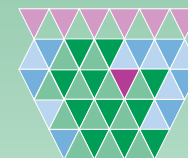


the **moray** council

Corporate Plan

2015 - 2017



the **moray** council

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FOREWORD

We are ambitious for Moray – already a great place to live, work, raise a family and grow old in wonderful surroundings, we want to make it even better by making best use of our combined people and resources.

To that end, The Moray Council has been working closely with other publicly funded organisations, like Police Scotland and the NHS Grampian, to work out what needs to be done – and by whom – to ensure a top quality sustainable lifestyle for our residents and business.

Called the Moray Community Planning Partnership, this group has now agreed [Moray 2023: A Plan for the Future](#), setting out a list of important actions that need to be taken to ensure

Moray has a sustainable economy, its citizens are respected, healthy and safe, and its young people have a great start in life and a range of opportunities to move on to.

At The Moray Council Corporate Plan 2015-2017 sets out how we at The Moray Council will play our role in meeting those priorities efficiently and fairly, how we will keep a check on our progress and to whom we are accountable.

These are challenging times financially for all local authorities and we are being urged to work more closely with other public bodies, communities and the voluntary sector to bring about a radical change in the way services are delivered.

In doing so, we will optimise the use of technology and generate economic growth by being creative, flexible and listening to new ideas that are founded on a “can do” culture.

At The Moray Council we have a good track record in managing within tight budgets and we recognise that the financial pressures are set to continue for some time to come. We will continue with our drive to further improve the efficient running of the council and know that over the next three years yet more difficult decisions will need to be made.

A handwritten signature in black ink, consisting of a large, stylized 'S' followed by a horizontal line and a small flourish.

Cllr Stewart Cree
Council Leader

A handwritten signature in black ink, featuring a series of connected loops and a long horizontal stroke at the end.

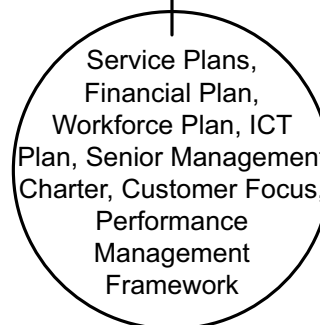
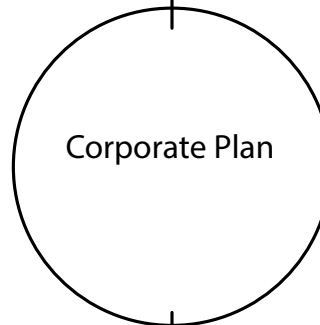
Roddy Burns
Chief Executive

KEY PLANNING DOCUMENTS

The diagram shows how the corporate plan fits in with other key planning documents.

Also provides the vision and values of council leaders and the behaviours that will demonstrate these.

Describe other challenges facing the service and how these, including continuous improvement are being taken forward.



This is the plan of all community planning partners, establishing the priorities and target outcomes for Moray.

Moray Council's 3 year plan to identify what we are doing/going to do to contribute towards the delivery of **Moray 2023**. Identify any additional targets, why they are needed and what is to be done to deliver them.

Sets out how resources will be applied to deliver the Corporate Plan. If Community Planning can't be delivered, highlight this during preparation of plans, to enable feedback to Community Planning and **Moray 2023** and also give council opportunity to increase resources.

THE MORAY COUNCIL CORPORATE PLAN 2015 – 2017



A. OUR VISION

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. At The Moray Council we are working with public, private, community and voluntary sectors to identify what we can do together to make life better for everyone, especially those most in need, over the next 10 years. [Moray 2023: A Plan for the Future](#) proposes five priorities for the area which are:

- ▶ Sustainable Economic Development
- ▶ Ambitious and Confident Children and Young People
- ▶ Healthier Citizens
- ▶ Adults living healthier, sustainable independent lives
- ▶ Safer Communities

B. OUR VALUES

Councillors have identified six core values they will promote to support the progress and delivery of *Moray 2023*.

Ambitious
Listening
Respect
Fairness
Sustainability
Accountable

Ambitious

We will...

- ▶ embrace new challenges and ways of working
- ▶ be open to new ideas and partnerships
- ▶ encourage innovation to streamline services and improve delivery
- ▶ celebrate our successes locally and nationally – and use our successes to promote Moray
- ▶ deliver our part of the 10 year plan and support our partners to do the same

Listening

We will....

