



Corporate Committee

Tuesday, 30 August 2022

NOTICE IS HEREBY GIVEN that a Meeting of the **Corporate Committee** is to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Tuesday, 30 August 2022** at **09:30**.

BUSINESS

1 Sederunt

2 Declaration of Group Decisions and Members Interests *

3 Resolution

Consider, and if so decide, adopt the following resolution:
"That under Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting for Item 14 of business on the grounds that it involves the likely disclosure of exempt information of the class described in the relevant Paragraphs of Part 1 of Schedule 7A of the Act."

4 Minute of Meeting of the Corporate Committee of 14 June 2022 7 - 14

5 Written Questions **

6 Improvement and Modernisation Programme 15 - 46

Report by Depute Chief Executive (Education, Communities & Organisational Development)

7 Property Asset Management Appraisal 47 - 58

Report by Depute Chief Executive (Economy, Environment and Finance)

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| 8 | Revenue Budget Monitoring to 30 June 2022 | 59 - 80 |
| | Report by Depute Chief Executive (Economy, Environment & Finance) | |
| 9 | Capital Plan 2022-23 | 81 - 96 |
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| 10 | Rental Support Reviews | 97 - 100 |
| | Report by Depute Chief Executive (Economy, Environment & Finance) | |
| 11 | Moray Council Gaelic Language Plan 2022-2027 - Draft for Consultation | 101 - 136 |
| | Report by Depute Chief Executive (Education, Communities & Organisational Development) | |
| 12 | Corporate Risk Register | 137 - 166 |
| | Report by Depute Chief Executive (Education, Communities & Organisational Development) | |
| 13 | Question Time *** | |
| | Consider any oral question on matters delegated to the Committee in terms of the Council's Scheme of Administration. | |

Item(s) which the Committee may wish to consider with the Press and Public excluded

- | | |
|----|--|
| 14 | Community Asset Transfer Request - Forres Common Good |
| | <ul style="list-style-type: none"> • Information relating to any applicant or recipient of any financial assistance provided by the Authority; • Information on terms proposed or to be proposed by or to the Authority; |

Summary of Corporate Services Committee functions:

To regulate, manage and monitor the finances of the Council both capital and revenue; to deal with staffing policies and practices other than for teaching staff; to deal with equal opportunities policies and practices; to deal with procurement policies and priorities; to deal with all matters relating to the Council's duty to initiate, maintain and facilitate Community Planning; to ensure that the organisation, administrative and management processes of the Council are designed to make the most effective contribution to achieving the Council's objectives; to provide all central support services; to exercise the functions of the Council in connection with the Registration of Births, Deaths and Marriages; to deal with valuation and electoral registration matters.

Any person wishing to attend the meeting should contact customer services on 01343 563217 prior to the meeting as the number of attendees is restricted due to the recent Covid pandemic

You can however watch the webcast of the meeting by going to : http://www.moray.gov.uk/moray_standard/page_43661.html

* **Declaration of Group Decisions and Members Interests** - The Chair of the meeting shall seek declarations from any individual or political group at the beginning of a meeting whether any prior decision has been reached on how the individual or members of the group will vote on any item(s) of business on the Agenda, and if so on which item(s). A prior decision shall be one that the individual or the group deems to be mandatory on the individual or the group members such that the individual or the group members will be subject to sanctions should they not vote in accordance with the prior decision. Any such prior decisions will be recorded in the Minute of the meeting.

** **Written Questions** - Any Member can put one written question about any relevant and competent business within the specified remits not already on the agenda, to the Chair provided it is received by the Proper Officer or Committee Services by 12 noon two working days prior to the day of the meeting. A copy of any written answer provided by the Chair will be tabled at the start of the relevant section of the meeting. The Member who has put the question may, after the answer has been given, ask one supplementary question directly related to the subject matter, but no discussion will be allowed.

No supplementary question can be put or answered more than 10 minutes after the Council has started on the relevant item of business, except with the consent of the Chair. If a Member does not have the opportunity to put a supplementary question because no time remains, then he or she can submit it in writing to the Proper Officer who will arrange for a written answer to be provided within 7 working days.

*** **Question Time** - At each ordinary meeting of the Committee ten minutes will be allowed for Members questions when any Member of the Committee can put a question to the Chair on any business within the remit of that Section of the Committee. The Member who has put the question may, after the answer has been given, ask one supplementary question directly related to the subject matter, but no discussion will be allowed.

No supplementary question can be put or answered more than ten minutes after the Committee has started on the relevant item of business, except with the consent of the Chair. If a Member does not have the opportunity to put a supplementary question because no time remains, then he/she can submit it in writing to the proper officer who will arrange for a written answer to be provided within seven working days.

THE MORAY COUNCIL

Corporate Committee

SEDERUNT

Councillor Bridget Mustard (Chair)
Councillor Kathleen Robertson (Depute Chair)

Councillor Theresa Coull (Member)
Councillor John Cowe (Member)
Councillor John Divers (Member)
Councillor Amber Dunbar (Member)
Councillor Jérémie Fernandes (Member)
Councillor Sandy Keith (Member)
Councillor Graham Leadbitter (Member)
Councillor Marc Macrae (Member)
Councillor Paul McBain (Member)
Councillor Shona Morrison (Member)

Clerk Name:	Lindsey Robinson
Clerk Telephone:	07966 120593
Clerk Email:	committee.services@moray.gov.uk

Minute of Meeting of the Corporate Committee

Tuesday, 14 June 2022

Council Chambers, Council Office, High Street, Elgin, IV30 1BX

PRESENT

Councillor Theresa Coull, Councillor John Cowe, Councillor John Divers, Councillor Amber Dunbar, Councillor Jérémie Fernandes, Councillor Sandy Keith, Councillor Graham Leadbitter, Councillor Marc Macrae, Councillor Paul McBain, Councillor Neil McLennan, Councillor Shona Morrison, Councillor Bridget Mustard, Councillor Kathleen Robertson

APOLOGIES

Councillor Christopher Price

IN ATTENDANCE

Also in attendance at the above meeting were the Chief Executive, Depute Chief Executive (Education, Communities and Organisational Development), Depute Chief Executive (Economy, Environment and Finance), Chief Financial Officer, Head of Governance, Strategy and Performance, Head of HR, ICT and Organisational Development, Building Standards Manager, Sport and Culture Manager, Property Asset Manager, and Mrs L Robinson, Committee Services Officer as Clerk to the Committee.

1. Chair

Councillor Bridget Mustard, being Chair of the Corporate Committee, chaired the meeting.

2. Declaration of Group Decisions and Members Interests *

In terms of Standing Order 20 and the Councillors' Code of Conduct, Councillors Mustard and Robertson both declared a personal interest in item 11 'Instrumental Music Tuition Funding Allocation'. There were no further declarations from Group Leaders or Spokespersons in regard to any prior decisions taken on how Members will vote on any item on the agenda or any declarations of Member's interests in respect of any item on the agenda.

3. Resolution

The Meeting resolved that under Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting for Items 16 and 17 of business on the grounds that it involves the likely disclosure of exempt information of the class described in the relevant Paragraphs of Part 1 of Schedule 7A of the Act.

Paragraph Number of Minute	Paragraph number of Schedule 7A and reason
16 and 17	1 - Information relating to staffing matters

4. Minute of Meeting 15 March 2022

The Minute of the meeting of the Corporate Committee dated 15 March 2022 was submitted and approved.

5. Written Questions **

The Committee noted that no written questions had been submitted.

6. Discretionary Charging - Planning Fees

A report by the Depute Chief Executive (Economy, Environment and Finance) informed the Committee of The Town and Country Planning (Fees Applications) (Scotland) Regulations 2022 that came into force on 1 April 2022 and sought authorisation for new discretionary fees for services and surcharges to be applied to retrospective planning applications.

Following consideration, the Committee agreed:

- i) the discretionary charges for providing pre-application written advice, non-material variations and considering a request for written confirmation of compliance/discharge of conditions and exemptions as set out in Appendix 1 to come into effect on 20 June 2022; and
- ii) a surcharge of 25% to be imposed on all retrospective planning applications to come into effect from 1 October 2022.

7. Regeneration Capital Grant Fund

A report by the Depute Chief Executive (Economy, Environment and Finance) informed the Committee of the Regeneration Capital Grant Fund (RCGF) invitation for stage 1 applications deadline of 17 June 2022. As only Local Authorities can apply to this, the Tomintoul and Glenlivet Development Trust, Lossie 2-3 Group and Forres Area Community Trust requested that the Council be the lead applicant on their behalf.

During discussion Councillor Dunbar, in regard to the provision of funding, asked that future reports include reference as to which Government provided the funding i.e. Westminster or Scottish Government. This was agreed.

Thereafter, the Committee agreed:

- i) to the request by the Tomintoul and Glenlivet Development Trust to act as lead applicant to the Regeneration Capital Grant Fund with no financial implications to the council; and
- ii) to approve the submission of stage I application and if successful stage II application.

- iii) to the request by the Lossie 2-3 Group to act as lead applicant to the Regeneration Capital Grant Fund with no financial implications to the council; and
- iv) to approve the submission of stage I application and if successful stage II application.
- v) to the request by the Forres Area Community Trust to act as lead applicant to the Regeneration Capital Grant Fund with no financial implications to the council; and
- vi) to approve the submission of stage I application and if successful stage II application.
- vii) that in regard to government funding received, clarification is provided in future reports in respect of which government has provided the funding.

8. Corporate Asset Management Plan

Under reference to paragraph 6 of the Minute of the Policy and Resources Committee dated 23 September 2008 and paragraph 5 of the Minute of the Economic Growth, Housing and Environmental Sustainability Committee dated 13 April 2021, a report by the Depute Chief Executive (Economy, Environment and Finance) provided the Committee with the progress made against the Corporate Asset Management Plan for 2021/22 and asked the Committee to consider targets for 2022/23.

During consideration, Councillor McLennan stated that from the report it appeared that the asset management plans are reported to a number of different committees and asked if it would be prudent for all the asset management plans to be reported to one single committee and suggested that this Committee would be the appropriate mechanism for that.

In response, the Chief Executive advised that the service committees had a number of functions and that it was important to take account of the service element in a property or asset management decision which is why there is a mixture of governance arrangements but he would be happy to undertake a review of the governance around the asset management plan with a view to streamlining this.

The Head of Financial Services further advised that the reason for reporting asset management plans to individual service committees was in order to link in with the responsibility of the individual service committees to oversee the asset management plans e.g. the roads asset management plan being reported to the Economic Development and Infrastructure Services Committee so that members have a complete overview of any service issues.

Thereafter, the Committee agreed to:

- i) note the work done to date to meet the targets set in the Corporate Asset Management Plan for 2021/22 as set out in paragraphs 4.1 to 4.9 of the report;
- ii) note the status of Asset Management Plans for each type of asset as set out in appendix 2;

- iii) approve the actions included in the Corporate Asset Management Plan for 2022/23 as set out in paragraph 5.1 of the report; and
- iv) approve the revised remit of the Asset management Working Group as laid out in paragraph 4.5 of the report;
- v) that the Chief Executive, in response to query raised in relation to the reporting of the asset management plan, undertake a review of the governance around the asset management plan with a view to streamlining this.

9. Community Asset Transfer Request Garmouth Water Tower

A report by the Depute Chief Executive (Economy, Environment and Finance) invited the Committee to consider an asset transfer request made in respect of the former Water Tower, Standing Stones Park, Garmouth.

