







2024-29 Quarter to September 2024 CORPORATE PLAN – Performance Report - Actions







| Action Status | |
|---|-------------|
|  | Cancelled |
|  | Overdue |
|  | Unassigned |
|  | In Progress |
|  | Completed |



1. OVERALL PROGRESS Strategy 1.1 CORPORATE PLAN




| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------------------|--|----------|-----------------|-------------|----------------------|----------|---|
| CORP-PLAN-STRAT-2024-29 | Moray Corporate Plan 2024-29 Strategic Actions | | | 31-Mar-2025 | | 33% |  |





1. OVERALL PROGRESS 1.2 PRIORITIES

| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|--------------------------------|--|----------|---|-------------|----------------------|----------|---|
| CORP-MC-1-POVERTY-STRAT | Strategic Level Actions (Poverty) | | POVERTY PRIORITY - Overall Progress | 31-Mar-2025 | | 30% |  |
| CORP-MC-2-ECONOMY-STRAT | Strategic Level Actions (Economy) | | ECONOMY PRIORITY - Overall Progress | 31-Mar-2025 | | 41% |  |
| CORP-MC-3-COMMUNITIES-STRAT | Strategic Level Actions (Communities) | | COMMUNITIES PRIORITY - Overall Progress | 31-Mar-2025 | | 26% |  |
| CORP-MC-4-DELIVERY-FWORK-STRAT | Strategic Level Actions (Delivery Framework) | | STRATEGIC DELIVERY FRAMEWORK – Overall Progress | 31-Mar-2025 | | 37% |  |

2. Tackle Poverty and Inequality
2.1 Maximise household income by working with partners to ensure financial inclusion services have maximum reach





| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|--------------------|--|----------|--|-------------|--|----------|---|
| 1POV-CP24-29-P1 | Maximise household income by working with partners to ensure financial inclusion services have maximum reach | | | 31-Mar-2025 | | 33% |  |
| CPP-CSP23-26-F-P01 | Establish a child poverty Data Set which includes data relating to the key priority groups | | Dataset is informing improvement activity. | 31-Mar-2025 | RIO updates the data and presets to the child poverty group on a regular basis. Data which related to the 6 (7) in Moray priority groups is being included as available and the output because of this will be monitored through the CPG. RIO has extrapolated data which focuses on child data and can compare this to household data. The data also supports what is known locally. Data set has been to Committee and agreed. Contact made with Aberdeenshire as to how they have pulled their priority families data – This share with Moray RIO – No | 100% |  |






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| | | | | | capacity for support available with this. Next steps Work alongside fairer Moray forum to develop score card Challenge poverty week in October to focus on the top 5 areas | | |
| | Build on data set to ensure all the statutory elements of child poverty can be captured and accurately monitored | | Dataset is informing improvement activity. | 31-Mar-2026 | Long term high level CSP action not included for update | 0% |  |
| CPP-CSP23-26-F-P03 | Map & Promote support available across Moray | | Children, young people and parents report they are aware of support available and feel able to access it. Child Poverty Group and Locality Network members can clearly articulate the support available. | 31-Mar-2026 | Outcome discussed with the FMF action group, who have agreed to populate the baseline data. The action group have distributed information to all households within Moray in relation to what supports are available to them. The current services have been mapped by the action group. Family fest 19/09/2024 – Launch of the SE and survey for parents. 20 parents completed the Survey Next steps Overlay with what is known about poverty data on a physical map (inc. childcare provision, contextual community issues, e.g. ASB) to allow for analysis of service provision. Planning started for specific workshops for families with a disability planned for Autumn 2024 to be delivered across Moray one day per week. Planning for challenge poverty week underway, to take place across Moray with destinations targeted as a result of data set in October 2024 Review the survey results, SE has staffed due to sickness | 100% |  |
| CPP-CSP23-26-F-P04 | Develop and implement a financial inclusion pathway for parents of children under the age of 5 years | | Increase in sign posting and referrals to supports available. | 31-Mar-2025 | Training was delivered to Health Visitors during 2023. To improve the evidence of the pathway being used, a Microsoft form was trialled with one HV team. Findings: The form was used 52 times, 94% were asked about financial support and full financial check-up. 19% (10) stated they had worries about money however only 3 agreed to onward referral to the Income maximisation team. Data from Moray Council reported 30 applications which included specific requests for infants. 2 applications were submitted by NHS staff and 28 by the applicant themselves. Midwifery services in Moray use the Financial Inclusion Pathway as part of their routine discussion with prospective parents. Referrals are made to Baby Bank, Food Bank and Income | 30% |  |

