future options to be delivered by Hub in early Feb 2022 to support anticipated submission date in Apr 2022. CMT level workshop to develop strategic outcomes and smart objectives completed. Housing and Property resources assigned and commenced school condition surveys during Oct school holidays. Initial focus on Buckie, Forres and Elgin ASGs together with rural schools to support ASG level options development in 2022. Expect 18months to complete full survey works and formal reporting. Development of draft Strategic roadmap and key project milestones to support delivery of the Learning Estate strategy on course for completion by end of Dec. Established programme governance structure. Initial Learning Estate Programme Board to meet late Nov/early Dec (date tbc)		
CP19-24#1.5.1 More of our children live with their families and are cared for in strong, safe communities in Moray.	31%		STRAT1.1 Children and young people looked after in kinship and foster care and care at home increases (MARCH 2023)	<p>Foster Care recruitment plan has witnessed delays due to changes within the staff team, however is making better progress. Currently the website is being actively reviewed and redesigned. A meeting look at supports required to prioritise the campaign within both communications and ICT has taken place and work has begun to ensure that this is taken forward in the next 3 months. Many avenues are being explored with a view to increasing the number and range of Foster Carers; Foster carers have been encouraged to speak to friends, family and colleagues about fostering and Social Media is being actively used for recruitment and to host 'live' events to encourage people to think about fostering. Information has also been included within HR payslip notifications.</p> <p>A skills to foster program was planned for Q2 but was cancelled by the participants who did not proceed for various personal reasons. A further skills to foster will be planned for the first week in November.</p> <p>During quarter 2 one caring household was approved and one caring household was deregistered.</p> <p>People who are interested in fostering any of the targeted groups are offered a skills to foster place as a priority and this remains as standard area for practice. Focussing on increasing Fostering is priority area within placement services at present. Recruiting foster carers is one of Children's services 3 top priority focusses. The development of Kinship services are progressing well, at the end of quarter 2 30% of LAC were accommodated in these type of placements, significantly higher than the comparator median of 26.4%. A new staff member has been recruited which has impacted upon the progress leading to a small waiting list for assessments. Strategic priorities remain as a priority focus for developing Kinship services.</p>	27%	
			STRAT1.2 Time taken and number of placements a young person experiences before achieving permanence reduces (MARCH 2023)	<p>Five children's cases were presented to court involving permanence (2 x involved varying ancillary provisions within existing Permanence Order). The COVID pandemic is now having less of an impact with regards to court processing times, hearings are, on the whole, being set in accordance with normal timescales. It is recognised however that much of court work is still being dealt with remotely.</p> <p>The placement of two children/young people broke down in this quarter following two in the previous quarter.</p>	33%	
			STRAT1.3 Children and young people feel secure	<p>During quarter 2 three kinship placements have been approved for four children (A sibling group of 2 and 3 other children). Two kinship placements secured residence for</p>	33%	

			and supported in their relationships (MARCH 2023)	three children, an increase from the previous quarter. A change in culture and practice is actively being moved forward allowing the service to increase the ability to hear the experiences of families and measure how families and their children feel about the support that is being offered. The service is currently suffering from a number of vacant management posts and is experiencing an increase in referrals to the service. To enable the recording the progress of this priority action an outcome measurement tool has been purchased which will be rolled out across the whole department, allowing the improved measurement of outcomes.		
Improve life chances and outcomes for care experienced children and young people	60%		STRAT1.4 Improve the identification and monitoring of care leavers and care experienced young people in the youth and criminal justice systems (MARCH 2021)	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 (MARCH 2023)	Currently 26 care experienced young people (CEYP) are within the Criminal Justice system open to criminal justice and 17 young people with care experience open to Youth Justice services. Whilst the number of CEYP within both systems fluctuates during quarters there has been an overall increase (+5) in the numbers from the previous quarter. In addition to the plan for the new Social Work Model, the Youth and Criminal Justice Pillar group are currently looking at the Moray Early and Effective Intervention (EEI) process with a view to developing this further. The overall aim of EEI is to improve the outcomes for children by ensuring proportionate responses that are right for the child, at the right time. We will enhance the EEI process by raising awareness of the process and stronger partnership working then this should have an impact on the numbers entering formal systems.	20%	
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 (MARCH 2023)	The Neglect toolkit has now been purchased and is being progressed under the direction of the NSPCC. It is hope that the Toolkit will be introduced during Quarter 4, this timescale however may need to be extended due to other active and ongoing implementation plans. A consultant practitioner has been identified to progress the implementation. The number of children whose name features on the Child Protection Register (CPR) fluctuated during the quarter, at the end of September there were 32 children registered, an increase of one from the end of June 2021. During Q2 seven children's names were added to the Register with Neglect as a concern (4 being from one family). This has resulted in 46.9% (15/32) of all children currently on the CPR having 'Neglect' as a recorded concern at the time of registration a significant increase from the 29% (9) recorded at the end of quarter 1. The use of the "other" category for Child Protection Registration shows an increased trend in this quarter, carrying on from other quarters. This often pertains to offending behaviour, financial concerns or housing issues. It can also relate to the substance	33%	