Following consideration, the Committee agreed to:

- i) approve the request to transfer ownership of the Garmouth Water Tower to the Garmouth and Kingston Community Association subject to the terms and conditions set out in paragraph 5.1 of the report; and
- ii) authorise the Asset Manager (Commercial Buildings) and the Legal Services Manager to finalise detailed terms and conditions and complete the transfer.

10. Leases with Concessionary Rents

Under reference to paragraph 8 of the Minute of the Policy and Resources Committee held on 1 September 2015 and paragraph 22 of the Minute of the Council held on 25 May 2016, a report by the Depute Chief Executive (Economy, Environment and Finance) invited the Committee to consider the level of rental support awarded to voluntary and community organisations occupying Council property under various legacy arrangements and under the Council's Scheme of Delegation for short-term low-value concessions, and to agree proposals for the review of the level of support provided.

Following consideration, the Committee agreed to:

- i) note that the leases listed in Appendix 1 do not involve the provision of rental support and, as such, can be excluded from future reports on concessionary rents;
- ii) note the extent of ongoing rental support provided under various legacy arrangements as set out in Appendices 2 and 3;
- iii) note the extent of support agreed under the Scheme of Delegation for short-term low-value rental concessions as set out in Appendix 4; and
- iv) authorise the Property Asset Manager to proceed as set out in section 4 of the report in relation to reviewing the level of support provided by the Council.

11. Instrumental Music Tuition Funding Allocation

A report by the Depute Chief Executive (Education, Communities and Organisational Development) informed the Committee of additional funding available to the Council for 2022/23 for the Instrumental Music Tuition Programme and asked the Committee to agree the recommendation from the meeting of the Education, Children's and Leisure Services Committee held on 8 June 2022 on how the additional funding be allocated

Having previously declared their interest in this item, Councillors Mustard and Robertson left the meeting for the discussion of this report.

Councillor McLennan, in the absence of Councillor Mustard took the chair for this item.

Following consideration, the Committee agreed the recommendation from the Education, Children's and Leisure Services Committee, to allocate the additional funding of £35,000 from the Scottish Government for Instrumental Music tuition programme expansion to utilise during academic year 2022/23.

12. Performance Report (Financial Services) Period to March 2022

Under reference to paragraph 5 of the minute of Moray Council dated 7 August 2019, a report by the Depute Chief Executive (Economy, Environment and Finance) informed the Committee of the performance of the service for the period to 31 March 2022.

During discussion Councillor McBain sought clarification as to why there was no reference within the report in relation to non-payment of rents and stated that he was of the opinion that as this was a performance report this aspect should be included within the report.

In response the Head of Financial Services advised that there was a debt management process that was followed and that debts were regularly pursued and an annual report on this was produced and reported separately.

Councillor McBain further asked that this information be included in future performance reports and this was agreed.

Following consideration, the Committee agreed to:

- i) note performance in the areas of Service Planning, Service Performance and other related data to the end of March 2022; and
- ii) note the actions being taken to improve performance where required.
- iii) information relating to debt management being included in future reports.

13. Performance Report (Human Resources, Information Communications Technology and Organisational Development) Period to March 2022

Under reference to paragraph 5 of the minute of Moray Council dated 7 August 2019, a report by the Depute Chief Executive (Education, Communities and

Organisational Development informed the Committee of the performance of the service for the period to March 2022.

Following consideration, the Committee agree to:

- i) note performance in the areas of Service Planning, Service Performance and other related data to the end of March 2022; and
- ii) note the actions being taken to improve performance where required.

14. Performance Report (Governance, Strategy and Performance) Period to March 2022

Under reference to paragraph 5 of the minute of Moray Council dated 7 August 2019, a report by the Depute Chief Executive (Education, Communities and Organisational Development informed the Committee of the performance of the service for the period to 31 March 2022.

Following consideration, the Committee agreed to:

- i) note performance in the areas of Service Planning, Service Performance and other related data to the end of March 2022; and
- ii) note the actions being taken to improve performance where required.

15. Question Time ***

Under reference to paragraph 16 of the Minute of the Meeting of this Committee dated 15 March 2022, Councillor Robertson sought clarification on the question raised by former Councillor Alexander with regard to charging for brown bins being false economy.

In response, the Depute Chief Executive (Economy, Environment and Finance) advised that the briefing note sent out to Elected Members at the time would be recirculated.

Councillor McLennan sought clarification on whether Elected Members could get an action log to accompany the minutes from the meeting so that they could monitor progress on any actions.

In response, the Chief Executive advised that this was an operational matter and he would be happy to discuss this with Councillor McLennan out with the meeting.

Councillor McBain asked if relevant officers names and job titles could be listed on the sederunt and a list provided of any officers mentioned within the reports.

In response, the Chief Executive advised that an A-Z guide for the Councillors was about to be produced and that as it was an operational matter he would be happy to discuss it with senior Councillors out with the meeting.

16. Trade Union Facility Time [Para 1]

A report by the Depute Chief Executive (Education, Communities and Organisational Development) asked the Committee to approve the continuation of

extended trade union facility time and to allocate budget from ear-marked reserves to cover backfill costs for the extended trade union facility time.

Following consideration, the Committee agreed to continue the extended trade union facility time on an ongoing basis until 31 March 2023 with review to be undertaken in Quarter 4 and allocate budget from ear-marked reserves for backfill costs arising from this.

17. Restructure of Property Services and Building Services DLO [Para 1]

Under reference to paragraph 4 of the minute of the special meeting of Moray Council dated 12 February 2020 a report by the Depute Chief Executive (Economy, Environment and Finance) provided the Committee with an update on the restructure of Property Service and Building Services (DLO) since being approved by the Council on 12 February 2020 and sought approval for changes arising from the subsequent establishment of the Education Resources and Communities Service.

Following consideration, the Committee agreed to:

- i) note the update on the implementation of the Property Services and Building Services (DLO) restructure since being approved by the Council on 12 February 2020;
- ii) note the changes arising from the subsequent establishment of the Education Resources and Communities Service, approved by the Council on 9 October 2020;
- iii) approve the transfer of two posts from Property Services to Education Resources and Communities detailed in paragraph 5.5 of the report;
- iv) note the resultant disestablishment of the post details in paragraph 5.2 of the report, and the changes in reporting within Property Services detailed in paragraphs 5.3 and 5.4 of the report;
- v) approve the regrading of the management post detailed in paragraphs 5.6 and 5.7 of the report, further to evaluation; and
- vi) note that the budget associated with the posts detail in paragraph 5.5 of the report and ongoing monitoring of the Learning Estate Capital programme will transfer to Education Resources.



REPORT TO: CORPORATE COMMITTEE ON 30 AUGUST 2022

SUBJECT: IMPROVEMENT AND MODERNISATION PROGRAMME

BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT)

1. REASON FOR REPORT

- 1.1 To inform the Committee of the progress made in developing the projects set out in the Council's Improvement and Modernisation Programme (IMP).
- 1.2 To ask the Committee to consider and note the outcome of the reviews of IMP work, governance and resulting actions and to consider extending the post of Project Leader (Transformation).
- 1.3 This report is submitted to Committee in terms of Section III (A) 2 of the Council's Scheme of Administration relating to considering Capital and Revenue Budgets and long term financial plans.

2. RECOMMENDATIONS

2.1 It is recommended that the Committee reviews and notes:

- i) progress on the projects set out in the Council's Improvement and Modernisation Programme (IMP);**
- ii) the outcome of the reviews of IMP work and governance and resulting actions;**
- iii) the review of project governance arrangements including Transforming Boards set out in paragraphs 3.20-3.23.**

2.2 It is also recommended that the Committee agrees to extend the post of Project Leader (Transformation) for an additional 12 months and notes that funding for that will be included in a later report to Council regarding the use of capital receipts to fund transformation projects.

3. **BACKGROUND**

- 3.1 The Council has established an Improvement and Modernisation Programme to deliver transformational change across the authority, which was first approved by the Council on 12 December 2018 (para 5 of the minute refers).
- 3.2 Reports to the Council on 12 May 2021 and to the Corporate Committee on 15 March 2022 expanded and adjusted the IMP programme of work. A comprehensive statement of the total programme of work now comprised within the IMP is set out in **Appendix 1** with an update on the current position for each area of work.
- 3.3 Key points of progress to note from the update in **Appendix 1** are:
- Learning estate is progressing well with options appraisals and public engagement having taken place to inform the proposals for Leap 3, for reporting to committee (working towards special ECLS on 14 September). Preparatory work for the revision of the repairs and maintenance plans is also now moving on.
 - Education Well-being/ASN workstream is proving challenging to advance in the face of operational pressures, with increasing demand and Covid impacts to be managed and this has been escalated to red in terms of progress. Consideration is being given to enhanced resourcing to address the additional areas of work emerging.
 - Digital Education – work has advanced to inform the report being prepared for council to determine direction and investment in this workstream.
 - Customer Service – establishment of Information Hubs in Libraries is proceeding to implementation with the new services coming on stream from mid-September.
 - Children's Services – practice improvements and, roll out of evidenced models to support assessment have moved forward. The service is currently undergoing change in the social work model with reinvestment allowing for increase in staff to support priority areas and two new commissioned services. There is also development of some policy driven agendas, e.g. Scottish Child Interview Model. Concerns have been raised regarding the current temporary Project Leader (Transformation) post and need for continuity, therefore, a request for extension is included in section 4 (c) and 4 (e) below.
 - Climate Change – progressing well in the early stages. Given the scale of this work it is proposed that this is established as a distinct programme of work outside of the IMP.

- 3.4 As work has developed on various projects and workstreams, the interdependencies and links between them have become clearer. Therefore, it is proposed to bring together the projects below to ensure that the work is closely aligned and benefits are maximised. This will be reflected in future reporting.
- i) PAMA and Flexible Working: the overarching approach to the property asset management (PAMA) work was agreed by the council in March 2022. As this stage is concluded, the heading will now be removed as an active area of work. The remaining PAMA work is, therefore, the office review and a review of depots and stores with shared community hubs being incorporated into planned developments as noted on **Appendix 1** and below until there is scope to revisit this. Flexible working has no direct cashable savings attached to it but is an enabling project for the alternative use and release of office space. Therefore, the flexible working project is being aligned with the office review and they will be reported in tandem in future.
 - ii) ASN Review/Well-being: As noted below, the current investment in well-being is principally to support the current system while the ASN review work to change and transform the service is progressed. The work is already very closely aligned and so it is proposed to combine these projects to report via the ASN review Programme Board and to report the projects together.
- 3.5 Where work has progressed to enable the clarification of financial benefits, updated figures are shown on **Appendix 1** with the earlier estimated figures shown with a strikethrough. The refinement of costs and benefits is a normal part of the project management process and is an expected outcome from each stage of the project.
- 3.6 As noted in the report to the Corporate Committee on 16 March 2022, the next stage of work was to consider the IMP in the context of the financial challenges that the council will face in future years and to consider how the programme of transformation can contribute more strongly to the forecast requirement to reduce the council's operating costs. Therefore, in addition to work on the currently defined projects within the IMP, progress has been made on a review of project governance arrangements, support to improve consistency of project management and a further review of the programme of IMP work as part of ongoing programme management to ensure that the IMP continues to be aligned to council priorities and to evolve and develop as a live programme of work.
- 3.7 The IMP update review was undertaken firstly in the context of financial pressures to ensure that current and new improvement and modernisation projects are focussed on delivering the required outcomes to support financial sustainability; and secondly, relating to the Best Value audit findings, to consider how pace could be addressed in relation to assurance of on time delivery and scope to increase and sustain the pace of progress on transformation projects.