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| | | | | | <p>Maximisation and when appropriate support application to Best Start Maternity Grant and vouchers. No feedback collated from clients yet.</p> <p>Next Steps Potential roll out to other relevant child based NHS Teams e.g. FNP, Childsmile Moray. Continue to capture data for 2024-25 on Microsoft form and introduce a web based financial tracker. HVs who have used the pathway to feedback what worked and what was a barrier. Additional training for HV staff around routine enquiry for financial worries Confident that families are getting everything they are entitled to child payments and best start grants FNP – establish data, no of clients, referrals, converting to help, engagement with FNP and for those to understand how to improve engagement and possible changes to FNP referrals as a result</p> | | |
| CPP-CSP23-26-F-P05 | Evaluate impact of the financial pathway | | Dip sample of family's experience of accessing support. | 31-Mar-2026 | Long term high level CSP action not included for update | 0% |  |
| CPP-CSP23-26-F-P06 | Based on evaluation findings, extend evaluation pathway to include parents with children over the age of 5 years | | Dip sample of family's experience of accessing support. | 31-Mar-2026 | Long term high level CSP action not included for update | 0% |  |
| CPP-CSP23-26-F-P07 | Working with parents to understand and overcome barriers to financial services engagement | | Families entitled to benefits will have a financial gain to household income. | 31-Mar-2025 | <p>Initial work completed by Networks and Money Advice team. Establish the baseline for this.</p> <p>At the launch of the Children Services Plan focus will be on understanding and breaking down stigma so services can support better.</p> <p>SW consultant joined poverty group to take forward this action</p> <p>Next steps Self-evaluation activity to pick up on lived experience</p> | 30% |  |
| CPP-CSP23-26-F-P08 | Embed Income Maximisation support within intensive family support services | | Families entitled to benefits will have a financial gain to household income. | 31-Mar-2026 | Long term high level CSP action not included for update | 0% |  |

2. Tackle Poverty and Inequality



2.2 Early intervention addressing whole family well-being to ensure than children can reach their full potential

| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|--------------------------|--|----------|---|-------------|--|----------|---|
| 2POV-CP24-29-P2 | Early intervention addressing whole family well-being to ensure that children can reach their full potential | | | 31-Mar-2025 | | 25% |  |
| CPP-EDU 2024-25 STRA 1.1 | Early intervention addressing whole family well-being to ensure that children can reach their full potential | 1 | <p>Planned Outcome - Improved attainment at both Broad General and Senior Phase identified through ACEL and LGBF measures</p> <p>Outcome Measures - Literacy and numeracy attainment gap (P1, P4 and P7 combined) – percentage point gap between the least and most deprived pupils (LGBF CHN14a / CHN14b) (Corp.Plan)</p> <p>Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in literacy and numeracy (LGBF CHN13a / CHN13b) (Corp Plan / Core Stretch Aim)</p> | 30-Jun-2025 | <p>Through assessment and moderation activities, QAMSO (Quality Assurance and Moderation Support Officer) supports at school and ASG level as well as central quality improvement monitoring, we continue to support and challenge BGE ACEL level achievement and strengthening of practitioner confidence in their Teacher Professional Judgements. This includes through ASG moderation activities, Inset activities and a well planned range of interventions delivered at school level in order to strengthen learner attainment and achievement. Further work on raising attainment in Senior Phase ongoing with initial Raising Attainment Strategy developed following individual meetings with HoS, QIM and individual secondary HTs (some attended by DCE) to identify key raising attainment actions and next steps. Draft B+D target setting pro-forma developed as part of Term 2 monitoring.</p> <p>(ELC) – Early intervention teachers continuing to identify any ELC children that will require enhanced transition from pre school into P1. LPS documentation to support transition.</p> | 50% |  |
| CPP-CSP23-26-F-SFS01 | Utilise Whole Family Wellbeing Fund, recruit a skilled manager to coordinate the development of holistic family support in Moray | | <p>Increase in provision and evidence of impact from suppliers.</p> <p>Feedback from parents and the frontline practitioners who know them best on Accessibility of support</p> <p>Whether support meets their needs</p> <p>The difference support has made</p> | 31-Oct-2024 | <p>General agreement to progress with ALISS (A Local Information System for Scotland) as a single platform for collating services for children, young people and families. ALISS is being used in adult services already, link is Iain MacDonald. Will be known as Moray Community Connections.</p> <p>Tsi Community Map currently focussing on voluntary sector activities – possible plan to link with ALISS/Moray Community Connections in the future.</p> <p>Delay in advertising and recruiting to this post. Action phase currently delayed but in hand. Proposal being considered by GLG in July 24</p> | 50% |  |
| CPP-CSP23-26-F-SFS02 | With parents and frontline practitioners, undertake self-evaluation of existing provision, utilising the | | <p>Increase in provision and evidence of impact from suppliers.</p> <p>Feedback from parents and the frontline</p> | 31-Jan-2024 | <p>Mapping exercise completed. Further feedback from families with children who have additional needs received. All information not yet received from Aberlour Youth Action.</p> | 50% |  |

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| | national family support evaluation tool | | practitioners who know them best on Accessibility of support Whether support meets their needs The difference support has made | | | | |
| CPP- CSP23-26- F-SFS03 | Based on self-evaluation, identify gaps in provision | | Increase in provision and evidence of impact from suppliers. Feedback from parents and the frontline practitioners who know them best on Accessibility of support Whether support meets their needs The difference support has made | 31-Mar-2026 | Long term high level CSP action not included for update | 0% |  |
| CPP- CSP23-26- F-SFS04 | Pool resources across the partnership and maximise external funding streams to develop a pathway of support with and for parents. | | Increase in provision and evidence of impact from suppliers. Feedback from parents and the frontline practitioners who know them best on Accessibility of support Whether support meets their needs The difference support has made | 31-Mar-2026 | Long term high level CSP action not included for update | 0% |  |
| CPP- CSP23-26- F-SFS05 | Quality assure impact of pathway and implement improvements | | Increase in provision and evidence of impact from suppliers. Feedback from parents and the frontline practitioners who know them best on Accessibility of support Whether support meets their needs The difference support has made | 31-Mar-2026 | Long term high level CSP action not included for update | 0% |  |
| CPP- CSP23-26- F-SFS06 | Based on learning of pilots to date, roll out PEEP across Moray on a partnership basis covering the antenatal to 5yrs age range (Health, Early Years and 3 rd sector) | | Increase in number of PEEP groups operating. Feedback from parents on impact of PEEP. Increase in the number of children meeting developmental milestones. | 31-Mar-2025 | 11 programmes delivered with 3 more ante-natal groups planned for next quarter. £180k of WFWF secured over 2 years, Action for Children won the tender as facilitators. 2 x EILs PEEP facilitators | 50% |  |
| CPP- CSP23-26- F-SFS07 | Further develop PEEP programmes maximising opportunities for parents and senior phase pupils to gain qualification which could lead to employment in childcare | | Increase in number of PEEP groups operating. Feedback from parents on impact of PEEP. Increase in the number of children meeting developmental milestones. | 31-Mar-2026 | Long term high level CSP action not included for update | 0% |  |



