2019-24 Corporate Plan Indicators

PI Status		Short Term Trends		PIs cross referenced to Actions	
🔴	Alert	⬆	Improving	✅	Due Date met
⚠	Warning	➖	No Change	▶	In Progress
✅	OK	⬇	Getting Worse	🔴	Due Date not met
❓	Unknown				
📊	Data Only				

1. (CP Priority) Our People (Children and Families): Provide opportunities where young people can achieve their potential to be the best they can be
1.1.1 (CP Outcome) The attainment gap between most and least disadvantaged children will reduce

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
EdS099a	Local	% school leavers with 1 or more qualification at SCQF Level 4 or better	96.1%	97.7%	96.2%	March 2025		Not measured for Quarters				Moray – 96.2% Virtual comparator – 96.1% Northern Alliance – 96.3% Scotland - 96.5%	⬇	✅
EdS099b	Local	% Looked After school leavers with 1 or more qualification at SCQF Level 4 or better	Data only	81.8%	75%	March 2024		Not measured for Quarters				Moray – 75.0% (8 of 12 LAC leavers achieved 1 or more awards @ SCQF Level 4) Virtual comparator – 88.3% Northern Alliance – 76.3% Scotland – 83.9%	⬇	📊

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
CHN4	Nat(b)	% of Pupils gaining 5+ awards at level 5	64%	65%	62%	Dec 2024	Not measured for Quarters					**MORAY - 62% (Ranked 23rd)** **Scotland - 66%** Comparator Local Authorities - Angus - 64% Argyll & Bute - 66% East Lothian - 61% Highland - 64% Midlothian - 61% Scottish Borders - 65% Stirling - 70%	⬇	🔺
CHN12a	Nat(b)	Overall Average Total Tariff	877	882	830	Dec 2024	Not measured for Quarters					**Moray - 830 (Rank 27th)** **Scotland - 915** Comparator Benchmarking Authorities: Angus - 774 Argyll & Bute - 894 East Lothian - 952 Highland - 849 Midlothian - 838 Scottish Borders - 879 Stirling - 1,002 Benchmarking Family Average - 877	⬇	🔴

1. (CP Priority) Our People (Children and Families): Provide opportunities for people to be the best they can be
1.2.1 (CP Outcome) Improve attainment at both the Broad General Education and Senior Phase

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
CHN13a	Local	Curriculum for Excellence Levels – % of pupils achieving expected level in Literacy P1, P4 & P7 Combined	67%	65.1%	67.9%	Dec 2024	Not measured for Quarters					**Moray – 67.9% (Rank 28th)** **Scotland – 72.7%** Comparator Benchmarking Authorities: Angus - 76.2% Argyll & Bute – 67.7% East Lothian – 66.3% Highland – 64.8% Midlothian – 71.6% Scottish Borders – 62.0% Stirling - 76.4% Benchmarking Family Average – 70.4% Core Stretch Aim indicator (2022-23 Target – 67%)	⬆	✅

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
SSE003	Local	Curriculum for Excellence Levels – % of pupils achieving Level 3 in Literacy S3	75%	72%	86%	Dec 2024			Not measured for Quarters			**Moray - 86%** **Scotland - 88%** Comparator Benchmarking Authorities: Angus - 94% Argyll & Bute - 86% East Lothian - 76% Highland - 87% Midlothian - 85% Scottish Borders - 86% Stirling - 92% Core Stretch Aim indicator (2022 -23 Target – 75%)	⬆	✅
SSE003a	Local	Curriculum for Excellence Levels – % of pupils achieving Level 4 in Literacy S3	Data only	36.8%	54.3%	Dec 2024			Not measured for Quarters			**Moray – 54.3%** **Scotland – 56.1%** Comparator Benchmarking Authorities: Angus – 76.5% Argyll & Bute – 48.9% East Lothian – 47.4% Highland – 47.7% Midlothian – 48.3% Scottish Borders – 52.2% Stirling – 62.9%	⬆	📈
CHN13b	Local	Curriculum for Excellence Levels – % of pupils achieving expect level in Numeracy P1, P4 & P7 Combined	73%	71.8%	75.5%	Dec 2024			Not measured for Quarters			**Moray – 75.5 % (Rank 27th)** **Scotland – 79.6%** Comparator Benchmarking Authorities: Angus - 81.6% Argyll & Bute – 76.4% East Lothian – 73.8% Highland – 72.2% Midlothian - 76. 8% Scottish Borders – 77.0% Stirling - 82.7% Benchmarking Family Average – 77.0% Core Stretch Aim indicator (2022 -23 Target – 73%)	⬆	✅
SSE004	Local	Curriculum for Excellence Levels – % of pupils achieving Level 3 in Numeracy S3	89%	86%	87%	Dec 2024			Not measured for Quarters			**Moray - 87%** **Scotland - 90%** Comparator Benchmarking Authorities: Angus - 91% Argyll & Bute - 86 % East Lothian - 83 % Highland - 89% Midlothian - 91%	⬆	⚠️