Current IMP Content: Financial Sustainability

- 3.8 In relation to the financial context, the original purpose, methodology and prioritisation of the IMP is of note in that the programme has always had financial sustainability at its core. Therefore, many of the projects are already aligned to this. The IMP programme of work was prepared to support the priority of having a financially stable council that provides valued services to our communities. Areas of work aimed at improving the financial sustainability of council services were identified using the Reform Matrix, which has headings of: Transformation, Redesign of Services, Redefine Service, and Income Generation and Commercialisation.
- 3.9 The overall direction of the IMP work was considered as set out in the Design Principles for the programme, which set out the guiding principles and incorporate drivers for change which are directed towards financial sustainability and prioritised resourcing, including disinvestment to enable this. These broadly reflect the main drivers of change that might be expected in local authority transformation work and it was not considered that revising these further at this mid-stage would add value to the programme.
- 3.10 In terms of the focus on financial sustainability, current projects have been reviewed to identify those with:
- a) Cash saving
 - b) Efficiency saving - Demand management
 - c) Service enhancement/improvement
- 3.11 The projects that have had a cashable saving set against them from inception are customer service redesign; sports and leisure Les Mills; service efficiency and school business support. These meet the criteria of being focussed on delivering outcomes to support financial sustainability and so will continue to be included in active IMP work, until they are concluded and unless projects with greater savings emerge in the future financial planning process that require a selection of savings projects in order to match resources.
- 3.12 The remaining projects are summarised below. For a number of these projects there are local and national political drivers to be taken into account e.g. poverty, climate, attainment, and well-being and for others they are key enablers of change (e.g. flexible working). Failure to make progress in these areas will carry risk and in some areas potential penalties or lack of access to funding. These projects have been considered by the Corporate and Senior Management team (CMT/SMT) and the resulting recommendations for each of the projects taking account of their wider contribution to change and priorities are below. This can be cross referenced to **Appendix 1**

PROJECT	PROPOSAL
1. PAMA – Office Review (incl Area Office Review): Efficiency linked to review of offices. Potential for saving if can close or re-use buildings. Some savings have already been achieved in Forres and others have been identified and are being progressed.	Continue
2. PAMA – Depot and Stores Review Savings – savings anticipated and whilst initial estimate is available, actual figure will be confirmed following options appraisal.	Continue
3. Property Asset Mgmt. Stage 2 – Shared Community hubs for public/3 rd sector: potential high effort for unknown return. Keep on hold and consider as review/develop major assets.	Incorporate into developments
4. Building Information Model (BIM): Savings expected but not yet defined. Take to stage of defining return on investment and assessing effort/risk of delivery	Review at OBC
5. Museums Trust: Efficiency – Heritage priority rather than efficiency or saving. Political direction needed related to future budget provision and level of priority that is possible for heritage and culture in current financial context alongside other demands. Training and further budget information will be required to enable prioritisation to be assessed.	Remain on hold
6. Review and Expansion of Flexible Working: Enabler for office review – establishing ICT infrastructure. Need to continue to future proof working arrangements and enable other projects (Pama). Align with office review.	Continue
7. Organisational Design and Mgmt. Structure: Project to be closed. Suggest organisational structure (inc management structure) is included in service reviews	Incorporate into service reviews
8. Organisational Design and Governance Review: substantially complete but requires final decision from Council.	Close - remaining action monitored through Best Value updates
9. Sponsorship: purpose to Generate income from advertising, sponsorship and other commercial opportunities. Focus has shifted and currently working Buckie Harbour (Offshore and renewables project) and other opportunities	Re-focus – to be progressed
10. Schools for the Future: Service improvement – current learning estate not suitable condition/capacity Essential that capacity is addressed	Continue
11. Raising Attainment - Well-being#: Service improvement – in support of ASN change below. Temporary support to system under pressure. Mounting pressure and demand in service and schools, some Covid related would add to the risks previously expressed and for which this budget was provided. Therefore, limited scope to reduce planned spend in this area given the challenges of changing a live operational service	Continue

PROJECT	PROPOSAL
<p>12. ASN Review# : Demand management –effort to contain future service demand which continues to increase</p> <p>Service improvement – from unsustainable current position. Risk of doing nothing high given pressures in service – Covid impact and pattern of national increase in numbers</p> <p># These two projects were initiated separately but have developed very closely and overlap in that 10 is supporting the current system while 11 is developed. In future these 2 projects will be reported as part of one overarching programme of work.</p>	Continue
<p>13. Raising Attainment: Well-being Pastoral Care in Primary: Improving Outcomes for Learners and Early Years Intervention (All Groups)</p> <p>Service improvement and management of future demand via prevention. Considerable issues emerging and this would be a prevention approach. Solution may not be what was originally envisaged but principle of investment in this area is sound and should be reviewed in due course if stopped at present</p> <p>Project not started so could put on hold. Need council approval for change. Report in preparation for ECLS Committee November 2022 cycle</p>	Review
<p>14. Education Project B: Raising Attainment - Curriculum breadth Moray (Virtual Innovation Academy and Schools Digital Devices):</p> <p>Service improvement and preparation for future – Scottish Government commitment to provide devices.</p> <p>Planned to review how to proceed once report received from advisers – report to Committee Nov 22</p>	Consider at Outline Business Case stage (Nov 22)
<p>15. Children's services Service Review: anticipated both avoided spend and cash savings, with cash savings of £53k taken in 2021/22, £800k cash savings identified for 2022/23 and a further £245k cash savings anticipated during each of 2023/24, 2024/25 and 2025/26.</p> <p>Opportunities for further progress and savings but require project management support, current project lead post due to end 31/3/23.</p>	Continue
<p>16. Commissioning: Commissioning services have improved and a more focussed outcome based model is being developed. Service Manager is now in post to oversee this change. All contracts now up to date and monitored more effectively</p>	Continue

PROJECT	PROPOSAL
<p>17. Climate Change Consultancy: Service improvement – political imperative Requirement to progress to some extent and pace is issue re statutory deadlines and corporate targets. Need to establish essential investment.</p> <p>Review inclusion in IMP – major programme of work in its own right that is business as usual within service although funding was provided through this route for some early work.</p>	<p>Remove from IMP to be standalone</p>
<p>18. Poverty: Reducing Inequalities £: Service improvement – political imperative</p> <p>Team not fully recruited. However, pressure re child poverty duties and meeting statutory requirements and responding to identified issues so may need to consider resourcing within planned spend. Consideration of further resourcing will be linked to the direction from committee following planned report on strategic approach. (working to November)</p>	<p>Monitor</p> <p>Potential to limit to essential statutory and minimum resourcing</p>
<p>19. Mainstreaming Participatory Budgeting in Moray: Service improvement – requirements set but limited take up from services. Likely will not meet 1% target but could accept and cut resource</p>	<p>Review longer term following development of PB plan</p>

3.13 Consideration has also been given to possible new areas for change work, although there is some risk about the impact new projects could have on capacity to deliver current projects. If new opportunities were identified these would be assessed to rank their relative priority and the whole programme would require to be re-prioritised to ensure it remained manageable and that pace and progress could be maintained. Possible areas for future transformation work included:

- (i) Short Term – removing avoidable demand – better accessible information; engaging customers; accessibility of services (bring to community)
- (ii) Medium term - redesigning around customers – integrating services, redesigning interactions
- (iii) Long term – proactively remove cause of demand – engage high risks groups early, inter-disciplinary cross service working; increase independence
- (iv) Consider Digital – whether scope for further areas of work and generation of reduced costs. Further work would be required to more fully assess any new opportunities and this is in the early stages of preparation.
- (v) Shared services – perhaps not an immediate priority given limited benefits and considerable effort from previous experience. May be useful to explore appetite at national level and so informal contact has been made with the Improvement Service
- (vi) Service review programme - to ensure and provide consistent assurance that services are aligned to priorities and are contributing effectively to the overall sustainability of council services as a whole (e.g. digital, workforce, efficiency, assets, partnership, income)

3.14 For IMP content, it is concluded that the review of current projects per para 3.12 above suggests some possible refocus but in the main the current programme of work has financial benefits or underpins changes that would be required to deliver financial or efficiency gains (e.g. flexible working). Therefore, it is proposed to review and refocus IMP projects as summarised in para 3.12

- 3.15 For future opportunities, the short, medium and long term headings above have greatest potential in people based services which in Moray predominantly fall within the management of Health and Social Care Moray (including children's services). These have less scope for significant impact in many of the remaining council services and so these have not been identified as a priority to add to the IMP at this time. However, this will continue to be monitored as a potential future area of work.
- 3.16 The main area considered for development at 3.13(vi) above was a rolling process of service reviews by e.g. adding a local dimension to a quality system such as the Public Sector Improvement Framework (PSIF). In order to be manageable this would potentially be a 3 or 5 year programme akin to previous best value reviews, European Foundation for Quality Management process or PSIF but with a specific focus on sustainability. The Corporate and Senior Management team concluded that there could be benefits other than cashable savings such as evidence to demonstrate best value and a consistent approach to various areas assessed in the reviews that would help drive culture change and embed changes from transformation work. Therefore, while reviews were less likely to drive a cash savings agenda, they could contribute to the overall focus on sustainability of services and evidence best value approaches. Therefore, an approach to service reviews will be explored further with the Leadership Forum (of senior service managers) to consider a clear purpose related to continuous improvement, sustainable services/council and to develop a methodology that would deliver results in a proportionate and manageable way taking account of service pressures and available resources..

IMP PACE

- 3.17 A combination of factors influence the success of project and change work, including governance, leadership, engagement, resourcing and interpersonal skills. As the pandemic has evidenced, when there are pressures in the system it is essential and unavoidable that operational services are prioritised. This inevitably impacts on capacity to drive and deliver change.
- 3.18 Although specific project resources can be and are allocated, the expertise of service specialists and the decision making and guidance of senior service managers are essential components to the projects aiming to deliver change. These resources are finite and cannot be rapidly flexed, especially in a small authority. The current financial climate constrains scope to provide flexible capacity beyond essential core service demand, which might otherwise be considered as a means to create capacity for long term transformation management and projects. It is also of note that the current buoyant recruitment market has restricted options for supplementing the permanent workforce with dedicated project and transformation resources as the number of candidates for vacancies can be very limited and temporary appointments can conclude earlier than planned.

- 3.19 At present, the solution to this is careful prioritisation and shifting resources to the most pressing priorities, which can affect progress overall. Work is underway to capture information on the range of new demands that stem from out with the authority and options will be considered on how to address these, particularly where external funding may be available as a means to provide additional resilience around the balancing of service, new developments and transformation priorities. Reporting and monitoring arrangements are also being enhanced as part of the review of governance arrangements referred to below with more regular oversight through CMT/SMT of overall progress and cross cutting issues and interdependences to ensure these are identified and addressed as early as possible.
- 3.20 In order to support the pace and progress of the IMP transformation work, a review has been undertaken for the council's programme governance arrangements. The current arrangements approved by the council in June 2016 still largely reflect sound project management governance and remain fit for purpose. Some opportunities for improvement have been identified and refinements are being made to the procedures and guidance to ensure that the processes for project initiation and management are clear and effective. In particular, a single project gateway board is being clarified with CMT/SMT fulfilling this role, Transform Boards will be revised to focus on programme management functions and methodology and enhancements are being made to stakeholder engagement, including elected members.
- 3.21 To improve the consistency of project documentation and enable consistent consideration of the business case for projects, a team of project management experts from across the council has been drawn together to create simple clear core requirements and to identify and share project management techniques and tools for wider sharing across project teams. They will also provide a forum for peer support and challenge and an ongoing network of project experts within the council.
- 3.22 The above two points aim to provide additional assurance around governance and leadership, ensuring that for each project direction is set that makes it clear what is to change with clearly expressed benefits and key success factors and linked to that, that all involved understand what needs to happen to make the change and the critical factors for success. Engagement is a further key influencer of project success and actions are being developed to enhance communication and information sharing to ensure that this can underpin effective engagement of stakeholders consistently across projects. This is being supported by the Communications team working with senior responsible officers.
- 3.23 As part of the council's leadership development programme, further consideration will be given to ensuring that suitable training and tools are available to support effective interpersonal skills for project leaders, for example communication, leadership, adaptability and problem solving. Project management training and updates will also be made available.