2. Tackle Poverty and Inequality


2.3 Getting it right for every child so that we continue to improve attainment for all

| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|--------------------------|--|----------|--|-------------|--|----------|---|
| 3POV-CP24-29-P3 | Getting it right for every child so that we continue to improve attainment for all | | | 31-Mar-2025 | | 50% |  |
| CPP-EDU 2024-25 STRA 1.2 | Getting it right for every child so that we continue to improve attainment for all | 1 | <p>Planned Outcome - Improved attainment at both Broad General and Senior Phase identified through ACEL and LGBF measures</p> <p>Outcome Measures - Percentage of school leavers gaining 5+ awards at levels 5 and 6 (LGBF CHN6 / CHN7) (Corp Plan) Leavers achieving 1+ @ SCQF Level 5 / Level 6 (Core Stretch Aim) Overall average total tariff (LGBF CHN12a) (Corp Plan) Percentage of pupils entering positive destinations (LGBF CHN11) (ASN leavers / LAC leavers) (Corp Plan) Annual Participation Measure (Core Stretch Aim)</p> | 30-Jun-2025 | Extending use of PEF and SEF fundings, with SEF delivering projects across 6 Associated Schools Groups/Schools linking in with attendance, attainment, achievement and HWB. Impact gathered through SAC reporting and AA support of QIM monitoring. Ongoing interventions and support including moderation, QAMSO support, interventions, supported study, online learning platforms and wider inputs from equity/inclusion teams. | 50% |  |


3. Build Stronger Greener Vibrant Economy

3.1 Progress Moray Growth Deal: bring the remaining Moray Growth Deal projects into delivery

| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|------------------------|--|----------|--|-------------|--|----------|---|
| 1ECO-CP24-29-P1 | Progress Moray Growth Deal: bring the remaining Moray Growth Deal projects into delivery | | | 31-Mar-2025 | | 47% |  |
| CPE-ECS24-25 Strat 4.1 | Progress the Bus Revolution m:connect project as part of the Moray Growth Deal | 4 | <p>Outcome Measures by March 2025: Increase public transport passenger journeys on m.connect by 4,286p.a. To reduce the environmental impact of transport in the area by 4.3t CO2e p.a. Reduced barriers to employment</p> | 30-Jun-2025 | Progress relates to completed milestones recorded in Pentana. As per the agreed Service Plan, first milestones were due by September 2024. 4 are noted as complete. 2 milestones that remain ongoing are expected to complete early Quarter 3. Charging infrastructure locations agreed – completed May 2024 - Pilmuir and Hythe Hill Primary Schools. | 44% |  |




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| | | | (indicator in development) Milestones: Sept 2024 – Charging locations agreed, consultant appointed, group booking function released and vehicle orders placed. Committee reports on new service route/Phase 1a and Phase 2 service plan. DAR submitted for staff increase Dec 2024 - VMF submitted. Marketing campaign approved by board. Charging units commissioned. Apr 2025 – Vehicles delivered/in service and driver training complete, service registrations submitted and listed, marketing campaign launched, operational systems deployed. Jun 2025 – Phase 2 launch | | Consultant appointed – completed April 2024 (Blackwood’s) Vehicle orders for Phase 2 placed – completed August 2024 (4 x Mellor Orion Minibuses) Committee reports on new service route/Phase 1a and Phase 2 service plan (Phase 2 plans will incorporate Phase 1a Weekend services) - completed 25 September 2024 with reports agreed at Full Council. DAR submitted for staff increase – approved at Full Council on 25 September 2024. To be finalised by end of October. Group booking function - Technical interventions ongoing. Live testing and launch date TBC. | | |
| CPE-EGD24-25 4.1 | Progress Moray Growth Deal: Bring the remaining Moray Growth Deal projects into delivery: 7 of 8 projects expected to be in delivery | 1 | By the end of the Deal (2031): MGD outcomes relating to GVA uplift, tourism numbers, affordable homes built, job creation and skills uplift to be achieved. | 31-Mar-2026 | The latest Moray Growth Deal (MGD) Annual Report (published July 2024) details work undertaken during 2022/23 to progress MGD projects. At the start of January 2024, 4 of the 8 MGD projects were in delivery; Bus Revolution, Digital Health, Housing Mix and Manufacturing and Innovation Centre for Moray (MICM). During the first half of 2024/25, full business cases have been developed for the Business Enterprise Hub, Cultural Quarter and the EY STEM project. Once revenue shortfalls are addressed these projects will move to the delivery phase. Work relating to the Moray Aerospace, Advanced Technology and Innovation Campus (MAATIC) is currently under review in light of funding challenges. | 50% |  |