- ▶ be open and transparent
- ▶ communicate in plain language and embrace social media
- ▶ consult with communities to involve them in delivering current priorities and developing future priorities
- ▶ talk to our customers and see how they would like services improved

Respect

We will...

- ▶ respect the contribution made by all staff, councillors and members of the community
- ▶ demonstrate respect by listening and communicating in a courteous manner

Fairness

We will...

- ▶ aim to provide services equitably across the area while tailoring requirements to suit local differences
- ▶ treat all our staff and customers equally
- ▶ promote good equality practice throughout the council and train our staff accordingly
- ▶ examine all our decisions for their impact of various groups within the community
- ▶ shift resources to tackle inequalities in our communities

Sustainability

We will...

- ▶ continue to spend money wisely and in a way which can be maintained over time
- ▶ implement increasingly efficient means of service delivery
- ▶ shift resources towards prevention and early intervention
- ▶ promote community empowerment as a means of supporting communities to take on more responsibilities
- ▶ ensure sufficient resources are allocated to transforming services to meet future needs
- ▶ support new business start-ups and social enterprises

Accountable

We will...

- ▶ report our progress back to the Moray Community Planning Board
- ▶ feedback our activities to staff, partners and communities so they are aware of the bigger picture
- ▶ provide staff with more opportunities to learn about the council-wide challenges and their roles in meeting those challenges
- ▶ learn from our failures and change accordingly

C. OUR PRIORITIES

Moray 2023: A Plan for the Future was prepared following extensive evidence and consultation with communities and its five priorities have been broken down into a number of activities which will be carried out by different partners.

The partners are committed to not only monitoring delivery of the plan but also to keeping the public informed of progress and reviewing the plan annually to make sure it is up-to-date with any changing demands.

In the first year of the 10 year plan, 2014, the partners looked at how they could focus their combined resources on achieving the goals set out in the plan and how they could target their resources most effectively.

This Corporate Plan identifies what we at The Moray Council will be doing over the next three years to contribute to the **Moray 2023** plan.

Underlying all 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.

Actions defined as those which “prevent problems and ease future demand on services by intervening early, thereby delivering better outcomes and value for money” will be identified by a Prevention Plan which is being compiled with community planning partners. This will:

- ▶ build prevention into the design and delivery of all our services;
- ▶ focus support in the first few years of life where it is known it can have the biggest impact on improving life chances for the most vulnerable in society;
- ▶ unlock resources currently invested in dealing with acute problems;
- ▶ tackle intergenerational cycles of inequality and pockets of disadvantage that blight the life chances of some of our people; and
- ▶ better utilise the talents, capacities and potential of our people and communities.

Priority 1 – Sustainable Economic Development

Moray's economy has proved resilient in recent years, despite the economic downturn and changes in Ministry of Defence commitments. This has been because the business community and public bodies like The Moray Council and Highlands & Islands Enterprise have pulled together in times of crisis, and worked with local people to broaden our economic base and be less reliant on the public sector. New forays into life-sciences and offshore energy have been added to our strong food and drink, engineering and tourism base. More always needs to be done to diversify the economy so that a downturn in one industry does not affect everyone and jobs are protected.

The Moray Council supports the Living Wage and encourages others to help tackle the low wage rates in some of our established industries.

What we are going to do to deliver this priority...

- ▶ Through the Moray Economic Partnership, we will work with other public sector agencies and the private sector to stimulate and support inward investment and business growth in Moray. Key developments in this area include:

- ▶ Promotion of Kinloss as an ideal location for the UK Spaceport which the Government plans to establish by 2018 whilst investigating other opportunities for developing space related activity at this site. By 2030 the Government expects the UK space economy to be worth £40 billion a year
- ▶ Development and delivery of a Regeneration Master Plan for central Elgin following on the Public Design Charrette held in March 2015 as part of the Scottish Government's Charrette Mainstreaming Programme. A charrette is an intensive consultation that engages local people in the design of their community
- ▶ Promotion of Buckie Harbour as a base not only for existing businesses but also for operations and maintenance work linked to planned offshore wind farms in the Moray Firth
- ▶ Promotion of the Tomintoul & Glenlivet Heritage Project which will bring tourism and environmental benefits to a fragile rural area
- ▶ Through our in-house services we will ensure:
 - ▶ The creation and maintenance of a sufficient serviced industrial land and business units across Moray to meet increasing demand. Provision of a Business Park for Elgin is a key feature of the Moray Economic Strategy and work to secure this along with additional provision in March Road, Buckie and elsewhere across Moray is progressing
 - ▶ The continuation of support for small and medium sized enterprises through Business Gateway
 - ▶ A customer-friendly approach from our planning team whose pre-application discussions can save businesses time and money
 - ▶ Support for the implementation of the Moray Tourism Strategy
 - ▶ Support for the implementation of the Social Enterprise Strategy for Moray
 - ▶ Support for a strategy to ensure Moray benefits from a new round of European Funding

► We will work with partners to help address the shortage of affordable housing in Moray, building 50 new Council Houses a year until 2023. To prepare for an expected population growth, we will also work to return empty homes to use and to provide market intelligence on other tenures available across Moray

► We will promote and develop infrastructure across Moray. In particular, areas of focus include:

- Working with Transport Scotland to promote development of the A96 corridor and the best options for dual carriageway within Moray
- Promoting the economic case for strategic improvements on the A95
- Improving traffic management within Elgin
- Promoting increased rail passenger frequency between Elgin and Inverness
- Encouraging freight transport to move off road and onto rail or sea
- Promoting High Speed Broadband and improved mobile phone coverage across Moray
- We will support town centre conservation and regeneration schemes including the Elgin masterplan, Elgin Business Improvement District, and Conservation Area Regeneration Schemes in Keith and Forres

► We will continue to work to meet our corporate obligations regarding energy and carbon management by:

- Achieving 60% recycling by 2018
- Working with neighbouring authorities to provide a thermal treatment facility for our residual waste by 2020
- reducing energy use by 2% per annum over the next ten years through a variety of efficiency measures including behaviour change

More information on the activities relating to this priority are contained in the following documents:

Moray Economic Partnership Strategy

www.moray.gov.uk/downloads/file83422.pdf



Waste Management documents

www.moray.gov.uk/moray_standard/page_41049.html



Carbon Management documents

www.moray.gov.uk/moray_standard/page_62384.html



Priority 2 – Ambitious and Confident Children and Young People

Moray's future is its young people and we want to make sure that they have a safe, healthy and caring environment in which to grow up, and a good education that stretches their ambitions and opens up opportunities. Like many rural areas, there is a tendency for our young people to drift away as they reach university age so we are working with local employers and Moray College UHI to demonstrate the opportunities on the doorstep.

What we are going to do to deliver this priority...

- ▶ Following the Sustainable Education Review we will focus on urgent issues of staffing and building condition, and developing a policy on the future of rural schools
- ▶ We will complete the construction of the new Elgin High School and implement the consultation process for re-zoning Elgin's primary schools
- ▶ We will work with partners to ensure that skills development and education provide opportunities for employment in local business helping to meet business needs and encouraging individual growth and attainment. Particular initiatives include:
 - ▶ Work to implement the Skills Investment Plan for Highlands and Islands in Moray

- ▶ Work to implement the findings of the Commission for Developing Scotland's Young Workforce (DSYF) recommendations in all our schools
- ▶ We will encourage Active Schools and Healthy Eating Initiatives, and active transport to and from school where possible
- ▶ We will support the Moray Getting It Right For Every Child (GIRFEC) strategic group's priorities to provide:
 - ▶ a named person for every child and young person in the universal services
 - ▶ protocols and governance for lead professionals
 - ▶ information sharing and sharing of concerns and risks
 - ▶ a single planning process to develop a single plan for all children and young people requiring additional support
 - ▶ processes which ensure the use of the national practice model

The Schools and Curriculum Development Five Year Plan will ensure a continued focus on;

Leadership, management and building capacity, it will:

- ▶ embed the expectations and entitlements of the raising attainment strategy in all schools in order to establish an ethos/culture of career aspiration
- ▶ review the advice and guidelines of the working time agreement to reflect changing priorities and advice
- ▶ ensure the leadership and management framework and programmes meet the needs of all staff

Curriculum Design will:

- ▶ embed the expectations and entitlements of the raising attainment strategy in all schools in order to be ambitious to achieve excellence together
- ▶ ensure a coherent curriculum is in place in every establishment from 3-18, based on a clear aim and vision agreed by all in its community
- ▶ ensure that children and young people's attributes, skills and knowledge are developed to prepare them for learning, life and work

Learning and Teaching will:

- ▶ embed the expectations and entitlements of the raising attainment strategy in all schools to improve learning and teaching in order to raise attainment
- ▶ develop, launch, implement and embed a new Learning and Teaching strategy
- ▶ ensure that arrangements are in place to plan, assess and track progress of learners from 3-18 ensuring that every learner has a profile
- ▶ develop a strategy to support effective use of ICT within Learning and Teaching

Self-evaluation will:

- ▶ embed the expectations and entitlements of the raising attainment strategy in all schools in order to ensure continuous improvement
- ▶ build capacity in establishments and across the authority to conduct effective self-evaluation in the day to day life of the establishment
- ▶ develop a validated self-evaluation and quality improvement strategy for establishments

The Early Years Strategy Group will continue to ensure our early years provision is in line with national policy emanating from the Early Years Collaborative.

The Moray Council is fully supportive of the need for and importance of early intervention and clear prevention planning in pursuing the five key strategic objectives as outlined in [Moray 2023: A Plan for the Future](#). Early intervention and prevention are vitally important in making a difference to our communities across Moray. The Moray Community Planning Partnership Prevention Plan will seek to bring together some of the key plans, strategies and projects which currently exist within the Moray area and will have a central role in ensuring our plans and our work make a difference.

More information on the activities relating to this priority are contained in the following documents:

Children and Young People's Services Plan
www.moray.gov.uk/downloads/file59912.pdf



Schools & Curriculum Development Five Year Strategic Plan
www.moray.gov.uk/downloads/file90446.pdf



Priority 3 – Healthier Citizens

Alcohol, smoking, obesity and mental health are the priority areas we will tackle to try to prevent problems arising for people in the future and to enable our citizens to have a healthy, active lifestyle.

What we are going to do to deliver this priority...

Alcohol and other drugs

- ▶ We will tackle alcohol abuse by developing a recovery orientated system of care; we will review the Moray Alcohol and Drug Partnership Strategy, and develop and support Recovery Champions
- ▶ We will improve assessment, care planning and reporting processes to ensure that service users receive the right intervention at the right time and place
- ▶ We will increase collaboration with families affected by substance misuse to support their family member to recover
- ▶ We will increase support to drug and alcohol service users who are pregnant or parents providing early intervention and prevention
- ▶ We will work in partnership to reduce the amount of alcohol related hospital admissions
- ▶ We will reinforce and promote key messages via social awareness campaigns and initiatives and through the council's input into the local Licensing Board and Forum

Smoking

- ▶ We will develop a local tobacco plan with partners
- ▶ We will support cessation services to be universally available
- ▶ We will review our Fostering and Adoption Smoking Policy for Carers
- ▶ We will work in partnership to deliver Kick Butt (smoking prevention and education programme) in all schools
- ▶ We will support settings where children and young people gather to develop and adopt clear smoke free policies
- ▶ We will support and enable staff who come into contact with children and young people to promote non-smoking as the norm
- ▶ We will train staff to support tobacco control in Moray (e.g. Smoke Free Homes and Brief Intervention)
- ▶ We will restrict access to tobacco products by the under 18s
- ▶ We will restrict the illicit supply of cut price tobacco/cheap tobacco products that would otherwise increase demand and consumption

Obesity

- ▶ We will complete the Leisure Review and establish a sustainable network of leisure facilities for the future
- ▶ We will review the Physical Activity and Sports Health Strategy and the Outdoor Access Strategy
- ▶ We will establish and promote free/low cost opportunities for physical activity for families, working age adults and older people
- ▶ We will reduce and restrict licensing for mobile food providers/take-aways particularly those near school settings
- ▶ We will increase the provision of free school meals particularly in the early years and in areas of deprivation and we will make secondary school lunches more attractive to pupils
- ▶ We will encourage excellence and innovation in designing communities that incorporate reduced car dependency and increase active travel
- ▶ We will create attractive, accessible open spaces for recreation
- ▶ We will support the creation/maintenance of safe, attractive and accessible green space, including green transport corridors, close to where people live