				misuse issues of other adults in the home with the child (i.e. not parental substance misuse).		
			STRAT2.2 Intervene at the earliest opportunity to minimise the impact of parental substance use on family wellbeing (MARCH 2023)	Attendance at the Moray Alcohol and Drug Partnership (MADP) is planned although has not as yet taken place. This is an area that has not progressed due to a Service Manager retirement and a delay in the replacement. It is hoped that this will be resolved during Q3 providing the opportunity to progress this area. Support continues to be provided to increase staff skills in assessment which helps to contribute towards better outcomes in this area. The proportion of children on the Child Protection Register (CPR) due to parental alcohol misuse in quarter 2 is unchanged from quarter 1 (8) and was recorded for 25% of children on the CPR. The proportion of all children registered as a result of parental drug misuse has increased significantly (+5) from quarter 1. At the end of quarter 2 43.8% (14 children) were on the CPR due to this concern.	33%	
			STRAT2.3 Intervene at the earliest opportunity to minimise the impact of domestic abuse on children, young people and parents (MARCH 2023)	Practice leads have been identified to undertake the 'Safe and Together train the trainers program' to deliver and disseminate the training throughout the workforce. The bid to the 'Delivering Equally Safe' Fund has been successful with a Violence Against Women Development Worker being funder at 30 HPW. The proportion of children on the Child Protection Register (CPR) as a result of domestic abuse has witnessed an increase during quarter 2 (+4). At the end of the quarter 40.6% (13) were on the CPR with this concern at the point of registration.	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	N/A		Enable people to have greater opportunity to remain independent within their communities by working with partners to delivery appropriate housing, adaptations and	Health and Social Care Moray has a statutory duty to provide equipment and adaptations to its residents in order to meet their needs and to facilitate them to live safely and independently in the community. There is a significant back log in those waiting for an Occupational Therapy assessment meeting the criteria of 'substantial'. Currently the service only have capacity to deal with 'critical' referrals. Demand for the service is high with on average 203 referrals a month during 2019 and 151 during 2020 and 204 in 2021. Suppliers challenged with delivery of specialist equipment and	N/A	





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that support independent living			technology enabled care options	home adaptations delayed increasing the risk and difficulty resolving in a timely way. Actions to begin recovery include extending the prescription list for equipment than non OT staff can issue, duty OT team in place to screen referrals and provide direct access to equipment, planned employment of a senior OT Assistant to work exclusively on the waiting list, collaborative realignment of a post to focus on older people with cognitive impairment. (Extract of Chief Officer Report to IJB in November 2021)		
CP19-24#3.2.1 People are able to live independently at home or in a homely setting in their community	N/A		Ensure that people are supported at home or in a homely setting as far as possible	Operation Home First launched in June 2020 as part of the Grampian wide health and social care response to the 'living with COVID' phase. Following completion of a successful 6 month pilot to March 2021, Discharge to Assess (D2A) progressed to full implementation. A new team has been established and service re-launched on 2 August 2021. Hospital at Home (H@H), short-term targeted intervention providing a level of acute hospital care in an individual's own home was awarded temporary funding in July 2021, is at the scoping stage to consider how it will work with Moray's rurality. Prevention and Self-Management – Respiratory Conditions aims to provide opportunity for individuals to self-monitor their health and wellbeing, is on its fifth cohort. The Councils Health and Wellbeing Officer leading on the leisure pathway work. tsiMoray were successful in an NHS Endowments funding bid to run a 2 year pilot supporting hospital discharges and Home First. A new Community Support Co-ordinator will support and encourage third sector groups to provide support to people coming out of hospital, initially focus in Aberlour, Forres and Lossiemouth. Delayed Discharges transformation programme is progressing; a further two Delayed Discharge Co-ordinators have been recruited and a new pilot launched in September. (Extract of Home First in Moray Report to IJB in September 2021)	N/A	
CP19-24#3.3.1 People who use health and social care services have positive experiences of those services, and have their dignity respected	N/A		Provide choices and control for service users over decisions affecting their care and support	In response to the pandemic, Social Work reviews were undertaken with a focus on the full range of self-directed support (SDS) options. 'Talking Heads' videos were developed for people to give their account of using SDS creatively. Building on the success of delivery of virtual consultations, systems and processes have been established to ensure this method is embedded and used widely across the partnership. Near Me, a video consulting service, is being used as an additional tool that affords a more personal touch than a phone call with one of the most positive aspects reported, the ability to include other participants such as family members that do not live locally. (Extract of Annual Performance Report 2020-21 to IJB in September 2021)	N/A	
HPS20-22.S4.1.1 Assess and respond to the housing needs of older people in partnership with IJB.	80%		HPS20-22.S4.1.1 Assess and respond to the housing needs of older people in partnership with IJB (MARCH 2022)	The Strategic Housing Investment Plan makes a commitment to deliver 30% of new build affordable housing as specialist housing i.e. accessible to households with medical needs and/or impaired mobility. This approach is supported by the findings of the Housing Need and Demand Assessment 2017 as a response to demographic change. This approach will be reassessed as part of the forthcoming Housing Need and	80%	