3. Build Stronger Greener Vibrant Economy
3.2 Delivery of the Community Wealth Building Strategy and Action Plan

| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|---------------------|--|----------|---|-------------|--|----------|---|
| CPE-EGD24-25 4.2 | Delivery of the Community Wealth Building Strategy and Action Plan | 1 | Ensure wealth stays within the hands of our local communities | 31-Mar-2025 | The Community Wealth Building Strategy 2024 and Action Plan were approved by Economic Development and Infrastructure Services Committee on the 30th April. Planned | 10% |  |


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| | | | | | work for 2024/25 is ongoing. There are a number of actions that cannot progress at present due to resourcing constraints and the need for a dedicated CWB resource. These actions are highlighted in the Action Plan as 'on hold'. Progress of the Strategy and Plan will be reported annually to Moray Council and the Community Planning Partnership | | |
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3. Build Stronger Greener Vibrant Economy
3.3 Improve access to fair work, employment and training opportunities

| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|------------------|---|----------|--|-------------|---|----------|---|
| 2ECO-CP24-29-P2 | Improve access to fair work, employment and training opportunities | | | 31-Mar-2025 | | 70% |  |
| CPE-EGD24-25 4.3 | Improve access to fair work, employment and training opportunities | | | 31-Mar-2025 | To increase the number of individuals participating in learning, training and employment in Moray, Moray Pathways have continued to work with a wide range of individuals and employers (including Springfield, Baxters, Chivas and Morgan Sindall) and local organisations (such as Enable Works and UHI Moray Employability team). Since the start of 2024/25, 71 young people, 74 over 25s and 26 parents have begun working with the service, taking the total number since launch to 665. Successful outcomes during the reporting period include 66 gaining employment (including 17 via the Moray Employer Recruitment Initiative (MERI)), 44 moved into further or higher education and 532 are involved with learning and training opportunities. The Moray Pathways Summer Programme 2024 was very successful with 35 young people, identified as requiring support, taking part and 100% gained positive outcomes. See link to short film: https://youtu.be/wwsXICqDLQQ | 50% |  |
| CSP | Promote access to Moray Pathway Local Employability Partnership support and provision for those young people who are aged 15 yrs + and no longer in Education | | Increase in young people accessing Education Maintenance Allowance (EMA) and other grants/allowances through Moray Pathways. Increase in young people aged 15 yrs plus and no longer in Education who are participating and sustaining employment, learning and training opportunities. | 31-Mar-2025 | Employability Team have baselines and stretch aims for their service Employability team have recruited to a Child Poverty post which will have a focus on the interface between the child poverty plan and employability, gathering data and strengthening the services. Next steps Additional promotion of parents service and what is on offer – Including good new stories | 100% |  |


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| CPP- CSP23-26- F-P21 | Develop and test affordable wrap around childcare options (Led by short life working group) | | <p>Increase in the number of school aged childcare places available.</p> <p>Increase in the uptake of school aged childcare places by those in the six priority groupings.</p> <p>Parental feedback and case studies on the impact of school aged childcare.</p> <p>Increase in household income.</p> | 31-Mar-2025 | <p>Group is established. Extensive survey to all families within Moray. Grade 10 post as above will support this work. Grade 8 Project Officer in post with specific focus on School Age Childcare. Online childcare survey had 1417 responses. 73% reported lack of childcare prevented increasing working hours. Other responses –</p> <ul style="list-style-type: none"> 42% need more hours of care 29% need before school care 38% need after school care 39% need holiday care 28% need more flexibility <p>Regional Childcare Group also established and taking forward issue at National Level.</p> <p>Next steps Action / Strategy required to address the issue as it is preventing progress in other areas e.g. employability of parents, the positive impact on earnings etc.</p> | 30% |  |
| CSP | Raise awareness of and embed the Moray Pathways local employability partnership support and provision which is available for all young people 16 years and beyond | | <p>Increase in referrals to Moray Pathways local employability partnership.</p> <p>Increase in parents from the six priority groups participating and sustaining education, training or employment opportunities.</p> | 31-Mar-2025 | <p>Employability Team have baselines and stretch aims for service, all of which are on track. Employability Team participate in all Pathways Planning Meetings in Secondary Schools. Referral systems in place. 185 new young people receiving support during 2023-24 while 206 young people from previous year remain supported. 60 parents began receiving support during 2023-24 along with support being given to the 76 parents from the previous year.</p> <p>Next steps Completed – complete report and success stories for this element. Home schooled population? Participation measure for this outcome.</p> | 100% |  |

3. Build Stronger Greener Vibrant Economy
3.4 Enable more people to work by supporting access to affordable childcare


| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------------------|---|----------|---|-------------|---|----------|---|
| CPE- EGD24-25 4.4 | Enable more people to work by supporting access to affordable childcare | 1 | Minimise barriers to people working such as childcare | 31-Mar-2025 | The Progress for Parents project aims to supports parents into employment via the Moray Employer Recruitment Incentive scheme (MERI). This includes overcoming a range of barriers to work such as, but not limited to, a lack of childcare. Other barriers could be transport issues, training and qualifications, language skills and confidence. As part of the project, | 20% |  |

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| | | | | | <p>participants also link in with the Income Maximisation Team to ensure they have relevant information and support relating to benefits and debt management.</p> <p>Demand for this project is increasing with positive outcomes reported for all who have engaged. Between April and September 2024, 9 participants have been successful in gaining employment, 108 have undertaken learning and training activities while 4 have moved into Further or Higher Education.</p> | | |
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4. Build Thriving, Resilient, Empowered Communities
4.1 Delivery of the Levelling Up Fund elements of the Elgin City Centre Masterplan




| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
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| CPC-EGD24-25 4.5 | Delivery of the Levelling Up Fund elements of the Elgin City Centre Masterplan | 1 | Elgin City Centre is a prosperous, attractive and health place. No of empty properties and vacant/derelict sites in the city centre No of additional residential properties in Elgin city centre | 31-Mar-2026 | Validation work is complete. Awaiting confirmation of funding from UK Government. | 0% |  |