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
												Scottish Borders - 86% Stirling - 91% Core Stretch Aim indicator (2022 -23 Target – 89%)		
SSE004a	Local	Curriculum for Excellence Levels – % of pupils achieving Level 4 in Numeracy S3	Data only	54.9%	58.5%	Dec 2024		Not measured for Quarters				**Moray – 58.5 %** **Scotland – 63.0%** Comparator Benchmarking Authorities: Angus – 57.9% Argyll & Bute – 56.6% East Lothian – 62.1% Highland – 61.2% Midlothian – 62.8% Scottish Borders – 64.0% Stirling – 65.0%	⬆	📈

1. (CP Priority) Our People (Children and Families): Provide opportunities for people to be the best they can be
1.3.1 (CP Outcome) Young people are better prepared for life beyond school and for the workplace

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
EdS413.01	Nat(b)	Leaver results: % of leavers attaining Level 4 literacy and numeracy	Data only	92.1%	89.4%	March 2025		Not measured for Quarters				Moray – 89.4% Virtual comparator – 87.9% Northern Alliance – 88.3% National result – 89.0%	⬇	📈
EdS413.01a	Local(b)	Leaver results: % of leavers attaining Level 4 literacy	Data only	95.5%	94.9%	March 2025		Not measured for Quarters				Moray – 94.9% Virtual comparator – 93.1% Northern Alliance – 93.8% National – 93.9%	⬇	📈
EdS413.01b	Local(b)	Leaver results: % of leavers attaining Level 4 numeracy	Data only	93.9%	91.0%	March 2025		Not measured for Quarters				Moray – 91.0% Virtual comparator – 90.2% Northern Alliance – 90.0% National – 90.9%	⬇	📈
CHN11	Nat(b)	Proportion of Pupils entering initial Positive Destinations	95.6%	96.2%	95.1%	March 2025		Not measured for Quarters				Moray – 95.1% Virtual Comparator – 95.6% Northern Alliance – 95.1% Scotland – 95.7%	⬇	🔴
EdS413.11	Local	Leaver results: % of leavers achieving 1+ qualification at SCQF level 5	86.6%	90.1%	86.9%	March 2025		Not measured for Quarters				Moray – 86.9% Virtual comparator – 86.6% Northern Alliance – 88.7% Scotland – 87.9%	⬆	✅

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
EdS413.12	Local	Leaver results: % of leavers achieving 1+ qualification at SCQF level 6	59.9%	60.4%	56.6%	March 2024	Not measured for Quarters					Moray – 56.6% Virtual comparator – 59.9 % Northern Alliance – 61.7% Scotland – 65.6%	⬇	🔺

1. (CP Priority) Our People (Children and Families): Provide opportunities for people to be the best they can be
1.4.1 (CP Outcome) A plan will be in place for an affordable, sustainable Learning Estate

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2021/22 Value	Q1 2022/23 Value	Q2 2022/23 Value	Q3 2022/23 Value	Q4 2022/23 Value	Latest Note	Short Term Trend Arrow	Status
		Approach to Strategy approved		N/A	N/A	N/A	Not measured for Quarters					See CP Action STRATEGIC ERC 3.1 Tackle the affordability and standard of our schools and the buildings they operate from, deal with changing demographics and demands		▶
		Option appraisal on major investment priorities completed		N/A	N/A	N/A	Not measured for Quarters							

1. (CP Priority) Our People (Children and Families): Provide opportunities for people to be the best they can be
1.5.1 (CP Outcome) More of our children live with their families and are cared for in strong safe communities in Moray

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
CHN8b	Nat(b)	The Gross Cost of "Children Looked After" in a Community Setting per Child per Week	£393	£474	£435	March 2025	Not measured for Quarters					Ranked 18/32 Nationally and 6/8 in Comparator Authority Group, where 1st has lowest cost). **Ranking change Moray** 2012/13 - 2022-23 = -3 (Decline) 2021/22 - 2022/23 = +3 (Improvement) Comparator Benchmarking Authorities 2022/23: Angus - £527 Argyll & Bute - £298 East Lothian - £400 Highland - £359	⬆	🔴

