

### CORPORATE PLAN

Our corporate plan Moray 2024-2029 sets out our vision and priorities as a council over the next 5 years and how we will collaborate with partners to achieve our shared Moray Community Plan (Local Outcomes Improvement Plan Moray 2027).

Too many people in Moray are living in poverty, although as a rural area that isn't always obvious. We want to change that by opening up opportunities for everyone to prosper and reducing the number of people in Moray who are living in poverty.

Our new Corporate Plan describes our ambitions for Moray and focuses on tackling inequality in all we do, targeting our services towards that goal and working with partners and communities to achieve it. The plan incorporates key areas of focussed work over 3 strategic priorities and links with our service plans and community planning partnership strategies to ensure we deliver together.

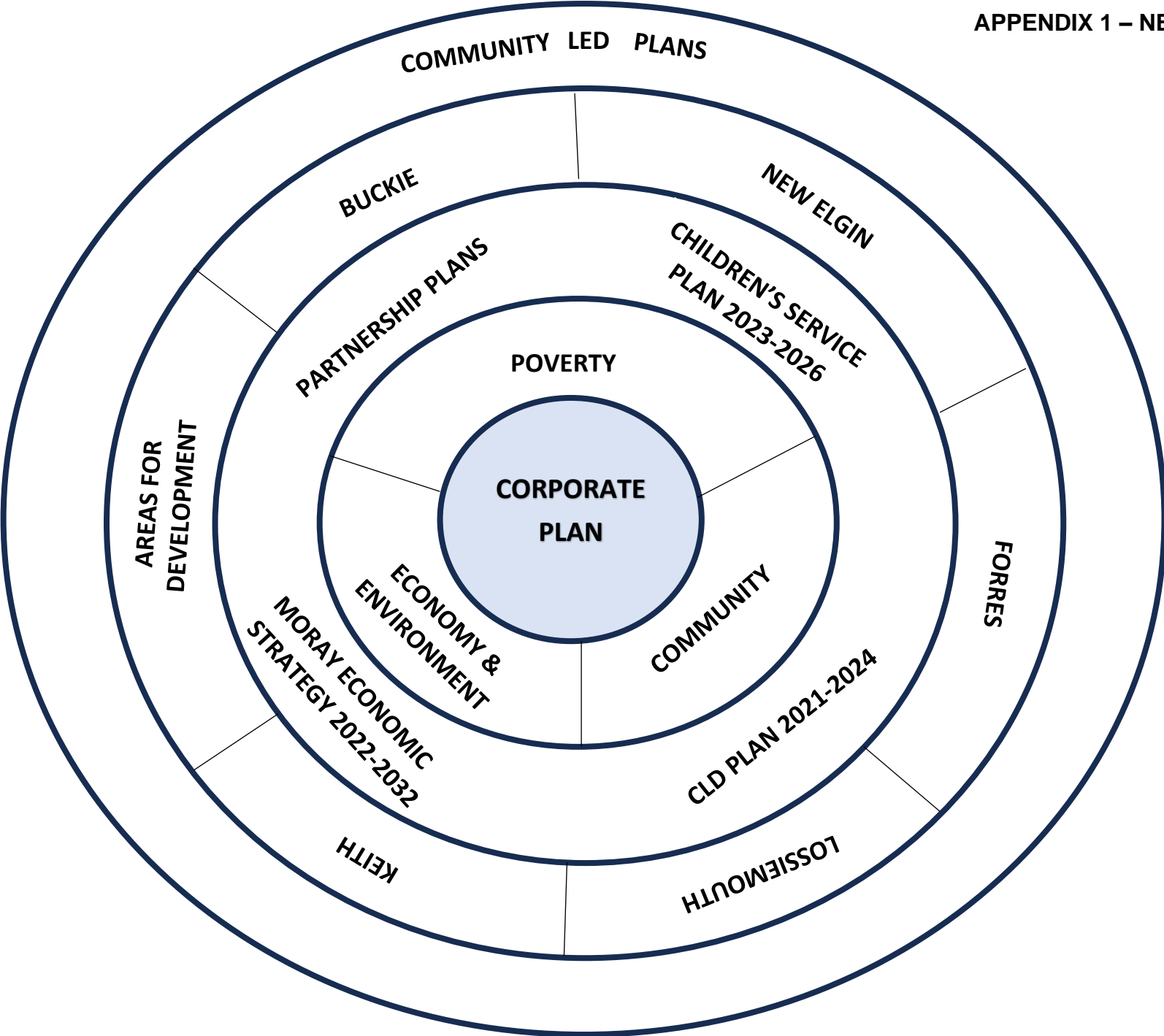
We are on a journey of change in Moray that has been informed by information about and engagement with our communities that we plan to build on as we develop our programme of actions for the future of Moray over time.