4. Build Thriving, Resilient, Empowered Communities
4.2 Delivery of Town centre Improvement Plan Delivery Programme



| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
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| CPC-EGD24-25 4.6 | Delivery of Town Centre Improvement Plan & Annual Report | | | 31-Mar-2025 | Work on the Town Centre Improvement Plan is ongoing. The Annual Report is also currently being drafted for reporting early 2025. | 10% |  |

4. Build Thriving, Resilient, Empowered Communities
4.3 Take a partnership approach to locality planning in priority areas of Moray to enable people to influence services and develop community action


| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
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| COM-CP24-29- P1 | Take a partnership approach to locality planning in priority areas of Moray to enable people to influence services | | | 31-Mar-2029 | | 19% |  |

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| | and develop community action | | | | | | |
| CPC-STRAT ERC 1.1 24-27 | Support Council and partner services to deliver PB exercises. | 1 | 1. More of the activities, services and plans are influenced by the communities they serve 2. More communities and individuals are more involved in local decision making and in helping to plan and deliver of local services | 31-Mar-2026 | No new activity to report as the Cultural PB process reported in last quarter and the sharing of the PB Toolkit t services completed the legacy work linked to the two deleted posts from the 2024 budget savings. | 13% |  |
| CPC-STRAT ERC 1.2 24-27 | Locality Planning process supported in New Elgin and Buckie through work of community led action groups developing and delivering projects. | 1 | | 31-Mar-2026 | New Elgin - 6 meetings of the different thematic groups took place as well as the delivery of five events over the summer period. The 'Better Off' group worked with partners to deliver 5 events over the summer with a Family Fun Day at Thornhill Pitches drawing in 120 participants to an event supported by 10 young volunteers. The focus of the 'Better Community' Group has been in relation to the new community hub which is known as The Link after the Open Day reported in Q1. Prior to the lease being signed a local volunteer who had been at the Open Day came back and carried out a disability audit of the building as a wheelchair user. The 'Better Place' and 'Better Health' groups group used the Family Fun sessions to continue community engagement around improving play areas in the area- with input to the sessions from Active Schools and the NHS Health Improvement Team. Buckie - the Monitoring Group have met three times this quarter in relation to the feasibility of securing a new multi-purpose community hub on the back of an independent options appraisal. The FAB development Trust have continued to sustain the monthly Community Lunches in The Fisherman's Hall - with attendances averaging 83 per session - which reflects the trend expected over the summer holiday period. The volunteer led Community Hub continued to address the Cost-of-Living crisis, with many different partner organisations using the space to reach people. The Monitoring group have been collating their latest community newsletter which was published at the end of Q2. | 25% |  |
| CPC-STRAT ERC 1.3 24-27 | Develop engagement with the public on the future of council services | 1 | | 31-Mar-2026 | The Learning estate consultation began in Keith ASG this quarter with a session for Parent Council, Community Council and other local stakeholders. There was also an open Community Drop -In session to launch the online survey which closed on 30th September. A small pupil session also took place to encourage current pupils to contribute to the online survey. The Elgin survey which had opened the previous quarter was completed - | 25% |  |

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| | | | | | as have the Forres and Buckie ASG's process. Meetings were facilitated with parents of Crossroads School prior to the formal consultation process to discontinue education which runs from 23rd Sept – 15 Nov 2024. | | |
| CPC-STRAT ERC 1.4 24-27 | Engage key stakeholders (e.g. Community Engagement Group, Community Councils) on progress and feedback for PB approaches and local priorities (BV5.1) | 1 | | 30-Jun-2025 | <p>There has been nothing specific developed in relation to PB which no longer sits within the CSU- but significant capacity building support has been provided to support local groups and their local priorities.</p> <p>Work has begun with Community Councils consulting on the New Scheme of Establishment. The CLO has attended 14 Community Council meetings regarding the review. We currently have 17 active Community Council's and 136 individual community councillors. Support continues to be given to the Moray Joint Community Council's group as well, with 9 of the 17 attending the last session. 12 CC's took part in a sub-group session to review the formula for the small Admin Grant allocated to each active group.</p> <p>Resilience Planning continues to be a standing item for most community councils – with support being provided through the CC Liaison Officer. Significant preparation work has been done for the annual Moray Resilience event taking place on 7th November.</p> <p>A Sunday session of the Moray Federation of Village Halls took place in Cullen in September with 7 halls represented. The Transport Forum also met in August with 10 participants.</p> <p>Staff have engaged with Open Spaces and Planning to investigate the inclusion of ASN equipment in play areas in Elgin and general improvement work in Forres. Other groups working on Play Parks including Kinloss CC, Linzee Gordon Park group in Buckie, Fochabers and Hopeman. Funding advice has been given to Portknockie Community Association, Speymouth Hall and The Gaff Youth Project and support has been given to VIP Childcare to look at future options for the social enterprise after the closure of Elgin Community Centre.</p> | 15% |  |
| CPC-STRAT ERC 1.5 24-27 | Support the engagement and consultation work on service specific projects(e.g. Libraries and Leisure) (BV1.2) | 1 | | 30-Jun-2026 | <p>There were no service specific budget engagement follow up requests this quarter.</p> <p>The Community Support Unit (CSU) have engaged with 8 different Community Asset transfer (CAT) processes .Support and advice has been given to Forres Area Football Trust,</p> | 22% |  |