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
												Midlothian - £536 Scottish Borders - £402 Stirling - £189 **Scotland - £422** **Family Group Average - £393**		
CHN9	Nat(b)	Balance of Care for looked after children: % of children being cared for in foster/family placements rather than residential accommodation	84.8%	80.6%	75.3%	March 2025	Not measured for Quarters					Ranked 31/32 nationally and 8/8 in comparator group, where 1st has highest proportion in community based placements rather than residential accommodation) **Ranking change Moray** 2012/13 - 2022/23 = -3 (Decline) 2021/22 - 2022/23 = -1 (Decline) Comparator Benchmarking Authorities: Angus - 83.8% Argyll & Bute - 85.4% East Lothian - 84.4% Highland - 87.5% Midlothian - 89.4% Scottish Borders - 77.6% Stirling - 94.7% **Scotland - 89.2%** **Family Group Average - 84.8%**	⬇️	🔴
CSCF101	Local(b)	% of Looked After Children cared for in a Community Setting	82.5%	81.5%	82%	82%	82%	81.7%	82%	82%	82%	Target set at Median of comparator Authorities: Angus 82.5% Argyll & Bute 81.9% East Lothian 81.6% Highland 83.8% Midlothian 92.4% Scottish Borders 82.0% Stirling 93.8% **MEDIAN 82.5%** **SCOTLAND 89.8%** 141/172	➖	🔺
LAC009	Local	Number of new Moray Council Foster Carer Households recruited during the period	Data only	5	0	2	0	0	1	1	0		⬇️	📈
LAC010	Local	Number of Moray Council Foster Carer Households leaving during the reporting period	Data only	3	8	0	2	0	0	0	0		➖	📈

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
CHN8a	Nat(b)	The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week	£3,251	£4,403	£2,989	June 2025			Not measured for Quarters			Ranked 9/32 Nationally and 4/8 in Comparator Authority Group, where 1st has lowest cost). **Ranking change Moray** 2012/13 - 2022-23 = +21 (Improvement) 2021/22 - 2022/23 = +10 (Improvement) Comparator Benchmarking Authorities 2022/23: Angus - £4,407 Argyll & Bute - £1,909 East Lothian - £3,748 Highland - £5,076 Midlothian - £2,199 Scottish Borders - £4,376 Stirling - £1,304 **Scotland - £4,804** **Family Group Average - £3,251**	⬆️	✅
CSCF102	Local(b)	% of Looked After Children cared for in Residential accommodation	17.5%	18%	18.1%	17.4%	18.1%	18.3%	18%	17.5%	17.4%		⬆️	✅
CHN23	Nat(b)	% LAC with more than 1 placement in the last year (Aug-July)	18.1%	14.5%	11.8%	March 2025			Not measured for Quarters			Ranked 6/32 Nationally and 3/8 with comparator group, where 1st has the lowest rate) **Ranking Change Moray** 2012/13 - 2022/23 = +3 (Improvement) 2021/22 - 2022/23 = +5 (Improvement) Comparator Benchmarking Authorities: Angus – 30.0 Argyll & Bute – 11.1% East Lothian – 13.1% Highland – 26.0% Midlothian – 22.5% Scottish Borders – 21.0% Stirling – 9.1%	⬆️	✅

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
												Scotland - 17.2% **Family Group Average 18.1%**		
CSCF104	Local(b)	% of Looked After Children in Residential placement out with Moray	6%	6.7%	6.4%	5.8%	6.4%	6.7%	6.2%	6%	5.8%	10/172	⬆	✅
LAC014	Local	% of care experienced young people in the youth and criminal justice systems	15%	11.26%	10.93%	9.15%	10.4%	9.5%	9.2%	9.5%	8.4%	Moray Youth Justice - 14/45 Adult Justice Services - 25/422 39/467	⬆	✅

2. (CP Priority) Our People (Children and Families): Improve health and well-being for people of Moray
2.1.1 (CP Outcome) Improved outcomes for our most vulnerable young people and families