We recognise the importance of being a council that delivers best value for Moray and the improvements that we need to make at pace. We have identified an improvement path that we are committed to delivering to ensure that our services are as effective and efficient as possible and that secures a sustainable financial future for our council.

Our corporate plan will continue to inform Service Plans, transformation of council services and support improved performance management so we can follow our progress and deliver results.

### Plan for Moray

Our corporate plan sits alongside the Partnership Strategies and Plans agreed with our community planning partner organisations and communities to work towards our shared ambition for Moray. This forms the wider partnership Plan for Moray that we are all committed to delivering.



**VISION**

**A Moray where people prosper, free from poverty and inequality**

- ❖ Our young people grow up safe, well-educated and reach their full potential
- ❖ People lead healthy lives and have access to quality care when they need it
- ❖ Our businesses and communities prosper
- ❖ Our natural environment thrives for the betterment of all

**OUR VALUES**


<b>Fair</b>	<b>Ambitious</b>	<b>Improving</b>	<b>Responsive</b>
<ul style="list-style-type: none"> <li>• Tackle inequalities</li> <li>• Treat people fairly</li> <li>• Promote equalities and awareness</li> <li>• Consider our impact on others</li> </ul>	<ul style="list-style-type: none"> <li>• Be outward looking</li> <li>• Promote and celebrate Moray</li> <li>• Be a great place to work</li> <li>• Ensure sustainable and efficient council services</li> </ul>	<ul style="list-style-type: none"> <li>• Drive improvement</li> <li>• Encourage innovation</li> <li>• Take commercial opportunities</li> <li>• Invest in transforming to meet future needs</li> </ul>	<ul style="list-style-type: none"> <li>• Be open and transparent</li> <li>• Promote community participation and involvement</li> <li>• Listen to and involve our communities</li> </ul>

<b>PRIORITIES</b>	<b>Tackle Poverty and Inequality</b>	<b>Build Stronger Greener Vibrant Economy</b>	<b>Build thriving, resilient, empowered communities</b>
<b>CHALLENGES</b>	<ul style="list-style-type: none"> <li>• Growing child poverty levels</li> <li>• Young people do not do so well at school as they could</li> <li>• Supporting pupils with additional support needs</li> </ul>	<ul style="list-style-type: none"> <li>• Low wage economy dependent on public sector organisations for employment</li> <li>• Young people leave the area after leaving school and do not return</li> </ul>	<ul style="list-style-type: none"> <li>• A town/rural divide in relation to outcomes</li> <li>• Impact of social isolation and access to services due to rural nature</li> <li>• Managing the financial and resourcing pressures of our learning estate</li> <li>• Effects of climate change on our environment and communities</li> </ul>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>• Routes to earlier intervention and prevention</li> <li>• Quality education and high skills, maximising life chances</li> </ul>	<ul style="list-style-type: none"> <li>• Creating choices that encourage young people to remain in Moray</li> </ul>	<ul style="list-style-type: none"> <li>• Vibrant town centres to support local communities</li> <li>• Distinctive communities with strong identities</li> <li>• Learning estate fit for the future and financially sustainable</li> <li>• Achievement of Climate Change targets</li> </ul>






## Tackle Poverty and Inequality

Our Focus	Actions for 2024-26	Expected Changes	Performance Indicators
<p>Reduce child poverty and inequalities in incomes, health and education</p> <p>Support vulnerable members of our community</p>	<ul style="list-style-type: none"> <li>• Maximise household income by working with partners to ensure financial inclusion services have maximum reach</li> <li>• Early intervention addressing whole family well-being to ensure than children can reach their full potential</li> <li>• Getting it right for every child so that we continue to improve attainment for all</li> </ul>	<p>Moray will have lower levels of child poverty in line with national targets</p> <p>Improved attainment at both Broad General and Senior Phase identified through ACEL and LGBF measures</p>	<p>Proportion of children living in Poverty (after housing costs) (LGBF CHN24).</p> <p>Literacy and numeracy attainment gap (P1, P4 and P7 combined – percentage point gap between the least and most deprived pupils (LGBF CHN14a / CHN14b)</p> <p>Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in literacy and numeracy (LGBF CHN13a / CHN13b)</p> <p>Percentage of school leavers gaining 5+ awards at levels 5 and 6 (LGBF CHN6 / CHN7)</p> <p>Overall average total tariff (LGBF CHN12a)</p> <p>Percentage of pupils entering positive destinations (LGBF CHN11) (ASN leavers / LAC leavers)</p>
<p><b>Related Plans</b></p>	<p><a href="#">Children’s Services Plan 2023-2026</a> Moray Education National Improvement Framework 2023-2024</p>		