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| | | | | | <p>Transition Town Forres, Aberlour Community Association, Forres in Bloom, Lossie Scouts, Lossie Guides, Lossiemouth Community Development Trust and Lossie Men's Shed.</p> <p>A variety of stakeholders in Forres have been supported to develop a Place Plan – and used the recent Pride event to consult on it with 30 individual contributors.</p> <p>CSU continue to monitor the waiting list for Community Allotments as per the Community Empowerment Act. A working group has been formed in relation to Lossiemouth and Buckie settings as they have met the threshold for provision – the working group will be looking at potential sites and costings.</p> | | |
| CPC-STRAT ERC 1.6 24-27 | Work with community planning partners to develop shared engagement (BV1.2) | 1 | | 30-Jun-2026 | <p>The Community Support Unit (CSU) continue to link in and support shared engagement such as working with the Forres and Lossiemouth Health Locality Group in outreach engagement sessions. The work in New Elgin and Buckie Localities is also delivered in partnership to meet the LOIP commitments of the Community Planning Partnership.</p> <p>Support was provided to tsiMORAY in facilitating a meeting around the future use of St Lawrence Church in Forres.</p> <p>The service has been working on a Digital Infrastructure project and 24 local groups/individuals attended stakeholder session facilitated by the Scottish Council Voluntary Organisations (SCVO) to identify the scope for Place Based community facilities to act as digital hubs.</p> <p>Place based locality planning continues to be supported in Keith – with the Regeneration Partnership in the process of recruiting a new Development Officer. The Forres – Spirit of Community Action Plan is being delivered and there is work ongoing to develop a local Place Plan. The Better Burghead Group are also being supported in their action plan – with links to the Adut and Family Learning Team and the STEM team at RAF Lossiemouth.</p> | 22% |  |
| CPC-STRAT ERC 1.7 24-27 | Explore with partners establishing community survey/panel (BV1.2) | 1 | | 30-Jun-2026 | <p>No progress to report – a proposal has been submitted via the Transformation project to invest in a new Digital Engagement Hub which may allow this to happen.</p> | 11% |  |








4. Build Thriving, Resilient, Empowered Communities
4.4 Delivery of the Housing, Investment and Affordable Housing Supply programmes

| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|--------------|--|----------|---|-------------|--|----------|---|
| CPC-HP25-4.1 | Delivery of the Housing. Investment and Affordable Housing Supply programmes | | Increase in affordable housing available in Moray | 31-Mar-2025 | <p>Draft Strategic Housing Investment Plan (SHIP) has been circulated with partners and stakeholders for consultation. This 5-year plan sets out how investment in affordable housing will be directed over the period. The plan is updated annually to take account of any local or legislative changes and funding allocations.</p> <p>During the previous reporting period (2023/24) 96 affordable new builds were completed (7 May 2024 committee report). 50 of these new builds were completed by Moray Council, 33 in Keith and 17 in Elgin HMAs. Planned builds by Grampian Housing in Lhanbryde were delayed due to unviable costs resulting in retendering for this project. As of September 2024 135 properties were under construction across five sites, one development (Banff Road Phase 2, Keith) with 26 properties is due to complete within 2024/25.</p> <p>The current SHIP was approved by the Housing & Community Safety Committee on 21 November 2023. A similar timeframe is expected for this years plan.</p> | 50% |  |


4. Build Thriving, Resilient, Empowered Communities

4.5 Tackle the affordability and standard of our learning estate to ensure sustainability while meeting climate requirements




| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------------------|--|----------|---|-------------|--|----------|---|
| COM-CP24-29-P2 | Tackle the affordability and standard of our learning estate to ensure sustainability while meeting climate requirements | | | 31-Mar-2029 | | 33% |  |
| CPC-STRAT ERC 2.1 24-27 | (Design and Construction) Review Findrassie Primary School | 1 | Moray has high performing schools that are fit for the future and financially and environmentally sustainable | 31-Mar-2027 | No further work to progress this action took place during quarter 2. | 20% |  |
| CPC-STRAT ERC 2.2 24-27 | (Design and Construction) Elgin High School Extension Build | 1 | | 31-Dec-2026 | hNSL appointed as delivery partner and progressing Hub Stage 1 process (target completion Q4). All site investigations completed and developing concept design for approval by end Q3. To facilitate project progress DBFM changes deferred until service interface issues fully detailed. Preferred Teir 1 contractor | 39% |  |