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
CMS013a	Nat(b)	Child Protection -Rate of registration (per 1,000 0-15 population)	2.2	2.3	1.4	4.5	1.5	1.7	2.9	4.5	4.5	Ranked 26/32 Nationally and 7/8 with comparator group, where 1st has the lowest rate) Comparator Benchmarking Authorities: Angus – 3.23 Argyll & Bute – 1.68 East Lothian – 2.03 Highland – 2.50 Midlothian – 1.31 Scottish Borders – 2.15 Stirling – 2.37 **Scotland - 2.28** **Comparator Median - Scottish Borders 2.15**	⬇	🛑
CMS006b	Local	Number of children and young people with child protection orders (per 1,000 0-15 population)	Data only	0	0	0	0	0	0	0	0		➖	📈
LAC003	Nat(b)	Looked After Children Rate/1,000 0-17 population	9.3	9.8	9.6	9.7	9.5	9.2	10.0	10.3	9.7		⬇	🔺
CMS025a	Local	Number of children referred to children's reporter – non-offence (per 1,000 0-17 population)	Data only	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Due to the very small number referred, this indicator is currently not collected	➖	📈

3. (CP Priority) Our People (Adults): Optimise outcomes for adults and older people by enhancing choice in the context of a home first approach

Code	Cat	Short Name	Current Target	2021/22	2022/23	2023/24	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Latest Note	Short Term Trend Arrow	Status
				Value	Value	Value	Value	Value	Value	Value	Value			
NI - 1	NI	Percentage of adults able to look after their health very well or quite well	91%	93%	N/A	May 2024	Not measured for Quarters					Scotland 91%	▬	✅

Code	Cat	Short Name	Current Target	2021/22	2022/23	2023/24	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Latest Note	Short Term Trend Arrow	Status
				Value	Value	Value	Value	Value	Value	Value	Value			
NI - 12	NI	Emergency admission rate (per 100,000 population)	11,273	9,243	8,273	July 2024	Not measured for Quarters						⬆	✅
NI - 19	NI	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population)	902	755	1,061	980	Not measured for Quarters						⬆	⚠
NI - 13	NI	Emergency bed day rate (per 1,000 population)	119,806	87,110	98,741		Not measured for Quarters						⬇	✅

Code	Cat	Short Name	Current Target	2021/22	2022/23	2023/24	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Latest Note	Short Term Trend Arrow	Status
				Value	Value	Value	Value	Value	Value	Value	Value			
NI - 5	NI	% of adults receiving any care or support who rate it as excellent or good	75%	68%	N/A	May 2024	Not measured for Quarters					Scotland – bi-annual 75	⬇	⚠

p

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2021/22 Value	Q1 2022/23 Value	Q2 2022/23 Value	Q3 2022/23 Value	Q4 2022/23 Value	Latest Note	Short Term Trend Arrow	Status
NI - 9	NI	Percentage of adults supported at home who agreed they felt safe	80%	72%	N/A	May 2024	Not measured for Quarters					Scotland 80%. Indicator not comparable to previous years due to changes in survey wording and methodology.	⬇	🛑
H1.9c	Local	Over a 5 year programme (from 2018/29) average percentage of completed social housing dwellings which is accessible (cumulative)	30%	31.2%	32.2%		Not measured for Quarters					177 of 550 of completed social housing that are accessible	⬆	✅
New	Local	Number of adults attending Be Active Life Long Groups	Data only	550	N/A								⬇	📈

4. (CP Priority) Our Place: Empower communities to build capacity by becoming more informed, involved and influential in service design and delivery
4.1.1 (CP Outcome) Our communities' ability to address their own needs and aspirations is improved

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
ERC002	Local	Number of CAT transfers complete	8	3	5	0	Not measured for Quarters						⬆	🛑

4. (CP Priority) Our Place: Empower communities to build capacity by becoming more informed, involved and influential in service design and delivery
4.2.1 (CP Outcome) 1% of council budget allocated through PB by April 2021

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/22 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
FS215	Local	Participatory budgeting activity – 1% target	100%	2.8%	23.99%	23.12%	23.99%	25.15%	26%	27%	23.12%	% relates to funding allocated rather than actual spend. Allocated spending in Q4 has reduced by £80k to £476,00 due to the Letterfourie/Netherha play park now due to be installed by June 2024.	⬇	🛑

5. (CP Priority) Our Place: Improve our understanding of the issues in our communities based on the experience of local people
5.1.1 (CP Outcome) More of our activities, services and plans are influenced by the communities they serve

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
		Council Engagement Strategy established for 2020/21 and corporate plan engagement complete		N/A	N/A	N/A	Not measured for Quarters					See CP Action STRATEGIC ERC 2.1 Develop engagement with the public on the future of council services		▶

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
ERC003	Local	Number of new Community action plans in place	2	1	3	3	Not measured for Quarters					Plans have been produced in Lossiemouth, Keith and Forres. Keith and Forres plans are in place and awaiting official launch.	▬	✅