4. **SUMMARY OF IMPLICATIONS**

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

The Improvement and Modernisation Programme is the development of the commitment in the Corporate Plan to a programme of modernisation and improvement to contribute to a financially stable Council.

(b) Policy and Legal

None.

(c) Financial implications

This report acknowledges the previously agreed financial implications indicated below. There are a number of areas where the planned financial allocation has not yet been utilised fully. Where there is scope to revisit this (see also para 3.12 above) reports will come forward to relevant committees to seek direction. If it is possible to reduce spend on Transformation projects which are not anticipated to yield financial savings this would release reserves for other purposes if required including to balance the budget for 2023/24 and beyond.

Description	Capital Receipts (2021/22 only) £000's	Transformation Reserves £000's	Potential to Review
Investment	290 (indicated by * below)	3,594	(see notes on projects below)
Contingency		1,200	yes
Transformation Team		1,340	Yes - some

Investment proposal

Description	Revenue (One-off)	Capital (One Off)	Recurring Annual revenue Costs	Cash-able saving	Potential to Review
Reducing Poverty	264				Possible - to consider as work develops
Internal Transformation*	145		60	200	No
Participatory Budgeting			107		Yes
Service Efficiency*	121	10		250	Possible - to consider as work develops
Raising Attainment- Well Being/ASN Review	3,200				No
Climate Change Consultancy	130				No - expended
Building Information Model (BIM)	20				No – expended; future investment proposals TBC

Description	Revenue (One-off)	Capital (One Off)	Recurring Annual revenue Costs	Cash-able saving	Potential to Review
Sports and Leisure * (completed and now business as usual)	24	50	23	24	No

The cost of continuing the post of Project Leader (Transformation) for the Children's services transformation work for a further 12 months as noted in paragraph e) below would be £61,000 including on-costs

(d) Risk Implications

All risks associated with the IMP are and will be managed through the relevant programme boards and overseen by CMT/SMT.

The risks associated with change and the success of transformation are well known. Historically, the Council has found it difficult to create capacity for change at scale and pace and this has been noted as a challenge in the follow up best value report. However, the follow up report also noted the progress that has been established since the BV report in 2019. It is planned to continue with the actions and direction set in more recent IMP work that has enabled this progress to be made. That will include continuing with the leadership that is in place for each project and programme of work and ensuring that plans continue to be monitored through project and programme boards where remedial action can be taken to ensure progress. Regular reporting to Transform Boards and committee will also continue so that in combination these actions ensure that pace is maintained and progress continues to be made. This report also addresses points that it is considered should assist in managing this risk.

Investment options were prepared in a short period of time, during Covid-19 Restrictions and pressures and therefore when they were agreed it was noted that some projects required development to an outline business case stage. This is progressing for relevant projects with a view to identifying and managing risks as the projects developed. Pending this work there remains an escalated risk of unknown risks and issues that are emerging nationally and locally. As noted above, improvement work is underway on project specification and governance that should also reduce this risk.

In order to manage these risks, the council will:-

- (i) Ensure that all projects meet a given standard of governance that is proportionate to the change.
- (ii) Ensure there are adequate resources for the overall programme of work and for individual projects
- (iii) Manage the dependencies and interdependencies across the scope of the change and its implications for other areas of prioritised work.
- (iv) Appoint appropriate project resources and failing which, review whether objectives are deliverable and review planned work accordingly.

(e) Staffing Implications

In addition to the agreed Transformation Team, the major staffing implication is securing time from stakeholders involved in a demanding workload. This is a key consideration in terms of membership of project management and stakeholder groups as well as involvement in the tests of change and any pilots. The post of Head of Transformation is currently vacant and given the previous challenge in recruiting to this post, consideration is being given to alternative options to fulfil the requirements of this post, including external support and consultancy. In the meantime, the vacancy is being accommodated within existing resources by reviewing priorities, however, this limits the pace of progress and is not considered feasible longer term as project activity steps up across a range of workstreams.

As noted above and in line with recommendation 2.2, the current post of Project Leader (Transformation) Grade 10 for Children's services transformation is due to expire in March 2023. This project is distinct in that it has already notified savings in the order of £1m and it is vital to continue to support the change process to ensure ongoing delivery. The current employment market raises concerns about turnover in temporary appointments which adds risk to this important service transformation where key changes to practice are being developed to implement both service improvements and savings. Therefore, it is proposed to continue the post of Project Leader (Transformation) for a further 12 months from April 2023.

(f) Property

No direct implications from this report, although property is the subject of one of the workstreams and the issues arising from this will be reported in due course with activity on climate change being progressed as a stand-alone programme of activity.

(g) Equalities/Socio Economic Impact

For the purposes of this report an Equality and a Socio Impact Assessment are not required, however it is acknowledged that various workstreams will identify change that will have an impact on equalities and socio economic considerations and will be reported in due course.

(h) Climate Change and Biodiversity Impacts

There are no immediate climate change implications directly arising from this report. However, flexible working is one of the workstreams and the issues arising from this will be reported in due course.

(i) Consultations

The Corporate and Senior Management team have been involved in the review work referred to in this report and have been consulted on the report. The comments received have been incorporated into the report and project updates.

5. CONCLUSION

- 5.1 The Committee is invited to acknowledge the progress in the projects contained in the Improvement and Modernisation Programme. The Committee is also invited to consider and note the outcome of the reviews of IMP work and governance and resulting actions which aim to ensure the IMP is focussed on council priorities, particularly financial sustainability and to manage risks associated with ongoing pace and progress for the programme of improvement and modernisation aimed at contributing to the future efficiency and sustainability of the council.**

Author of Report:	Denise Whitworth, DCE ECOD
Background Papers:	Reports updating on progress on Improvement and Modernisation Programme to: 12 May 2021 Full Council (Item 09 Report and Appendix A / B / C / D / E) 15 September 2021 Full Council (Item 15 Report and Appendix 1 / 2 / 3) 15 March 2022 Corporate Committee (Item 13a Report and Appendix)
Ref:	SPMAN-1108985784-771 / SPMAN-1108985784-770




IMPROVEMENT AND MODERNISATION PROGRAMME: TRANSFORMATION TO ACHIEVE


Progress Update and Summary of IMP Projects


KEY


<p>\$ - service based project</p> <p>£ - possible post-project revenue pressure</p>	<p>BRAGG – Quality, Cost, Time</p> <p>Black – complete or stopped</p> <p>Red – project on course to miss planned targets</p> <p>Amber – Likely imminent issues with delivery to plan</p> <p>Green – project progressing as planned</p> <p>Grey - project not active – not started or awaiting progress</p>	<p>Project Stages – agile descriptions with traditional council project term in ()</p> <p>Discover – identify evidence, issues, (Concept)</p> <p>Define – specify the issue to be addressed to provide focus (Definition – OBC: Outline Business Case)</p> <p>Develop – research and develop range of solutions and appraise (Definition – FBC – Full Business Case)</p> <p>Deliver – identify and design preferred solution(s) and deliver (Initiation and Planning)</p>	<p>Status</p> <p>Not started – project agreed but not yet active</p> <p>Started – in early stages of planning/definition</p> <p>In progress – project operational and working to plan</p> <p>Completed – project completed and project close work concluded</p> <p>On Hold – project not active but remains in programme</p> <p>Stopped – project removed from programme</p>


Stream 1: Asset Management				Budget			Status	Progress to Date (28-08-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings £'000					
1.	PAMA (MC 12/12/18 MC 30-06-21)	Align property assets and their long term management to the Council priorities to ensure affordable and sustainable asset base.	Fewer buildings. Reduced operating costs New income.			Now shown as separate components below	<u>In Progress</u>	The original asset wide review was completed and the Council report 30/6/21 set out actions to progress the remaining elements of the review taking account of the impact of Covid on the original recommendations. An update on progress on outstanding items being reported on 30.8.22. Subject to consideration of the PAMA report on 30.8, this wider heading will be removed from future reports as the remaining material elements are captured elsewhere in IMP. Or will be reported as business as usual for Property Services	●	Report to Committee in August 22	HoHPS

Stream 1: Asset Management				Budget			Status	Progress to Date (28-08-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings £'000					
1.1	PAMA – Office Review (incl Area Office Review)	As above	As above	60		338 Subject to detailed business cases being developed: some savings dependent on Joint Boards financial arrangements	<u>In Progress</u> <u>Planning for Delivery</u>	Senior Project Officer recruited July 22 Work underway to review the strategic case and direction for the project taking into account the impact of Covid and climate change as a new priority. A revised plan will be prepared. i. Finalise strategic business case and project plan; ii. Re-establish project board;		Report to cttee in Aug 22. Action plan for delivery to be developed for Office Review.	HoHPS/ HoHROD
1.2	PAMA – Depot Review	As above	As above			86 Subject to business case being developed as there will be capital investment required	<u>In Progress</u>	Review scope widened to include stores and depots to ensure maximum opportunity for best use of assets. Outline Business case being completed which will inform Committee report for September on direction of travel and next steps.		Finalise outline business case and report recommendation to Committee in September outlining next steps.	-HoHPS
1.3	Property Asset Mgmt. Stage 2 – Shared Community hubs for public/3rd sector	Provide shared community hubs and services with CP partners with a view to securing reduced costs through economies of scale.	Greater efficiency in resources to deliver public services in Moray. Shared place based asset management plan. Fewer strategically located shared hubs/buildings. Maximise funding through strategic planning, etc.				<u>On Hold</u>	This is a second stage of the PAMA work that is yet to be scheduled. Relative priority to be reviewed following delivery of stage 1 above. The scope for potential work in this area will be re-visited taking account of current exploratory discussions with the Scottish Futures Trust and the work of the North Scotland Strategic Territory Partnering Board. Meantime officers are working with public sector partners to ensure any opportunity for shared occupation of property assets are considered in the normal course of business.		Where possible, shared use of buildings with partners will be incorporated into capital developments on an ongoing basis as opportunities arise	-