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| | | | | | appointment in progress | | |
| CPC-STRAT ERC 2.3 24-27 | (Design and Construction) Future Forres Academy operational | 1 | | 31-Dec-2028 | Common good consultation in progress. Report to ECLS on outcome planned for 26 Nov 24. hNLS progressing concept design (within constraints of site selection delays). Planned alternate site investigation work due delayed while awaiting land ownership legal advice. Project completion date delayed by 8 weeks. Proposed that hNLS will be project delivery partners – undertaking preferred Tier 1 contractor selection process. | 23% |  |
| CPC-STRAT ERC 2.4 24-27 | (Design and Construction) Future Buckie HS operational | 1 | | 31-Mar-2029 | 'Do Minimum' option developed and report on next step and issues to CMT/SLF planned over next month prior to report to ECLS November 2024. | 8% |  |
| CPC-STRAT ERC 2.5 24-27 | (Engagement and Consultation) ASG Level Options Development (long term investment strategy) | 1 | | 30-Jun-2025 | No further work took place to progress this action. | 35% |  |
| CPC-STRAT ERC 2.6 24-27 | Effective stakeholder engagement on Learning Estate sustainability options | 1 | | 31-Mar-2026 | Buckie ASG completed. Awaiting completion of Focus Group for combine Elgin ASGs. Keith ASG in progress with survey complete and in review. Speyside ASG to kick off late Oct with survey and engagement sessions planned in Nov. Milnes and Lossiemouth ASG to complete Q4. | 55% |  |
| CPC-STRAT ERC 2.7 24-27 | Future of Crossroads PS consultation completed | 1 | | 30-Jun-2025 | Statutory consultation on proposal to close school in progress to complete mid Nov 24. Report to ECLS and Full Council planned for Feb 25. | 91% |  |
| CPC-STRAT ERC 2.8 24-27 | Rezoning of Cluny and Millbank Primary schools. | 1 | | 31-Mar-2027 | School census data indicates further fall in primary school numbers across Buckie ASG over next 6 years with Cluny PS not expected to exceed 85% of planning capacity. No requirement to rezone anticipated before 2030. Expect to recommend Action to be cancelled for next report. | 9% |  |
| CPC-STRAT ERC 2.9 24-27 | Options developed to manage for Elgin South primary school capacity requirements | 1 | | 31-Mar-2025 | School census data indicates further fall in primary school numbers across Elgin High School ASG catchment. Greenwards PS not expected to exceed 91% of planning capacity – with forecast fall below 90% by 2030. Updated options appraisal report to be discussed with Education to determine next steps | 15% |  |

STRATEGIC DELIVERY FRAMEWORK
 Financial Strategy / Workforce Strategy / Digital Strategy / Transformation Plan/Strategy / Performance Management Framework



| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------|--------------------------|----------|-----------------|----------|----------------------|----------|---|
| | Strategic Level Outcomes | | | | | 37% |  |


CP Action – Financial Strategy

| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|--------------------|----------------------------|----------|---|-------------|---|----------|---|
| FIN24-25 Strat 4.1 | Financial Planning | | Financial plans show how the local authority will align service provision with funding to ensure the sustainability of its services in the future: - Short to Medium Term Financial Plans show a balanced budget with reduced reliance on reserves. - Long-term financial plans prepare for a range of funding levels and linked to strategic priorities. | 30-Jun-2025 | Progress relates to milestones marked as complete on Pentana as per agreed Service Plan. The refresh of the Council's Short to Medium Term Financial Planning is complete. This plan reflects the approved budget and further SG funding for 2024/25 and was reported to Council on 26 June 2024. Both the Savings Delivery Plan and Financial Reserves Policy were reported to Council on 25 September. The approach to applying a cap on capital spend is drafted and will be reported to the additional meeting of Full Council on 22 October along with revised assessment of affordability based on updated estimates. | 50% |  |
| FIN24-25 Strat 4.2 | Partnership Working (MIJB) | 4 | Develop arrangement for additional assurance on financial management Collective agreement that specific delivery plans in place to reduce budget deficit that can be relied upon for partner financial planning | 31-Jan-2025 | MIJB currently developing monitoring systems. Regular meetings are in place between CFOs and a first review of planned savings has been undertaken via the quarter 1 budget monitoring report. | 15% |  |
| FIN24-25 Strat 4.3 | Participatory Budgeting | 1 | Further develop mainstream Participatory Budgeting. Successful implementation of PB projects within the community. Capture more information on community led decision making Year on year increase in amount allocated until reach of 1% of budget (as defined by COSLA) is allocated via PB | 31-Mar-2025 | During Q1, CSU supported the final stage of the PB process relating to the Shared Prosperity Fund and Cultural Grants. A total of £110k was allocated to 14 different organisations, which is 5.07% of the £2.17m PB target. Going forward, PB work is expected to be undertaken by services with updates to be confirmed and new measures to be developed. | 5% |  |



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| | | | process | | | | |
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CP Action – Workforce Strategy

| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|---------------------|---|----------|--|-------------|--|----------|---|
| HROD24-25 Strat 4.1 | Establish leadership development programme to address corporate and individual leadership needs | 1 | Revised programme developed to meet organisational requirements. Range of leadership development activity in place across management tiers. Leaders developed to lead challenging agenda with feedback on positive impact made, measured by skills analysis surveys at key points. Number of 1/2/3 tier managers trained and showing improvements in awareness of key learning points (measured through skills analysis survey). Employee survey question(s) on management impact to provide baseline and show improvement over time. | 31-Dec-2024 | A detailed plan of the work required to establish a leadership development programme is in place however the proposal to CMT/SMT has taken longer than anticipated due to feedback and the need to incorporate some additional detail. A draft strategy and plan are now ready for review during Q3. | 60% |  |
| HROD24-25 Strat 4.2 | Review and refresh recruitment and retention activities. | 1 | Recruitment attracts high calibre candidates and council services are well resourced. Key corporate priorities and projects are appropriately resourced to ensure completion and achievement of objectives and outcomes Un-resourced areas are flagged for consideration with risks, issues and impacts noted. - Increased number of candidates meeting criteria for council vacancies in hard to fill posts – specifics to be developed further as per service requirements. - Attrition rates improved (lowered) for areas with high turnover – to be developed further as per service requirements. - Reduced number of repeat adverts and reduction in time taken from advert to | 31-Mar-2025 | The Workforce Planning Report and proposed Workforce Strategy for 2024-27 was presented to Corporate Committee in August. In line with this, recruitment and retention activities have been reviewed and updated to address retention challenges with a project plan and market forces policy drafted. | 80% |  |