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				Demand Assessment during 2022. Out of 102 projected completions during 2021/22, 37 will be delivered as specialist housing, 36.2% of the total programme.		

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	55%		STRATEGIC ERC 1.1 Enhance community participation in service delivery (e.g. CATs) (31 MARCH 2021)	The consultation process for The Fisherman's Hall CAT has completed. Response to feedback is currently being undertaken prior to moving to the next stage of formal transfer of the asset. The Fisherman's Hall group held their AGM and have strengthened the board with increased community membership. The Trust were also successful in attracting funding from HiE for a Hall Co-ordinator post until March 2022, this will help to oversee the reopening and promotion of the Hall post COVID. The Community Empowerment Act timeline has been amended to 15 January 2022, with a decision expected at P&R Committee in November 2021. Work is being carried out with the fledgling Elgin Allotments Association to progress their management of an identified piece of land at Pinefield. The costs of making the site accessible and who is responsible is the obstacle at present as the site also shares access with another asset transfer in process by New Elgin Junior FC. Recently approved cases are <ul style="list-style-type: none"> . West Dunes Toilets in Findhorn (Findhorn Village Conservation Company) . Alice Littler Park (Aberlour Community Association) . Coulardbank Park- part of (Lossie Community Development Trust). . Findochty Town Hall (Findochty Town Hall SCIO) . Cullen Community and Residential Centre (Three Kings Cullen Association) 	55%	
CP19-24#4.2 Develop and implement Participatory Budgeting	60%		STRATEGIC ERC 1.2 Develop and implement Participatory Budgeting	The CONSUL site is now fully operational and was used by adults during the PB consultation process for the Rothes Play-park development. Younger children voted through nursery and primary schools and S1 pupils engaged with youth work teams to vote on the proposals. The PB process regarding Rothes Play-park has been completed and a design has now been approved. CSU continue to work with Lands and Parks liaising with representatives from Cullen and Findochty Community Councils to consult with schools and the wider community	60%	







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				regarding their playpark developments. It is intended to use CONSUL in both,as these projects develop, to promote the projects and for voting on final proposals. The Council has made very little progress towards meeting the 1% requirement and an update will be provided to CMT to raise awareness with services and to encourage them to identify potential spends that lend themselves to a PB approach. Money for Moray have announced their next round of PB with £100,000 available. A separate process is being co-designed with young people for an additional £50k allocation. Neither of these contribute to the 1% target. The Money for Moray group have decided not to use the CONSUL platform as the voting options are different to their chosen methodology where voters have 10 votes to allocate as they see fit across all proposals.		

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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	60%		STRATEGIC ERC 2.1 Develop engagement with the public on the future of council services (SEPTEMBER 2022)	Extended timeline to 30 September 2022 to allow sufficient time for the Community Planning Partnership(CPP) Community Engagement Strategy to be co-produced and be approved by the CPP. A session was facilitated during quarter 2 with members of Community Planning Officers Group (CPOG) in relation to the benefits of community engagement and the role of the Community Engagement Group. A further session will take place with community and third sector partners in November, led by tsi MORAY, to engage and identify their perceptions of what good community engagement looks like, this will inform the process of refreshing the CPP Community Engagement Strategy. Community Council elections took place in September 2021 and 14 were reformed with a total of 107 members. Two community councils have submitted petitions to re-form which would take the total to 16.	60%	
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 (SEPTEMBER 2022)	Action completion date extended, for one year, to 30 September 2022. The restrictions imposed by the COVID pandemic had a severe impact on engagement with communities and mostly prevented meaningful engagement. The extension will provide a period of time where robust and meaningful engagement can take place. The Buckie Monitoring Group is currently drafting a questionnaire to carry out a review of the Plan post COVID-19 lockdowns This questionnaire will broaden the themes that are being considered as well as extending the boundary to include the whole of Buckie. The Consultation period will begin mid / late October and run until mid-December. It is planned that following analysis of the data; a revised plan will be launched in February / March 2022. The groups and organisations in Buckie are working well together and it is recognised that the success of the plan depends on this continuing. The Buckie Area Forum is keen to be the steering group to explore	60%	