6. (CP Priority) Our Future: Create a step change in the regional economy to enable inclusive economic growth
6.1.1 (CP Outcome) Increase economic impact of tourism in Moray

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
New	Local	Economic impact of tourism in Moray	Data Only	£103.71m	£147.99m		Not measured for Quarters						⬆	📈

6. (CP Priority) Our Future: Create a step change in the regional economy to enable inclusive economic growth
6.1.2 (CP Outcome) Increase the level of 16-29 years living and working in Moray

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
ENVDV500	Nat(b)	Proportion of 16-29 year olds within Moray Population (NRS Mid-Year)	Data only	15.3%	14.4%		Not measured for Quarters					Using the NRS 2022 mid-year population estimate.	⬇	📈

6. (CP Priority) Our Future: Create a step change in the regional economy to enable inclusive economic growth
6.2.1 (CP Outcome) Better employment, skills and earnings – increase in higher skilled jobs and wage levels

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
ENVDV501	Nat(b)	Proportion of people in Moray earning less than the living wage	Data only	19.5%	13.8%	14.6%	Not measured for Quarters						⬇	📈
ENVDV502	Nat(b)	Moray median gross weekly earnings (excluding overtime)	Data only	£541.10	£603.70		Not measured for Quarters					(ONS – ASHE Full-time by place of residence 2023 provisional data. Previous result updated from refresh)	⬆	📈

6. (CP Priority) Our Future: Create a step change in the regional economy to enable inclusive economic growth
6.3.1 (CP Outcome) Reduction in gender pay gap

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
ENVDV503	Nat(b)	Median gross weekly earnings - Pay Gap	Data only	£142,60	N/A		Not measured for Quarters					2022/23 Provisional results unreliable (ONS – ASHE Full-time by place of residence. Previous result updated from refresh)	⬇	📈

6. (CP Priority) Our Future: Create a step change in the regional economy to enable inclusive economic growth
6.3.2 (CP Outcome) Apprenticeships in key sectors are increased

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
ENVDV504a	Nat(b)	Modern Apprenticeship – Moray starts 16-19 years olds	195	128	144	May 2024	Not measured for Quarters					The number of Modern Apprenticeship starts in Moray has continued on an upward trend post-pandemic. However, the number of starts in Moray remains below the 427 who commenced a Modern Apprenticeship during 2018/19. This is reflected nationally, where apprenticeship numbers remain down on pre-pandemic levels. Changes in national funding	⬆	🔴
ENVDV504b	Nat(b)	Modern Apprenticeship – Moray starts 20-24 years olds	116	72	71	May 2024	Not measured for Quarters						⬇	🔴
ENVDV504c	Nat(b)	Modern Apprenticeship – Moray starts 25+ years olds	117	166	165	May 2024	Not measured for Quarters						⬇	✅
ENVDV505	Nat(b)	Modern Apprenticeship – Moray achievement rate	76%	69.6%	71.2%	May 2024	Not measured for Quarters						⬆	⚠️

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
												programme may be responsible for driving the rate of increase in apprenticeship starts among the 25+ age group. The Moray Employer Recruitment Incentive (MERI) assists people who find it harder to get a job providing employers with grants of up to £8,000. While the Scottish Government Apprenticeship Employer Grant, launched in December 2020, provided £5,000 for employers taking on or upskilling a 16 to 24-year through an apprenticeship, and £3,500 for employers taking on or upskilling an individual aged 25 and over through an apprenticeship.		
		Overall modern apprenticeships in key sectors delivered by Moray College have increase by 38%	Data only	N/A	N/A	N/A	Not measured for Quarters					To be defined	?	📈

7. (CP Priority) Our Future: Work to protect and enhance our environment, creating a more resilient and sustainable future
7.1.1 (CP Outcome) Achievement of targets, indicators and outcomes identified in Climate Change Action Plan

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
		Carbon Neutral by 2030	Data only	N/A	N/A	N/A	Not measured for Quarters					To be defined	?	📈

8. (CP Priority) Creating a Sustainable Council: Council's Financial Strategy
8.1.1 (CP Outcome) Financial planning set in longer term context

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
		Financial Strategy approved by Council		N/A	N/A	N/A	Not measured for Quarters					See CP Action FIN20-22.Strat-4.1 Further develop the council's medium to long term financial strategy –		▶

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
												approved by Council 3 March 2021 and updated 19 January 2022		