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| | | | first day of employment. Feedback of positive impact from managers through personnel forum. - Number of career progression opportunities are increased. | | | | |
| HROD24-25 Strat 4.3 | Have in place fair and competitive pay and conditions that are recognised and free of bias | 2 | Actions developed and implemented to address issues identified. Improvement in Moray's ranking for Local Government Benchmarking Framework (Corp3c The Gender Pay Gap (%) and Corp3b % of the highest paid 5% employees are women) including within Family Group. Increased number of applications and subsequent appointments from ethnic minority groups. | 31-Mar-2025 | Council practice has been assessed against the Ethnic Minority Recruitment Toolkit. Work will continue during quarter 3. | 30% |  |

CP Action – Digital Strategy



| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|--------------------|--|----------|--|-------------|--|----------|---|
| ICT24-25 Strat 4.1 | Develop and expand the Council's digital approach | 1 | Expansion and enhancement of the use of digital technologies across services to improve the efficient and effective delivery of services and ways of working Project success rate maximised through sufficient capacity without detracting from business as usual - Increased number of users of additional online services (March 2026) - Increased use of digital technology for advancement of learning and teaching (March 2027 or as confirmed by Education Digital Work) - 10% increased use of digital technologies in key strategic projects (March 2026 or as confirmed per project) | 31-Mar-2027 | Between April and September, the expansion of the digital approach has continued in a number of areas with the development and go live of online forms for; - Tenants to obtain Local Housing Officer details - E-Accounts Payable - Grit Bin fault reporting (including a link to an interactive map) - Call for Sites and Open Market Purchases Work continues on the development of online processes and forms for; - Short Term Lets renewals applications - Benefits applications (currently being reviewed by the Service prior to testing) - External and internal forms to support the Community Benefits Scheme - Waste Services covering applications for assisted collections, 50% 4 medical waste and additional bins - Service efficiency work with HR/Payroll and Health and Social Care Moray Planned work to begin in October includes Occasional licence applications and development work with Finance and the DLO. | 50% |  |
| ICT24-25 Strat 4.2 | Develop a data approach to enhance the value of data | 1 | Develop and implement a corporate data strategy and plan for big data to | 31-Mar-2026 | With the new Information Systems Manager now in post, work to progress this action will commence in Q3. | 0% |  |



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| | though robust, open and transparent access and that supports key corporate priorities (e.g Transformation through the use of data analytics such as Power BI) | | connect data, develop analytics to inform and drive service efficiency | | | | |
| ICT24-25 Strat 4.3 | Support and contribute to development of Education ICT Strategy | | Bandwidth increased across school estate (deadline as part of SWAN 2) Digital learning devices and use of technology increased | 31-Aug-2027 | Despite the contract for SWAN 2 being signed in March, implementation of Phase 1 (mostly secondary schools) has been affected by delays with BT project management and technical design. Work has recently progressed with BT advising they will expedite the required sites when possible. The priority for Q3 is to complete the data gathering process that will enable the milestones and delivery timescales of this project to be confirmed. In the meantime, ICT continues to work with schools to mitigate constraints with the network. In terms of the development of the Education ICT Strategy, ICT will provide input and support when required. | 5% |  |

CP Action – Transformation Plan / Strategy

| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
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CP Action – Performance Management Framework

| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
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| GSP 2024-25 STRA 1.1 | Strategy and Performance: Re-establish a framework for Continuous Improvement across council services with a timetable guidance | | Planned Outcome - Drive continuous improvement across services. Demonstrate best value Outcome measures - Develop / re-activate self-assessment framework. Agree timetable / programme for review. Report outcome through service performance report (6 monthly going forward) | 31-Oct-2024 | Met with Improvement Service PSIF to inform approach. Limited scope to deviate from IS process which will involve time and resource, CMT brief to be prepared to present options and agree way forward. | 30% |  |
| GSP 2024-25 STRA 1.2 | Strategy and Performance: Establish Corporate reporting regime to drive performance improvement | | Planned Outcome - Timely reporting that identifies issues and contribute to improvement. Outcome measures - Performance reports | 31-Dec-2024 | Quarter 1 reporting complete with Corporate Plan progress update presented to CMT. Complaints Annual Report and SPSO Annual Report submitted to Committee as planned. | 30% |  |

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| | | | for benchmarking, Corporate Plan and LOIP are met. | | | | |
| GSP 2024-25 STRA 1.3 | Strategy and Performance: Investigate "one plan" position for Moray (to potentially Act as Corporate Plan and LOIP) | | Planned Outcome - Council and community partners decide if there is merit in having a shared strategic plan Outcome measures - Council and CPB decision | 31-Dec-2024 | Confirmed that 2 of the 32 Scottish Local Authorities have "one plan". Community Planning Partnership Development session still exploring. | 20% |  |
| GSP 2024-25 STRA 1.5 | Internal Audit: Clarify the remit of the Audit and Scrutiny Committee with further training for members | | Planned Outcome - Councillors are clear on role of the committee Outcome measures - Survey of members confirms roles are clear | 31-Oct-2024 | Further training has taken place and questionnaire issued. Further actions may be identified which will feed into Best Value action Plan. | 100% |  |