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				<p>establishing a constituted anchor organisation/Development Trust in the town to support partnership working, the Monitoring Group could be one subgroup of this organisation.</p> <p>Initial discussions have been held with Development Trusts Association Scotland (DTAS) and Highlands and Islands Enterprise (HIE) who are both keen to work with and support the community. Ultimately the community would hope to secure the employment of a Development Officer to support with the delivery of the plan.</p> <p>There is a recognition that work needs to be refocussed in New Elgin and to engage with the working group around the boundaries and priorities – some of which are specific to New Elgin East (NEE), others which are New Elgin in general and Elgin wide concerns. Particularly relevant in the period as we transition from lockdown, seek opportunities for community connection and renewal, is the need for a community hub, this has already been identified as being crucial to the core NEE issues being addressed and realised.</p> <p>Work to identify existing community assets and public buildings to support meetings and the development of local groups and learning activities is ongoing.</p> <p>The Scottish Community Development Centre have completed their review of the Localities process and will be reporting to the Community Engagement Group (CEG), Community Planning Officers Group (CPOG) and the Community Planning Partnership (CPP) Board on their recommendations. They note the need for - <i>'Continuing to develop the capacity of community members to continue and deepen their involvement, and to ensure that this is sustained over a longer period of time'</i>.</p> <p>Access to community facilities is a key element of this and has been prioritised already in both Buckie and New Elgin.</p> <p>The work in Lossiemouth is still at stage 5 of 8 with the group working on a report to feed back the results and actions from their recent community consultation. Keith and Forres both remain at stage two with exploratory discussions taking place with local anchor organisations. Discussions have</p>		






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 (MARCH 2022)	Projects progressing as outlined in the growth deal programme. November 2021 with an expectation of full deal signing in December 2021.	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 (MARCH 2022)	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 (MARCH 2022)	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. (MARCH 2021)	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	30%		ECS20-25 - Section 4(a) Promote & develop active & green travel plans (MARCH 2025)	The chargers previously installed within the car parks at Lossie Green and Moray Street and the High Street in Aberlour all became operational as planned during quarter 2.	30%	
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 (MARCH 2025)	Most Surface Water Management Plans (SWMP) have been developed with the exception of Forres. Work on this plan is ongoing with all relevant information gathered and currently being assessed. Confirmation of funding for scheme design and building for those plans that are complete, is expected from the Scottish Government in 2022.	50%	

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

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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 (FEBRUARY 2022)	Latest report on short to medium term financial strategy was submitted to full Council on 15 September 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 ICT strategy set in context to take account of council priorities and requirements	20%		ICT20-22.Strat-4.1 Modernisation and Improvement: Developing digital services–review, develop and implement ICT and Digital Strategy (APRIL 2022)	The review of the ICT and Digital Strategy has continued during quarter 2 although much of this work has focused on the Council's Hybrid Working Strategy.	20%	
CP19-24#9.2.1 Implementation of online services for staff and service users to deliver improved outcomes	68%		GSP20-22.Strat-4.5b Encourage “digital first” interaction with customers where possible (DECEMBER 2021)	Report to Corporate committee on 12 October 2021 to agree principles for redesign of front facing customer services. Change management plan now being further developed based on information hubs in libraries.	25%	

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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 (DECEMBER 2020)	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 (MARCH 2021)	Due to management changes within Children's Services, no progress has been made with this action during the first half of 2021/22. ICT involvement is still on hold awaiting opportunities to proceed.	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	25%		GSP20-22.Strat-4.5a Modernisation and Improvement –Customer Services Redesign of customer contact/face to face. (DECEMBER 2021)	Report to Corporate committee on 12 October 2021 to agree principles for redesign of front facing customer services. Change management plan now being further developed based on information hubs in libraries.	25%	
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. (DECEMBER 2021)	Report to Corporate committee on 12 October 2021 to agree principles for redesign of front facing customer services. Change management plan now being further developed based on information hubs in libraries.	25%	

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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 (APRIL 2021)	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	50%		HR&OD20-22.Strat-4.2 Developing workforce: transformation and change Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes (MARCH 2022)	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.	50%	