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
		Balanced budget for each of three years with a sustainable budget at the end of the three year period		N/A	N/A	N/A	Not measured for Quarters					See CP Action FIN20-22.Strat-4.1 Further develop the council's medium to long term financial strategy		▶

9. (CP Priority) Creating a Sustainable Council: Improvement and Modernisation – programme of transformation projects that will contribute to a financially stable council for the future
9.1.1 (CP Outcome) ICT strategy set in context to take account of council priorities and requirements

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
		Reviewed ICT strategy approved		N/A	N/A	N/A	Not measured for Quarters					See CP Action ICT20-22.Strat-4.1 Modernisation and Improvement: Developing digital services–review, develop and implement ICT and Digital Strategy		▶

9. (CP Priority) Creating a Sustainable Council: Improvement and Modernisation – programme of transformation projects that will contribute to a financially stable council for the future
9.2.1 (CP Outcome) Implementation of online services for staff and service users to deliver improved outcomes

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
		Demonstrate an increased use of online services for parents		N/A	N/A	N/A	Not measured for Quarters					ICT20-22.Strat-4.2 Extend the availability of online services available to the parents of schoolchildren and		▶

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
												provide a single view of their transactions with the council via the customer portal		
		For children's services demonstrate a channel shift		N/A	N/A	N/A	Not measured for Quarters					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		▶
		Reduce white mail		N/A	N/A	N/A	Not measured for Quarters					See CP Actions GSP20-22.Strat-4.5b Encourage "digital first" interaction with customers where possible.		
		Reduce staff travel costs		N/A	N/A	N/A	Not measured for Quarters					See CP Actions GSP20-22.Strat-4.5a Modernisation and Improvement – Customer Services Redesign of customer contact/face to face. GSP20-22.Strat-4.5c Use Forres access point as a model to review customer service provision in other access points.		▶

9. (CP Priority) Creating a Sustainable Council: Improvement and Modernisation – programme of transformation projects that will contribute to a financially stable council for the future
9.2.2 (CP Outcome) Single service for first point of contact

Code	Cat	Short Name	Current Target	2021/22 Value	2022/23 Value	2023/24 Value	Q4 2022/23 Value	Q1 2023/24 Value	Q2 2023/24 Value	Q3 2023/24 Value	Q4 2023/24 Value	Latest Note	Short Term Trend Arrow	Status
		Achieve the savings identified in the project mandate		N/A	N/A	N/A	Not measured for Quarters					To be defined		

9. (CP Priority) Creating a Sustainable Council: Improvement and Modernisation – programme of transformation projects that will contribute to a financially stable council for the future
9.3.1 (CP Outcome) Culture change in customer service delivery towards enabling approach for most customers with supported service delivery for those who needed

Code	Cat	Short Name	Current Target	2021/22	2022/23	2023/24	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Latest Note	Short Term	Status

				Value	Value	Value	Value	Value	Value	Value	Value		Trend Arrow	
		Further measures to be detailed when business case is advanced		N/A	N/A	N/A	Not measured for Quarters					To be defined		

<table>
<tr><td colspan="15" style="background:#c050d0">10. (CP Priority) Creating a Sustainable Council: Developing the Workforce – Realigning the workforce to meet our future requirements and developing new skills
10.1.1 (CP Outcome) Workforce planning set in context to take account of council priorities and requirements</td></tr>
</table>

Code	Cat	Short Name	Current Target	2021/22	2022/23	2023/24	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Latest Note	Short Term Trend Arrow	Status
				Value	Value	Value	Value	Value	Value	Value	Value			
		Reviewed workforce strategy approved		N/A	N/A	N/A	Not measured for Quarters					CP Action HR&OD20-22.Strat-4.1 Developing workforce –review and develop the council's workforce strategy and plan – Interim Workforce Plan 2020-22 agreed by ECOD November 2020		▶

<table>
<tr><td colspan="15" style="background:#c050d0">11. (CP Priority) Creating a Sustainable Council: Developing the Workforce - Transformation and Change
11.1.1 (CP Outcome) Employee relations aspects of managing change at service and corporate level undertaken effectively and in good time</td></tr>
</table>

Code	Cat	Short Name	Current Target	2021/22	2022/23	2023/24	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Latest Note	Short Term Trend Arrow	Status
				Value	Value	Value	Value	Value	Value	Value	Value			
CS006	Local	% of employees experiencing change that were satisfied with the way the change management process was handled	Data only	34%	N/A	N/A	Not measured for Quarters					No employee survey undertaken this year		📊