- We will expand on safe cycling and pedestrian routes to link key community destinations including public transport hubs, hospitals, supermarkets and centres of employment

Mental health

- We will continue to develop a revised Mental Health & Well-being and a Physical Disability Strategy

More information on the activities relating to this priority are contained in the following documents:

The Moray Autism Strategy
(2014-2024)
www.moray.gov.uk/moray_standard/page_88707.html



The Moray Alcohol and Drug
Partnership Delivery Plan
(2012-2015)
www.madp.info/wp-content/uploads/2012/04/130924-Delivery-Plan-2012-15-Final-Version.pdf



Priority 4 – Adults living healthier, sustainable independent lives

There are big changes on the way as The Moray Council and NHS Grampian join forces to deliver a whole range of health and social care services that should result in a seamless approach that is both more efficient and more customer friendly. At the same time we are rolling out a new system where service users can decide on their own care package, tailored to their individual needs.

What we are going to do to deliver this priority...

- ▶ We will provide more joined-up social services by integrating our social care activities with those of the NHS to improve quality and consistency and closely monitor progress of this challenging task
- ▶ We will continue to roll out a scheme of Self-Directed Support so that people have choice and control over the support provided for them
- ▶ We will promote reablement of people who have been incapacitated and help them to achieve their best possible level of independence
- ▶ We will support communities and individual carers with the capacity to provide unpaid care
- ▶ We will provide effective interventions to reduce avoidable hospital admissions

- ▶ We will work in partnership to deliver a range of adaptations to properties to enable people to remain in their own homes
- ▶ We will provide housing support and provide a range of housing options, to people to help them live independently in the community
- ▶ We will continue, in partnership with other social landlords, to improve the quality of housing across Moray
- ▶ We will seek to ensure that the Council's housing stock will achieve the Moray Housing Standard by 2023
- ▶ Through the Local Housing Strategy we will seek to meet a range of different needs including accommodation for the projected growth in the older population
- ▶ We will continue to work in partnership with the Scottish Government and utility companies to address fuel poverty in Moray
- ▶ We will tackle homelessness and where possible seek to prevent this from occurring
- ▶ We will continue to explore more opportunities to expand our Dial M for Moray bus service and look at other means of providing community transport

More information on the activities relating to this priority is contained in the following document:

The Moray Joint
Commissioning Strategy for
Older People 2014-2024
www.moray.gov.uk/moray_standard/page_83700.html



Priority 5 – Safer Communities

Moray is an enviably safe place to live with low levels of criminal activity. However, there remain safety issues for some sections of the community, particularly in relation to drink and drug abuse, domestic violence and road accidents involving young drivers. We will encourage communities to be more active in taking responsibility for their local environment, litter, dog fouling and some anti-social behaviour – and help prevent issues occurring in the first place.

What we are going to do to deliver this priority...

- ▶ We will work in partnership to ensure that people in Moray can live without the fear of crime, delivering planned and coordinated services using a multi-agency approach to tackle, crime, fire safety and community safety issues
- ▶ We will share, analyse and use intelligence and statistics to target resources and actions in problem areas
- ▶ We will lead the Community Safety Hub involving all partners to support victims, enable early identification of repeat victims and to deal with offenders appropriately
- ▶ We will promote early intervention and increase referrals for alcohol misuse supported by target initiatives such as Operation Avon targeted at young people involved with alcohol

- ▶ We will enforce antisocial behaviour legislation and deal with offenders in an appropriate manner
- ▶ We will promote campaigns to encourage communities to tackle issues such as noise, dog fouling and litter
- ▶ We will educate through community groups and schools to tackle a wide range of social issues and build trust between the community and the community safety partners
- ▶ We will support partners in tackling domestic abuse, road safety, fire safety and prevention and alcohol misuse
- ▶ We will take action against illegal sales of tobacco and alcohol, and seek to prevent doorstep crime and financial harm resulting from poor or illegal trading activities
- ▶ We will provide emergency accommodation and a place of safety for those affected by domestic abuse
- ▶ We will continue to work with our partners to improve road safety through the North East Scotland Joint Public Sector Group
- ▶ We will work proactively to improve road safety through education and infrastructure improvements and also reactively in response to accident patterns as they develop
- ▶ We will work with developers to ensure road safety is built in to new developments

More information on the activities relating to this priority are contained in the following documents:

Moray Child Protection Committee – improvement plan
www.moray.gov.uk/downloads/file94964.pdf



Moray Youth Justice Strategy Group
www.moray.gov.uk/moray_standard/page_55169.html



Public Protection Partnership action plan
www.moray.gov.uk/minutes/data/CPB20140123/Item%207%20-%20Appendix%202.pdf





The Landshut Bridge

Elgin is a feature of the town's £86 million flood alleviation scheme, which will keep people, communities and businesses safe from flooding.