Stream 1: Asset Management				Budget			Status	Progress to Date (28-08-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings £'000					
1.4	Building Information Model (BIM) (MC 12/5/21 - proceed with initial investment to demonstrate merits)	<p>To introduce a Building Information Modelling system to enhance the use of digital data held on construction projects and buildings to optimise the efficiency of the asset during its life where the greatest costs are incurred.</p> <p>Put in place arrangement whereby all professions and trades involved in the construction process can share information on construction projects. Within the council it will require cross departmental co-operation and integration of systems and procedures.</p> <p>The appraisal tool (BIM) provides a consistent method of comparing and reporting whole life outcomes for new projects and buildings. It looks at the costs and outcomes during the design, construction, operation and disposal stages for a built asset and promotes the analysis of whole life outcomes across three assessment criteria: commercial; performance; and environmental.</p>	<p>Current digital data in the construction industry has shown savings of 15% to 20% can be generated.</p> <p>Improve information sharing and reduce abortive time and costs on built assets.</p> <p>Improve capturing and measurement of intended outcomes to be set out and measured through procurement and operation for individual projects and programmes of work.</p>	20			<u>Started</u> <u>In Progress</u>	<p>Building Information Modelling Phase 1 Awareness session held on 11 May 2022. Attendance by all key stakeholders. Information and training resources made available post awareness session.</p> <p>Building Information Modelling Phase 2 individual stakeholder engagement to gather data on current asset management systems and procedures within the Council in progress. Engagement complete for 5 of 10 groups. Follow up engagement requests forwarded to remaining 5 groups.</p>		<p>Information Management Strategy Roadshow programmed for 24 August 2022 to present and have interactive session on draft strategy to all stakeholders.</p> <p>Final Strategy document (including Outline Business Case) to be complete 9 September 2022.</p> <p>1 hour awareness session for Councillors in planning for September 2022.</p>	HoHPS

Stream 2: Transforming Customer Service				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
2.1	Customer Service Re-design MC 12/12/18	To deliver a culture change in customer service delivery towards an enabling approach for most customers with supported service delivery for those who need it. Encourage customers to choose alternative lower cost, more efficient digital means of accessing services where possible.	Single service for first point of contact. Efficiencies and savings through economies of scale, simplified and consistent processes and harnessing available technology.			250 <u>Auchernack</u> <u>40</u> (achieved) 20 (revenue saving from building disposal to come) <u>Hubs</u> Yr 1 50 Yr 2 85	<u>In Progress</u>	Access point transferred from Auchernack to Forres Town House with the introduction of a self-service based approach. Customer Information Hubs to be introduced in libraries to provide for face to face customer enquiries which will broaden service access across Moray. Consultation completed. Recruitment progressing and working to open Elgin Access Point reception September 22 (Elgin)		Customer Strategy and charter revised. Timeline for roll out to be prepared Development of new services in contact centre	HoGSP


Stream 3: Alternative Service Delivery PROJECTS COMPLETED OR CLOSED – STREAM REMOVED				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
3.1	Museums Trust MC 12/12/18	Explore all avenues to create a sustainable future for the Museums service.	Sustainable service Reduced ongoing cost to council.	n/a	n/a	n/a	<u>On Hold</u>	Development of an alternative financially sustainable model of delivery is currently on hold due to the resource requirements of economic recovery in response to the pandemic. Heritage priority rather than efficiency or saving. Resource required to make definite progress, otherwise ad hoc progress as and when resource is available		Council direction needed on the relative priority of this work and whether resource can be provided in the context of future budget. Training and further budget information will be needed to enable members to make this assessment.	HoEG&D


Stream 4: Internal Transformation				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
4.1	Review and Expansion of Flexible Working MC 12/12/18	Reduce reliance on physical buildings and enable the property estate to be reduced in size and to reduce running costs by extending and	Increased occupancy of offices = lower operating costs. Reduction in office moves. Improved service delivery and performance from scheduling solutions.	145	40		<u>Started</u> <u>Define / Develop</u>	Project underpins the PAMA office project and is being rolled together with that with HR and Property services jointly leading. Strategic case being developed to fully determine benefits and approach to delivery.		<u>Planning – Define/Develop</u> Strategic case to clearly set out benefits and outcomes. Delivery options to be developed. Plan to be developed for flexible working	HoHR/HoHPS



Stream 4: Internal Transformation				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
		<p>expanding flexible working.</p> <p>Identify where “technical solutions” can be used in the field to drive efficiencies.</p> <p>Consolidate and develop flexible working that emerged during Covid pandemic.</p> <p>Review tools required including the core ICT infrastructure provision to enable staff to work flexibly.</p>	<p>General efficiencies from staff skilled in the use of technology with less reliance on individuals.</p> <p>Cashable savings arising from use of communications solutions avoiding travel and other related costs.</p> <p>More time available to staff by avoiding unnecessary travel both within Moray and out with.</p> <p>Potential savings against the number of pool cars required.</p> <p>Contribution to the climate change strategy through reduction in travel.</p>					<p>New SPO in place.</p> <p>Flexible working policy review being reported to Corporate Committee 30/8/22.</p> <p>Core ICT provision in place for office staff. Consideration of longer term office requirements part of engagement work in conjunction with PAMA office project with plan in development.</p> <p>Digital Champions have been established to support workforce development.</p> <p>Digital skills survey carried out in Feb 22 to inform future work.</p> <p>Results being analysed and will undergo management consideration to inform planned approach for future actions.</p>		<p>implementation to sustain and build on Covid gains.</p> <p>Flexible working to be aligned to Office Review project and reported in tandem</p>	
4.2	Organisational Design and Mgmt. Structure	Ensure the organisation is designed and structured to meet the challenges of the future as efficiently and effectively as possible and that it is flexible enough to adjust to meet future requirements.					<u>Completed</u>	<p>The Management Review was undertaken by a third party consultant and implemented in October 2019. The subsequent review of 3rd and 4th tier management structures was to follow. Many services have reviewed their management structures and so this work is substantially completed.</p> <p>No specific requirement for further review is currently identified. Therefore, any further reviews of management structures will be included in relevant services reviews</p>	●	Project Closed	CEx



Stream 4: Internal Transformation				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
4.3	Organisational Design and Governance Review	Review Moray Council Committee Structures, Scheme of Delegation and reports to committee with a view to faster, more focussed and efficient decision making and investigation of any cost savings.	<p>Reduce Bureaucracy.</p> <p>Streamline decision making processes.</p> <p>Reduce material going to committee.</p> <p>Look at alternative governance structures.</p>					<p>Review was substantially completed on 15/09/21 (revised Scheme of Administration approved) The Council meeting 10/11/21 considered the remaining outstanding issues:</p> <ul style="list-style-type: none"> • Remit of Audit and Scrutiny committee. • Approval of Scrutiny Guide. • Agreed to defer these for consideration following elections in May 2022. 	●	<p>Remit of Audit and Scrutiny committee determined.</p> <p>Approval of Scrutiny Guide.</p> <p>Report to Full Council anticipated November 2022.</p>	HoGSP


Stream 5: Income and Commercialisation				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
5.1	Sports & Leisure: Les Mills (MC 12/5/21)	<p>Improving the diversity of our exercise programme by expanding the popular Les Mills offer across all Council sites.</p> <p>Provide staff training to ensure a consistent approach across all sites and to deliver a comparable service to Moray Leisure Centre as part of the Fit Life Scheme.</p>	<ul style="list-style-type: none"> • Expansion and development of sustainable services. • Create an environment where health and wellbeing is at the core of our service. • Optimising income and growth. • Develop facilities to align with customer service needs. • Successful partnership. • A professional, informed and empowered workforce. • More people participating in physical activity. • Equality of access to programmes offered by MLC and MC for all Fit Life members. 	4 23 (recurring)	50	24	<u>Completed</u>	<p>Implementation is now completed and classes being offered.</p> <p>Progress monitoring as part of Sport & Leisure Business Plan as business as usual</p>	●	End of project report to ensure lessons learned taken forward.	Ho ERC


Stream 5: Income and Commercialisation				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
			<ul style="list-style-type: none"> Improved range of services and activities appropriate to the market and community needs. Increased use of leisure services. 								
5.2	Sponsorship MC 12/12/18 MC 24.03.21	Generate income from advertising, sponsorship and other commercial opportunities.	Additional income Improved maintenance of facilities.				<u>Started</u> <u>Planning – Define/Develop</u>	Propose to refocus this project to broader income generation: work on Buckie Harbour (Offshore and renewables) and other opportunities arising		Opportunities will be brought to committee as they arise and as feasibility and other studies relative to the Buckie Harbour Masterplan are completed	

Stream 6: Service Efficiency				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
6.1	Service Efficiency (MC 12/5/21)	<p>Undertake lean reviews of a further 30-40 processes using specialist software.</p> <p>Focus on high volume, common cross service or resource intensive processes particularly within Educational Services, Children's Social Work.</p>	<ul style="list-style-type: none"> Remove waste from processes leading to more efficient processes. Benefit public through reduced lead times for services. Deliver cashable savings. Build back capacity within services. 	121	0 10	250	<u>Started</u> <u>Planning – Define/Develop</u>	<p>This project has been on hold pending the appointment of HoT and development of proposals for process reviews.</p> <p>The Project Manager (Education) has been allocated to move this project forward and work is underway to outline a plan of projects to be in scope with 5 high level processes having been identified to date and further work ongoing. This will be used to assess whether specific project officer resource is merited.</p> <p>Software has been purchased and has been tested to map out the benefits of the process reviews. ICT team has commenced early work.</p>		<p><u>Planning – Define/Develop</u></p> <p>Outline plan of projects to be in scope.</p> <p>Mini business case to be developed for projects prior to commencement to establish deliverable benefits</p>	HoT (Vacancy) DCE (ECOD)



Stream 7: Transforming Education				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
7.1	Schools for the Future MC 12/12/18	Provide the essential infrastructure for the delivery of education in Moray.	Curriculum offer. Staff recruitment, development and support. Short, medium and long term affordability. Environment of learning. Development of forward plan of schools estate to recognise changing demographic and needs.				<u>In Progress</u> <u>Develop</u>	School estate strategy and funding to research this area of work was approved November 2020. Programme governance and high level roadmap has been developed to guide the programme pending detailed planning within a number of workstreams. Options for outline business cases have been assessed and work is underway on condition surveys to inform future maintenance plans. Engagement with community undertaken to inform and influence development of options for the learning estate across all Associated Schools Groups (ASGs). Update report to ECLS committee 9/3/22. Report to future ECLS committee on project proposals for Buckie HS and Forres Academy for learning estate investment plan (LEIP 3) bid for funding.		Reports to committee on 24.8 on: Inveravon Crossroads. Leip 3 (future committee) Learning Estate strategic plan Implementation of EHS additional capacity Determine if Learning Estate Programme should remain on IMP or can now move become business as usual.	Ho ERC
7.2	Business Support for Schools MC 12/12/18	Rationalise business support across council and schools. Digital implementation and service (payments, absence reporting, reporting generally).	As above			250 150	<u>In Progress</u> <u>Develop</u>	Work to prepare a change management plan incorporating benefits arising from the implementation of the parent's portal is well progressed and a report is planned for November committee cycle. The working group has reviewed timescales and set out a plan to deliver the project and workshops have taken place for ELC, primary and secondary. Work has highlighted challenges where there have been service developments without expansion in business support e.g. early years and variations in the use of digital solutions. Assumptions from original estimates have still to be tested. Risk that savings will be lower than identified		Proposals to be refined for service review. Change management to take place. November committee cycle if required	HoERC