**Build Stronger Greener Vibrant Economy**

Our Focus	Actions for 2024-26	Expected Changes	Performance Indicators
<p>Deliver the Moray Growth Deal</p> <p>Focus on a wellbeing economy, one that provides opportunities for all</p>	<ul style="list-style-type: none"> <li>• Progress Moray Growth Deal:  bring the remaining Moray Growth Deal projects into delivery</li> <li>• Delivery of the Community Wealth Building Strategy and Action Plan</li> <li>• Improve access to fair work, employment and training opportunities</li> <li>• Enable more people to work by supporting access to affordable childcare</li> </ul>	<p>Retain and attract young people / families (16-29 years) to live and work in the area</p> <p>Increase the number of people in Moray benefitting from Fair Work practices</p> <p>Minimise barriers to people working such as childcare</p>	<p>Proportion of 16-29 year olds within Moray Council (NRS Mid-Year)</p> <p>Average gross weekly earnings (full-time employees) (SLAED)</p> <p>Proportion of people earning less than the living wage (LGBR ECON8)</p> <p>Gender Pay Gap</p>
<p><b>Related Plans</b></p>	<p><a href="#">Moray Economic Strategy 2022-2032</a>  <a href="#">Community Wealth Building Strategy 2023 - DRAFT</a></p>		

**Build thriving, resilient, empowered communities**

Our Focus	Actions for 2024-26	Expected Changes	Performance Indicators
<p>Involve and empower our communities in shaping places that people want to live in, visit and invest in</p> <p>Provide modern and sustainable services, housing and infrastructure that meet the needs of our communities</p> <p>Create and support flourishing, healthy communities by considering climate change and biodiversity in everything we do</p>	<ul style="list-style-type: none"> <li>• Delivery of the Levelling Up Fund elements of the Elgin City Centre Masterplan </li> <li>• Delivery of Town centre Improvement Plan Delivery Programme </li> <li>• Take a partnership approach to locality planning in priority areas of Moray to enable people to influence services and develop community action</li> <li>• Delivery of the Housing. Investment and Affordable Housing Supply programmes </li> <li>• Tackle the affordability and standard of our learning estate to ensure sustainability while meeting climate requirements </li> </ul> <p> Note – sustainability, environmental, climate change / biodiversity considerations are incorporated within existing projects and specifically considered in our committee reports and will be considered</p>	<p>More of the activities, services and plans are influenced by the communities they serve</p> <p>More communities and individuals are more involved in local decision making and in helping to plan and deliver of local services</p> <p>Moray has high performing schools that are fit for the future and financially and environmentally sustainable</p> <p>Increase in affordable housing available in Moray</p> <p>The Council adapts and acts to the impacts of climate change</p>	<p>Town Vacancy Rates (LGBF ECON09 and SLAED)</p> <p>Improvements in specific location measures in locality plans*</p> <p>No of new supply social housing for rent</p> <p>Percentage of schools that are rated B or better for condition</p> <p>Percentage of schools that are rated B or better for suitability</p> <p>*Note – consideration being given to case study based reporting to evidence delivery for locality plans</p> <p>CO2 emissions areas wide per capita (LGBFCLIM1)</p> <p>CO2 emissions within scope of LA per capita (LGBF CLIM2)</p>

**APPENDIX 1 – NEW PLAN**

	within other project areas where appropriate		
<b>Related Plans</b>	<a href="#">Learning Estate Strategy 2022-32</a> <a href="#">CLD Strategy 2021-2024</a> <a href="#">Elgin City Centre Masterplan</a> <a href="#">Town Centre Improvement Plan</a> <a href="#">Climate Change Strategy 2020-2030 / Biodiversity Route Map to Net Zero</a>		



### Strategic Delivery Framework

Our corporate plan describes how we will deliver on the ambitions we have for our communities and is underpinned by and aligned with our:

- ❖ **Financial Strategy:** Plans ahead taking account of the main elements the council will use to make strategic shifts in expenditure to achieve financial sustainability in the context of government policy, the economy, cost drivers, future service demands and other factors the influence the financial environment.
- ❖ **Workforce Strategy:** to enable the council to develop and maintain a skilled, motivated and flexible workforce and to adapt as an organisation in order to be able to ensure it can meet both the current and future demands and deliver sustainable services to the community.
- ❖ **Digital Strategy:** provides efficient and effective technology to enable services to meet current and future service requirements in delivering the Council's priorities and enabling and supporting transformational change required for modernisation and improvement within and across services.
- ❖ **Transformation Plan/Strategy:** to deliver transformational change to meet future requirements and support the council to achieve a sustainable budget position
- ❖ **Performance Management Framework:** sets out the approach to performance and continuous improvement activity in the delivery of Best Value