D. HOW WE WILL CHANGE TO MEET THE CHALLENGES

The Moray Council recognises the considerable challenge in delivering the priorities and targets in the 2023 plan. Financial constraints, a changing emphasis towards prevention and the challenges of an increasingly elderly population are common issues across the country and prioritising our actions will require difficult decisions.

The joining up of health and social care services into one new organisation is also a considerable undertaking for partners The Moray Council and NHS Grampian will require new ways of partnership working on all sides.

At The Moray Council we will consider all reasonable options for delivery of services to meet the needs of users and local communities, especially where they are more efficient. Careful consideration will have to be given to the benefits and risks in relation to any alternative options as we continue to prioritise and transform our services and to ensure they are as customer focused, responsive and effective as they can be.

We will have to develop as an organisation to plan and adapt to meet these challenges. We have identified five key areas of organisation development that we will undertake in the next three years.

These are:

1. Customer Focus

We recognise that our customers are fundamental to service improvement and innovation and we care about what our customers think. To use our customer information more effectively, we are developing a Customer Focus Strategy and Customer Charter setting out our pledge to those who use our services.

2. Community Engagement

Our aim is for communities to have a real sense of empowerment and we wish to be able to point to good evidence of changes in policy and/or service priorities arising from their involvement. The council will work with community planning partners to finalise and deliver an effective community engagement strategy and will continue to engage with communities keen to take over surplus council buildings or other assets.

3. Workforce Culture

We would like to develop a workforce culture in line with the values set out in this corporate plan. The areas identified for development are:

- ▶ Leadership – ensuring there is a clear understanding about leadership roles across the council. This will aim to provide greater clarity about the council's expectations of its leaders (at all levels)
- ▶ Consistency – develop a framework for managers and staff to describe the “Moray Standards”
- ▶ Performance – continue to develop arrangements with a focus on accountability for outcomes
- ▶ Bullying & Harassment – We will ensure that there is a cultural change within the Council and that this is designed to eradicate bullying and harassment creating a positive workforce culture

4. Technology/Digital Services

We will continue with a programmed approach to the deployment of technology to support the requirement to deliver services more efficiently. Recognising that, in time, many services across the public sector could be delivered more personally and more efficiently online, we will continue to lobby for all of Moray's homes to be able to connect to the internet and/or receive a strong mobile phone signal.

5. Governance

We will review and alter governance arrangements within the council committee structure to allow for the new body which will manage the integration of Health and Social Care Services and to support the improvements targeted through Community Planning.

E. HOW WE WILL MAKE BEST USE OF OUR STAFF AND RESOURCES

Financial Planning

We will continue to keep a close eye on the council's financial position in these difficult economic times. This is not easy as our grant from the Scottish Government in years ahead continues to be uncertain as is the future of council tax. Factors such as population growth - which Moray has been experiencing in recent years - can impact on the proportion of funds directed towards, for example, education and health.

For 2015/16 this has worked to our advantage and the annual budget for that year should not require any substantial reductions. However, we are required by funding restrictions to carry on reducing the overall costs of the council and will work with our community planning partners to shift resources to where they have most impact.

We have maintained a relatively healthy reserve balance, currently £19.7 million. Some of this is earmarked for transition costs as we move to new ways of providing services, such as allowing additional costs for leisure services to experiment with opening times and entrance fees. Much of the remainder is to be directed towards the significant list of capital works that are needed on schools, bridges, harbours and other buildings.

Our Asset Management Working Group has reviewed the council's 10 year capital plan against council decisions, and found that an investment of around £286 million is needed in council assets to meet the requirements of agreed policies. The bulk of this would have to be funded by additional borrowing with only around £81 million likely to be recovered through government grants.