Stream 7: Transforming Education				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
7.3a	Raising Attainment - Well-being MC 12/5/21 & 15/09/21	<p>Enhance support and resources for all learners and impact positively on the delivery of consistently high quality learning and teaching experiences.</p> <p>Focus on GIRFEC and wellbeing of every child to ensure they are safe, healthy, achieving, nurtured, active, respected, responsible and included. Provide support that is equitable, inclusive and timely to raise the attainment and achievements of all children and young people. Contribute to improvements in literacy, numeracy and behaviour through improved health and wellbeing. Support for targeted intervention. Enhancing and developing staff skills. Flexible Package to Support Unmet Need.</p>	<p>All staff supporting children and young people in schools understand and engage with staged intervention and inclusive practice and are confident in relating to and working with all learners, whatever their needs.</p> <p>Where intervention/intensive support is required it can be offered in a timely manner using expert resources.</p> <p>All children and young people receive the support they need, when they need it, including pupils who cannot manage a full curriculum or class attendance.</p>	3200 (across 7.3 and 7.4)			<p><u>Started</u></p> <p><u>Planning – Define/Develop</u></p>	<p>Initially approved as broad area for investment and further defined and approved at MC 15/09/21 to clarify scope, costs and benefits in more detail. Project Manager (Education) recruited.</p> <p>Close links with improvement work of ASN project and supporting change. Therefore, overarching plan being prepared and projects will be reported jointly.</p> <p>A number of temporary posts were agreed as part of the IMP investment and recruitment is underway but is behind planned schedule. Induction now planned for August term</p>		<p>Recruitment of additional staff.</p> <p>Investment supports system pending ASN review. Align projects and report in tandem</p>	HoERC
7.3b	ASN Review £ MC 12/12/18 ECOD 11/8/21	<p>Research Support for ASN Review.</p> <p>To support the effective delivery of the Moray ASN Strategy the ASN Review is ongoing and requires the development of a detailed business case by mid-2021, with the introduction/implementation of potentially new ways of working from August 2021.</p> <p>The proposed investment will also support the delivery of the 'Managing Challenging Behaviour Action Plan' developed by a corporate Health & Safety Working Group in</p>	<ul style="list-style-type: none"> Enhancing ASN Review resources. An ASN review business case that is supported by robust evidence. A clear structure/measurement plan for evaluating the impact of any changes. Well trained staff teams able to respond to behaviours that relate to ASN and supported to better support children and young people. 				<p><u>In Progress</u></p> <p><u>Preparing for Deliver</u></p>	<p>Following the development of the terms of reference for this programme, ASN Programme Board has been established and a programme initiation document and programme milestones have been developed. An update report will be considered by the ECLS committee on 24 August 2022.</p> <p>The Project Officer (ASN Research) was recruited but subsequently resigned and options for replacement are being considered. Recruitment to a senior post (Quality Improvement Officer) has just been completed. This post is leading and contributing to a number of</p>		<p>Assignment of Intensive Intervention Team.</p> <p>Assessment of planned actions against developing pressures.</p> <p>Establishment of supporting workstreams, with project plans to inform overarching programme plan.</p>	HoERC

Stream 7: Transforming Education				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
		response to increasing numbers of violent and aggressive incidents in schools (an outstanding action in the Health & Safety Annual Report).	<ul style="list-style-type: none"> The establishment of a Moray Standard for the delivery of ASN services in all settings through comprehensive ASN induction and training. A reduction in the number of Violent and Aggressive Incidents in schools. A reduction in school exclusions. An increase in school inspection gradings of 'very good' and above for HGIOS 4 QI 3.1. Better targeting of ASN budgets to achieve the best possible outcomes. 					<p>workstreams in the review and will be critical to making progress</p> <p>The project is indicated as red for a combination of risks that are of concern:</p> <ul style="list-style-type: none"> time lag in recruitment and staff turnover in temporary posts unavoidable operational service pressures, including Covid impact increasing demand beyond functional capacity (workstream added to review work) difficulty in releasing staff from operational to transformation duties limited project resources are impacting on management time and capacity to focus on the change actions Management capacity to address service issues and transformation across a challenging agenda <p>Actions to address these include:</p> <ul style="list-style-type: none"> exploring options for longer temporary contracts (permanent are not possible as funding is from reserves) releasing further existing resources - support being provided from the Education service additional project posts to support specific work using the transformation fund 			
7.3c	Raising Attainment: Well-being Pastoral Care in Primary: Improving Outcomes for Learners and Early Years Intervention (All Groups) £	Promote and safeguard the health and wellbeing and safety of pupils in partnership with parents, support staff and partners to ensure all children, young people and their families receive the right support at the right time no matter the level of need.	<p>Links to ASN and Raising Attainment for All projects.</p> <p>Links to new Locality Management operating model.</p> <ul style="list-style-type: none"> Increased attendance at school for some children. Reduction in exclusions. 				<u>Not Started</u>	<p>This project is outstanding for further development and decision on whether to invest in this area and this will be the subject of a future report to Committee/Council Given the volume of other work the timescale for this project to be developed has yet to be set</p> <p>Some early work has begun as and when resources can be made</p>		Define and develop proposal for consideration of investment in this project.	

Stream 7: Transforming Education				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
		<p>Key contribution to closing the attainment gap by monitoring attainment, attendance, inclusion, participation and engagement.</p> <p>Release school leadership time for strategic planning, school improvement, attainment and other outcomes.</p>	<ul style="list-style-type: none"> Reduction in violence and aggressive incidents. Increased attainment and achievement. 					available. Hope to report to November committee cycle but dependent on ability to release resources			
7.4	<p>Education Project B: Raising Attainment - Curriculum breadth Moray (Virtual Innovation Academy and Schools Digital Devices) £</p> <p>MC 12/05/21 MC 23/02/22</p>	<p>Create a Virtual Innovation Academy aimed at raising attainment, strengthening learning and teaching and expanding curriculum offer to meet the needs of all learners in the senior phase to enable positive sustained and quality destinations based upon labour market intelligence.</p> <p>Invest in devices and technology to support and embed digital innovation and strengthen digital literacy for all.</p> <p>Increase the number of subjects available across Moray as well as increasing attainment.</p> <p>Investment in Digital Devices to establish a pro-active programme to allocate pupils and teachers with an appropriate device to enable remote and distance learning.</p>	<ul style="list-style-type: none"> Raise attainment across BGE and Senior Phase. Broaden an accessible curriculum offer. Improve the quality of learning and teaching, integrating digital technologies to enhance and support pedagogy. Provide opportunities for school leavers to gain employment in a growing sector. Workforce development and career progression and additional capacity for digital use. Equitable digital access for learning. Increase skills of staff. Increase the use of digital learning and innovation. Maximise use of technology in the classrooms. Increase opportunities for collaboration, extending access to learning and 				<p><u>Started</u></p> <p><u>Planning –</u></p> <p><u>Discovery</u></p>	<p>Project approved as broad area for investment - further development required to clarify scope, costs and benefits of in more detail.</p> <p>ECLS committee 26/01/22 agreed budget for a specialist consultant to assist the further development of the Workstream. Consultant report considering above and recommending approach now received and will inform report to November 2022 ECLS committee for determination of the possible workstream</p>			DCE (ECOD)


Stream 7: Transforming Education				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
		Roll out of devices to staff and pupils P6+ over 2 year roll out (2100 devices per year).	breadth of subject choices. <ul style="list-style-type: none"> A consistent experience for learners' use of technology in Moray schools. 								


Stream 8: Transforming Children's Services				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
8.1	Service Review MC 12/12/18 MC 23/02/22	Most effective and efficient service delivery of a quality service that effects real change and measurable outcomes. Establish new approach, culture and ways of working in social work services.	Better outcomes for young people and families. Reduced costs across all areas. Improved partnership working. More efficient use of resources in delivering outcomes. More children in kinship care. Reduced <ul style="list-style-type: none"> complaints from families; number of formal proceedings; unallocated child care cases; number on child protection register. 			854 taken further 245 pa projected for 2023/24 to 2025/26 Future savings previously reported as 358 pa included avoided spend 113	<u>In progress</u> <u>Deliver</u>	Report to ECLS on 26/1/22 approved structure and approach for children's services and reported reduced costs from out of area placements. Further report to come forward on transfer of service to Moray Integrated Joint Board (MIJB). Progress made with regards practice improvements, new social work model currently under development and change management plan to be completed. A test of change children with disability pod to be trialled imminently. Children's service continues in the latter stages of its delegation year into the IJB.		Consultation / change management on workforce changes. Recruitment to vacancies. Proposal for Project Leader post for transformation to be extended, still significant work to be completed	HoCS
8.2	Commissioning MC 12/12/18	Review commissioning of services to align with the new ethos and provide different options for older young people and shift in resources to community based care as the core.	Vibrant blended economy of service provision. More accessible services that can respond to need and provide sustainable services.				<u>In progress</u>	Significant developments in this area, with an improvement to contracts and monitoring. Service Manager now in post and permanent Senior Commissioning Officer post currently being recruited. Working closely with The Promise team and involving young people in the commissioning of contracts. This will provide evidence of improved outcomes for children and young people, achieving quality assurance.		Outcome based commissioning model being developed and the post of Commissioning Support Officer to be recruited.	

*STREAM 9: Corporate Plan - Strategic Priority				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
9.1	Climate Change Consultancy (MC 12/5/21)	<p>To manage and co-ordinate the delivery of the 10-yr strategy and to monitor and report on progress.</p> <ul style="list-style-type: none"> Develop and manage Councils activities on Climate Change. Provide research, analysis, expertise on Climate Change and related subjects including input to the commissioning and contract management. Co-ordinate data management and reporting and co-ordinate awareness campaigns and training. 	Resource would support delivery of specialist aspects of the initiatives and actions as detailed within the Climate Change Strategy.	130			<p><u>In progress</u></p> <p><u>Planning – develop</u></p>	<p>The three consultancies (developing a hydrogen strategy, a heat decarbonisation strategy, and for a fleet vehicle decarbonisation strategy & EV charging point strategy) have provided information to be incorporated into the Climate Change route map, with separate reporting where necessary for example the Hydrogen Strategy.</p> <p>Climate change is a significant programme of work and so will be removed from the IMP to be a standalone programme.</p>		Remove Climate Change to be standalone programme of work	HoHPS
9.2	Poverty: Reducing Inequalities £ (MC 12/5/21)	<p>Establish a resource to develop the Council's strategic response to reducing poverty in Moray by defining the issues and priorities and developing a cross service whole Council Poverty Action Plan.</p> <p>Develop proposals to meet gaps in activity to meet agreed council priorities and co-ordinate activity and reporting across the plan.</p> <p>Establish 24 month Poverty Action Team</p>	<p>Reduction of poverty in Moray by addressing causes and mitigating impacts in shorter term, through co-ordination of council poverty work for greatest impact.</p> <p>Identification of and leadership for council priorities in addressing poverty.</p> <p>Action plan to pull work together and address any gaps.</p>	264			<p><u>In progress</u></p> <p><u>Planning – develop</u></p>	<p>Senior Policy Officer in post.</p> <p>Council position statement and approach on period poverty prepared – further report to corporate committee November 2022</p> <p>Council workshop held to gather information on service activities on poverty and assess gaps. Community Planning workshop being arranged for September 2022 Support being provided to child poverty planning process Project is amber as progress was slower than planned but project recovery now underway.</p>		<p><u>Planning – Discovery</u></p> <p>Report on assessment of priorities, activities and options to enable future priorities and outcomes to be set.</p> <p>Outline of strategic response drafted and developed with services and partners (June).</p>	HoT (vacancy) – DCE (ECOD)
9.3	Mainstreaming Participatory Budgeting in Moray £ MC 12/5/21	Identify a standard suite of tools to ensure all forms of public consultation can continue in an online/virtual environment and in a consistent manner	<p>A minimum of 1% of budget is delivered using Participatory Budgeting (circa £1.8m based on 2020/21 budgets).</p> <ul style="list-style-type: none"> Effective consistent platform in place to gather ideas, 	107 (recurring annual)			<u>In Progress</u>	Work is underway in relation to PB for play parks in various locations in Moray. In Rothes the budget of £50k has been enhanced to £120k through fund raising from the community.		PB plan to be developed following review of Scotland-wide overview, due to be published by COSLA in the autumn	Ho FS

*STREAM 9: Corporate Plan - Strategic Priority				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
		<p>regardless of what service is undertaking the consultation.</p> <p>Develop the online platform CONSUL and the current use of the council website, eForms, Survey Monkey and eForms to provide additional tools and functionality for public engagement and consultation including participatory budgeting.</p> <p>Review the appropriate level of resources, expertise and tools required to meet 1% of council budget via PB as part of PB plan</p>	<p>consultation, debates and voting.</p> <ul style="list-style-type: none"> Communities will have an increased understanding of Council budgets and how they are allocated. Communities will be empowered to participate in decisions that affect their lives and their communities. a greater reach into the community using effective suite of consultation tools. Addresses potential equality issues to ensure more can contribute. 					Leadership Forum session has raised awareness of PB with senior managers and work ongoing to identify further budget areas for inclusion.			


COMPLETE/CLOSED PROJECTS:


Stream X2: Transforming Customer Service				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
X2.1	ICT and Digital MC 12/12/18	<p>Add value and efficiency to service delivery:</p> <ul style="list-style-type: none"> by increasing adoption of online, no contact services and implementing an end to end online service delivery model; through data sharing internally with other services and externally with other partners and agencies. 					Completed	<p>Parents Portal – The digital solution has been implemented and so that element of the project is closed. A change management plan is currently being developed. The service has also gone through significant change with the transfer of children's services impacting on the business support function. The scope of the change management task needs to incorporate this.</p> <p>Revs and Bens – Online services have been delivered and so that element of the project is closed. Service work planned to increase uptake and undertake wider re-examination of eBilling.</p> <p>eForms - During Covid a number of eForms were developed as part of service response to the situation.</p>		<p>Project closed and service taking forward change management for future service design making use of digital solutions. Savings to be addressed in service redesign (project 7.2 below). Reporting via Transform Learning Board.</p> <p>Project closed and development continuing as business as usual in Service plan.</p> <p>Project closed and development continuing as business as usual.</p>	HoT

Stream X3: Alternative Service Delivery				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
X3.1	Leisure Services Review MC 12/12/18	Explore all avenues to create a sustainable future for the Leisure Estate and identify the strategic priorities for the services within Leisure.	More efficient and effective Leisure Estate which meets the strategic need for the area Reduction in the subsidy provided.	n/a	n/a	n/a	Completed	Project completed and business plan in place to continue work within service. Project closure report submitted to ECLS committee 24/11/21 (item 15).			

Stream X5: Income and Commercialisation				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
X5.1	Income maximisation MC 12/12/18	Charge for staff car parking	Increased income as set against each project.			51	<u>Completed 2019</u>	Proposal delivered	●		
		Sale fuel @ harbours to boats					<u>Stopped</u>	Proposal stopped 24.03.21	●		
		Sale ice @ harbours					<u>Completed</u>	Proposal delivered	●		
		Charges for waste collection				880	<u>Completed 2019/20</u>	Implemented	●		

Stream X6: Service Efficiency				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
X6.1	Service Reviews: Direct Services MC 12/12/18	<p>Service improvement and efficiency or areas where council delivery of services or parts of them could cease or reduce.</p> <ul style="list-style-type: none"> i. Reviews in cleaning and facilities ii. Waste (Refuse collection) service review iii. Waste (Street sweeping) - service review iv. Stop employee assistance programme <p>Employee Self-Service Automation.</p>					<u>Completed 2019</u>	<p>These activities were delivered as part of previous budget savings proposals from the relevant Heads of Service in 2019.</p> <p>No additional work required but consideration should be given to how IMP savings are reported. While savings may be achieved through budget cuts or other projects, the importance and relevance of IMP as a driver for change may be lost and viewed by external bodies as not delivering. There is a need to avoid double counting but IMP may be an enabling project at many levels. {Note: Employee Assistance Programme remains in place due to pandemic until next review date in March 23}</p>	●		
X6.2	Service Efficiency: HR / Payroll	Utilising Payroll-HR system for employee and manager self-service & workflow.					<u>Closed</u>	New system is implemented and further development being dealt with as business as usual.	●		

Stream X7: Transforming Education				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
X7.1	Transport Review in Education & Children's Services MC 12/12/18		Curriculum offer. Staff recruitment, development and support. Short, medium and long term affordability. Environment of learning. Development of forward plan doe schools estate to recognise changing demographic and needs.				<u>Incorporated in project 7.4</u>	Now linked to the ASN project. Monitoring arrangements are in place to ensure only essential travel arrangements are put in place and that appropriate monitoring and review periods are built in.		Future reporting will be within the ASN/Well-being programme of work.	

Stream X8: Transforming Children's Services				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
X8.1	Out of Area	Review out of area placements to provide different options that fit with the new approach, provide better results for the YP and reduce overall cost.	More children cared for locally Reduced average cost of care package (OOA).				<u>In progress</u>	<p>Out of Area placement impacts the children's services review and ASN.</p> <p>Rather than a project sitting on its own this is a key component of the children's services and ASNs review and transport representatives will support that work.</p> <p>Work has begun to consider what we need to do to meet the developing needs of our Moray young people with a disability who are growing up in services provided out of the Moray area. A working group has been established to look at how many young people we have and what care they will need, now and into their adulthood to be supported in Moray and by Moray Council. This group is in the early stages of creative thinking and planning.</p> <p>A new resource panel has been established to monitor and plan for out of area placements. Current out of area placements are monitored by Practice Governance Meeting in Social Work.</p>		To be reported via ASN and Children's services reviews respectively.	HoCS & HoER&C



REPORT TO: CORPORATE COMMITTEE 30 AUGUST 2022

SUBJECT: PROPERTY ASSET MANAGEMENT APPRAISAL

BY: DEPUTE CHIEF EXECUTIVE (ECONOMY, ENVIRONMENT AND FINANCE)

1. REASON FOR REPORT

- 1.1 This report provides a progress update on outstanding key recommendations set out within the Property Asset Management Appraisal (PAMA).
- 1.2 This report is submitted to Committee in terms of Section III B (28) of the Council's Scheme of Administration in relation to asset management.

2. RECOMMENDATION

2.1 It is recommended that the Committee:-

- (i) **considers and notes the updates and progress achieved to date in relation to the remaining recommendations;**
- (ii) **notes the merging of the Depot and Store reviews to ensure maximum benefits can be derived from the reviews; and**
- (iii) **notes the new timescales for the remaining outstanding recommendations, with future reporting for recommendations 5-7 being provided through updates on the Improvement and Modernisation Programme.**

3. BACKGROUND

- 3.1 The Policy and Resources Committee on 12 December 2018 (paragraph 6 of the minute refers) approved a report which detailed recommendations aimed at improving how the Council manages and maintains its property assets. The same Committee on 29 October 2019 approved a report detailing the Property Asset Management Appraisal (PAMA) Improvement Plan with the status of actions (paragraph 13 of the minute refers). The Council meeting of 30 June 2021 approved a report which outlined progress and indicated that delays to progress had been sustained due to the COVID-19 pandemic and changes of senior lead officers (paragraph 9 of the minute refers).
- 3.2 **Appendix I** of the report lists those remaining outstanding recommendations from the original 2018 report and provides an update to each

recommendation. Restrictions arising from the pandemic and staffing changes have impeded intended progress against some of these recommendations. Recommendations 5-7 are also reported through the Improvement and Modernisation Programme and so will be removed from PAMA updates in future to avoid duplication.

4. PROGRESS UPDATES

Recommendation 2 – Devolved School Management (DSM) Tenant Protocol

- 4.1 As previously stated this has been delayed by COVID-19. However, in addition to this with the changes to the Council structure with the establishment of the Learning Estate Team, and the delays in completing the appropriate changes to the Housing and Property Change Management Plan, this has been further delayed. The final changes to the Housing and Property Change Management Plan were approved at the Corporate Committee on 14 June 2022 (paragraph 17 of the minute refers). Staff in the Learning Estate Team and the Asset Management Corporate Buildings Team have commenced the review with the intention that the outcome will be reported as appropriate prior to 31 March 2023.

Recommendation 5 – Depot Review

- 4.2 Following the appointment of the Head of Housing and then Property Asset Manager, the work undertaken previously on the Depot Review has been critically assessed, taking into account changes to working practices due to COVID which are to remain post COVID-19 restrictions, considering lessons learned from other Local Authorities and the effect of the Council's Climate Change strategy and route map.
- 4.3 The review has highlighted potential opportunities which were not available when the initial review was being drafted along with the significant challenge of achieving NetZero by 2030. It should be noted that a number of the main principles which were developed remain valid. The principles proposed for the future of our operational property will broadly be fewer locations, better integrated working permitting shared locations, higher quality properties maintained to higher standards and being as efficient to run as is financially viable. As part of this critical review of the work undertaken, it has been highlighted that Recommendation 6 – Review of storage space, should not be progressed in isolation from Recommendation 5. To that end, the review is now being considered as a wider portfolio review looking at all properties which are currently used for depot and/or storage purposes. The purpose of this is to increase the opportunity to deliver benefits from this wider scope and reduce the risk of retaining underutilised properties.
- 4.4 The update on the Depot and Store review will be reported to the next Economic Development and Infrastructure Committee in September. A business case will be prepared to consider options which meet the Council's strategic and operational requirements. It should be noted that this review will also work in line with the Office Review as that is moved forward to ensure consistency within our portfolio given the interdependencies.

Recommendation 6 – Review of storage space

- 4.5 Now being progressed as part of the Depot Review as detailed above.

Recommendation 7 – Leisure Review and Museum Buildings

- 4.6 The Leisure review has now concluded with the delivery of the service continuing to be managed in house. A report to Education, Children's and Leisure Services Committee on 24 November 2021 confirmed this position. Condition surveys are being undertaken on our sport and leisure facilities to inform development of a long-term capital plan for these facilities. The museum review has still to resume and future progress will be determined by resource allocation in line with corporate priorities. Meantime, the Council has a legal responsibility for the care of museum artefacts and therefore the existing museum and store will continue to be maintained to a high standard until such time as an alternative delivery model is established.

Recommendation 10 – Housing Revenue Account Assets

- 4.7 The formal review of Housing Revenue Account land and buildings is still to be progressed. In the meantime appropriate property assets are being reviewed on a when necessary basis to ensure best use/value to the Housing Revenue Account. A formal holistic review will commence when resources permit. The estimated completion date of 31.3.24 is considered to reflect appropriate management of resources given competing priorities and ongoing ad hoc asset based reviews when required.

Recommendation 12 – Develop a Landlord Charter for Property Assets

- 4.8 With the changes of building usage as a result of the COVID-19 pandemic, the need to ensure building occupiers comply with appropriate Health and Safety requirements is critical. Further, as property assets are utilised by differing services the need for clarity around who is responsible for what is important. To that end, the Housing and Property Service is engaging with all Heads of Service to establish the protocol for services occupying property assets. The desire is to change the ethos within the Council to a position where it is recognised that property assets are Council assets for use by the most appropriate service and managed by Housing and Property to provide the best possible service delivery location.
- 4.9 A document setting out roles and responsibilities covering occupation of operational assets will be developed, consulted upon and rolled out across the property asset base in the next 12 months.