Clearly, when viewed against ongoing financial constraints, the current range of facilities from which The Moray Council delivers services is not sustainable. Implementing the 10 year capital plan would result in substandard services being delivered from satisfactory assets; not implementing the plan would impact less on the standard of services, but assets would end up costing more in the long term.

We will continue to work towards sustainable service delivery, combining and/or rebuilding as appropriate, or transferring responsibility for buildings to interested community groups through the Community Asset Transfer scheme.

Workforce Planning

People, 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.

With the way we deliver many services changing, so will the size, shape and scope of some jobs and we need to make sure our staff can change with us. We are using an approach called Transform which allows us to retrain and redeploy valued staff rather than having to resort to any compulsory redundancies.

As services change, there is likely to be an uneven impact across the workforce, with some areas experiencing greater affect than others, and some areas experiencing difficulties in recruitment. Realigning the workforce to meet our future requirements and retraining existing staff to play new roles will continue to be a major focus for this council.

The council's employee survey indicated some areas where improvements could be made and a working party of unions, councillors and senior officers - the Culture Group - has been established to address these concerns.

We recognises that strong, consistent leadership is particularly important to the future of council services in this challenging environment.

The main workforce priorities for this plan are:

- ▶ Workforce Transformation and Change
- ▶ Employee Engagement
- ▶ Leadership Development and Capacity

F. HOW WE WILL CHECK OUR PROGRESS

Ambitious targets set through **Moray 2023:**

A Plan for the Future will need to be closely monitored to make sure that their delivery is on track. Resources may need to be reallocated to support any action that is slipping, or to meet new challenges as they appear. Activities should always be focussed on prevention and early intervention where appropriate.

At The Moray Council we will use a variety of means to make sure we are monitoring progress, such as:

Council committees

Councillors have an opportunity to keep an overview of activities through a variety of different council service committees and through its Audit & Performance Review committee.

The integration of Health and Social Care will result in a major change to the governance arrangements for the council. This change is well advanced and will see the new board taking control of services and resources for the majority of health and social care needs of people in Moray. The new board will report to both the Council and NHS Grampian and arrangements, such as the process for setting the budget for the board, are currently being developed.

We will work with other community planning partners to determine and shape the governance of partnership working and how this will operate in future agreements.

Performance management

Each service we run at the council produces its own annual Service Plan against which it can keep a check on how well it is performing.

In 2013, we reviewed the council's overall Performance Management Framework and adapted our approach so that we required better quality reporting, although at less frequency. We also introduced better means of addressing areas of particularly unexpected or poor performance, including exception reporting to the Corporate Management Team and council committees. We have introduced cost, customer satisfaction and equalities performance indicators into our reporting procedures.

Looking ahead, we will continue to work on a Continuous Improvement Framework, on a proposed Customer Focus Strategy and on improving the council's approach to Public Performance Reporting.

Risk Management

We have robust arrangements in place to identify, consider and mitigate, as appropriate, risk, both at a corporate level and across departments, strategically, operationally and also for individual projects. This will remain a focus for management teams in terms of advising councillors and day to day decision making.

Consultation and engagement with staff and the public

We have an ongoing commitment to consultation and engagement with our staff and the public and this will continue to be a vital element in how we reach decisions. We are always prepared to look into new ways to engage with people so that they can play a real part of the decision-making process.

Equalities

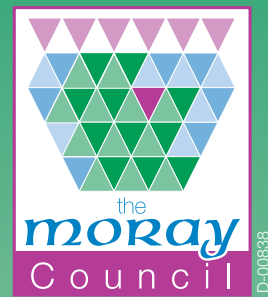
We have made significant progress in our approach to assessing the impact of our plans on communities, where additional consideration is required both legally and morally. There remains much to do to ensure that services are delivered to give both young and older members of our community an equal opportunity to thrive.

We will continue to gather evidence to improve the targeting of resources to tackle inequalities.

Partnership Working

We have worked closely with our community planning partners to develop the priorities in the [Moray 2023](#) plan and are committed to working alongside the partners to deliver the goals identified. Our progress – and that of our partners – will be reported back to the Community Planning Board.

Partnership working continues to develop at all levels and we are keen that Moray should become an exemplar of community planning in Scotland over the next two years.



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