Recommendation 13 – Reduce ICT systems that store property information

- 4.10 Work is continuing on understanding the data that is held on properties and where. Workshops have been undertaken with a consultant to establish what property information is held and where with the intention that the output from the consultant's work is various recommendations on how to store property data and ensure that future new build property data can be seamlessly integrated with existing property data. Outcomes from the workshops are due early autumn 2022 with the intention that this will lead to development of property information business case to centralise property information in one central common location which can be accessed by all appropriate officers.

Recommendation 14 – Baseline performance indicators should be developed

- 4.11 As noted in the June 2021 report the development of these indicators was being delayed until the new Asset Management Structure within Housing and Property was in place and the new permanent Head of Housing and Property Services was in post. The Property Asset Manager post was filled in February 2022 which has further delayed the development of the performance indicators. These will now be developed for implementation from 1 April 2023.

- 4.12 Recommendation 15 (i) – Combine Repairs Budgets for Property/Education
Following the completion of the Housing and Property Change Management Plan and the development of the Learning Estate Team, in light of these changed circumstances the key driver for the repair budget for Education to be combined with the budget for the other corporate buildings has been removed. As the teams work together to improve the condition of the Council's property portfolio the merit or otherwise of the budgets being separate will be reviewed as appropriate. It is, however, considered that this recommendation, which no longer reflects corporate asset management arrangements, is now complete.

- 4.13 Recommendation 15 (ii) – Review of Property/Education Staffing Structures
The review has now been completed with the final changes to the Housing and Property structure reported and approved at the Corporate Committee on 14 June 2022. This recommendation is now complete.

5. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

This project forms part of the Improvement & Modernisation Programme of Work that supports the Council priority of a financially stable Council.

(b) Policy and Legal

None.

(c) Financial implications

This report has no financial implications. However, the office/depot/stores review which will be reported in due course will look to deliver revenue savings but will require some capital expenditure with these implications detailed in a future report.

(d) Risk implications

There are no specific new risks outlined in this report with any risks in relation to the remaining actions will be outlined in future reports.

(e) Staffing implications

There are no staffing implications associated with this report.

(f) Property

As set out in the report.

(g) Equalities/Socio Economic Impact

There are no equalities/socio economic impacts arising from this report.

(h) Climate Change and Biodiversity Impacts

The importance of minimising the use of carbon and making our properties as efficient as is viable is an underlying requirement for all Asset Management decisions going forward. This report has no direct impacts. However, the forthcoming review of the Depots and Stores will integrate our climate change strategy into our property decision-making process. The Council's commitment to be net zero by 2030 will influence the options considered across the Councils estate and where this cannot be achieved the full business case will be presented to Council to enable consideration of further mitigation measures and offset that may be necessary.

(i) Consultations

Consultations on this report have taken place with the Head of Financial Services, Head of Educational Resources and Communities, Head of Economic Growth and Development Services, Head of Environmental and Commercial Services and Lindsey Robinson, Committee Services Officer and any comments have been incorporated into the report.

6. CONCLUSION

6.1 This report provides an update of actions to be taken forward as part of the PAMA Improvement Plan. It provides information on those actions now complete and revised completion timescales for those that remain outstanding.

Author of Report:	Neil Strachan, Property Asset Manager
Background Papers:	
Ref:	SPMAN-1285234812-1142

APPENDIX I

1. IMPROVEMENT PLAN 2022-2023 – Linked to the 20 Recommendations provided within the Appraisal

This improvement plan update takes account of two major developments, which have impacted its implementation during 2021/22. The first is the impact of the pandemic on the implementation of the Asset Management Change Management Plan and secondly the Council decision to form an establishment within Education for the development of a Learning Estate Strategy and Investment team. This improvement plan supersedes the previous plan agreed in 2018 and updated in 2019. The improvement plan is based on the strategic recommendations identified within the report. Progress on implementing the Plan will be determined by the resources made available within each of the different service areas. Where recommendations are included within the Corporate Improvement and Modernisation Programme (IMP) these are cross-referenced in this Improvement Plan.

Recommendations from the Property Asset Management Appraisal	IMP reference	Key Milestone	By	Lead Officer(s)	Complete
<u>Recommendation 2</u> Develop a new protocol for the DSM tenants' budget – linked to Recommendation 1. <u>Status as at 11/08/2022</u> Learning Estate Team and the Asset Management Corporate Buildings Team have commenced the review with the intention that the outcome will be reported prior to 31 March 2023.	Section 1.1	New Protocol in place	31 March 2023	Head of Education Resources and Communities	Ongoing

Recommendations from the Property Asset Management Appraisal	IMP reference	Key Milestone	By	Lead Officer(s)	Complete
<u>Recommendation 5</u> A further review of depots should be undertaken. <u>Status as at 11/08/2022</u> Draft review being critically appraised by Head of Housing and Property and Property Asset Manager. Review will now include storage options, recommendation 6 below, update to ED&I committee being provided in September with business case for investment to be prepared and presented to committee prior to 31 March 2023. Retitled depot and store review.	Section 1.1	Depot review completed	31 March 2023	Heads of Housing and Property and Environmental and Commercial Services	Remove - Reported in future via IMP
<u>Recommendation 6</u> A review of storage options should be undertaken. <u>Status as at 11/08/2022</u> Now included in recommendation 5, remove.	Section 1.1	Storage review completed	31 March 2023	Head of Housing and Property	Remove - Reported in future via IMP

Recommendations from the Property Asset Management Appraisal	IMP reference	Key Milestone	By	Lead Officer(s)	Complete
<u>Recommendation 7</u> The Council needs to reach decisions with regards to the Leisure Review and Museum buildings. <u>Status as at 11/08/2022</u> The Leisure review has now concluded with service continuing to manage in house. Report to ECLS Committee on 24 November 2021 confirmed this. Condition surveys being undertaken on facilities to inform development of long term capital plan. The museum review has still to commence which will happen if/when resources permit, resource allocation being determined by relative corporate priorities given staffing capacity.	Section 3.3	Decisions made	31 March 2025	Head of Education Resources and Communities and Head of Economic Growth and Development	Remove - Reported in future via IMP
Recommendations from the Property Asset Management Appraisal	IMP reference	Key Milestone	By	Lead Officer(s)	Complete
<u>Recommendation 10</u> The Council should review the sites that are held within the Housing Revenue Account.	N/A	Review of sites completed	31 March 2024	Head of Housing and Property	Ongoing

<p><u>Status as at 11/08/2022</u></p> <p>Housing Revenue Account land and buildings are being reviewed as and when necessary to ensure best use/value to the Housing Revenue Account. A formal holistic review is still required to be completed once resources permit. The estimated completion date is considered to reflect appropriate management of resources given competing priorities and ongoing ad hoc asset based reviews when required.</p>					
Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Complete
<p><u>Recommendation 12</u></p> <p>Develop a Landlord Charter to support the management of the Property Portfolio.</p> <p><u>Status as at 11/08/2022</u></p> <p>A document setting out roles and responsibilities covering occupation of operational assets will be developed, consulted upon and rolled out across the property asset base in the next 12 months.</p>	Section 1.1	Corporate Landlord Charter developed	31 July 2023	Head of Housing and Property	Ongoing
<p><u>Recommendations 13</u></p> <p>Review options that will allow the Council to store its property information in fewer ICT systems.</p>	Section 4.1	Business case to be completed by with update provided to	31 March 2023	Head of HR, ICT & Organisational Development,	Ongoing

<p><u>Status as at 11/08/2022</u></p> <p>Workshops undertaken to collect information on what building information is held and where. Recommendations due from consultant on how to pull this together into one common data environment.</p>		committee for March 2023.		Head of Housing and Property	
<p><u>Recommendations 14</u></p> <p>The Council should develop baseline performance indicators to allow it to manage and monitor its property assets.</p> <p><u>Status as at 11/08/2022</u></p> <p>These will now be developed for implementation from 1 April 2023.</p>	Section 4.1	Baseline information in place	1 April 2023	Head of Housing and Property	
<p>Recommendations from the Property Asset Management Appraisal</p>	CMIP reference	Key Milestone	By	Lead Officer(s)	Complete
<p><u>Recommendation 15</u></p> <p>i) Council should combine the repairs and maintenance budgets for the school estate and corporate buildings.</p> <p><u>Status as at 13/07/2022</u></p> <p>At this time it would be inappropriate for the repair budget for Education to be combined with the budget for the other corporate</p>	Section 1.1	Budget amalgamated and transferred to property	June 2022 Completed	Head of Education Resources & Communities and Head of Housing & Property Services	complete

<p>buildings. As the teams work together to improve the condition of the Council's property portfolio the merit or otherwise of the budgets being separate will be reviewed as appropriate.</p> <p>ii) A review of staff structures involving Property/Education should be completed transferring the duty for managing the property elements of the school estate to Property Services.</p> <p><u>Status as at 13/07/2022</u> The review has now been completed with the final changes to the Housing and Property structure reported and approved at the Corporate Committee on 14 June 2022.</p>	Section 1.1	Review completed	June 2022 Completed		complete
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REPORT TO: CORPORATE COMMITTEE ON 30 AUGUST 2022

SUBJECT: REVENUE BUDGET MONITORING TO 30 JUNE 2022

BY: DEPUTE CHIEF EXECUTIVE (ECONOMY, ENVIRONMENT AND FINANCE)

1. REASON FOR REPORT

- 1.1 To advise Committee of the revenue budget monitoring position to 30 June 2022.
- 1.2 This report is submitted to Council in terms of Section III B (10) of the Council's Scheme of Administration relating to monitoring current revenue expenditure against approved budget.

2. RECOMMENDATION

2.1 It is recommended that Committee considers and notes:

- (i) the budget monitoring position of £657,000 under budget for 2022/23 as at 30 June 2022;
- (ii) that this position consists of an underspend on Devolved School budgets of £324,000, an underspend of £263,000 on Children's services, an overspend on Social Care services delivered on behalf of the Moray Integration Joint Board (MIJB) of £279,000 and an underspend on other services of £349,000;
- (iii) movement of £11,235,000 in the General Revenue Grant, as detailed in paragraph 3.4, and
- (iv) the increasing budget pressure noted in paragraph 6.1.

2.2 It is recommended that the Council approves the use of ear-marked reserves for Covid of £960,000 as detailed in paragraph 8.5.

3. BACKGROUND

- 3.1 When the revenue budget for 2022/23 was approved by Moray Council on 22 February 2022 (paragraph 4 of the minute refers), General Revenue Grant of £180,723,000 was estimated for the year, based on the latest amount notified to the Council and including estimates for further distributions of grant during the year. Council Tax receipts of £46,555,000 were anticipated. Budgeted expenditure of £240,732,000 was agreed, and this required projected use of £10,335,000 of the Council's ear marked reserves and use of financial flexibilities totalling £3,120,000 to balance the budget. There were expected to be two types of financial flexibility available to the Council in 2022/23 when the budget was set: use of capital receipts to fund Covid-related expenditure and expenditure on transformation expected to generate financial savings and a loans principal holiday. Confirmation of both was expected. Confirmation of the ability to take a loans principal holiday has been received but the Treasury has advised Scottish Government that the use of capital receipts to fund Covid-related revenue costs would score against the Scottish Government capital allocation and so this financial flexibility has been withdrawn. To replace this it is currently budgeted to use additional ear-marked reserves however, the impact of a loans principal holiday is being investigated.
- 3.2 In addition to the Council's core budget, monies allocated to schools through the Devolved School Management (DSM) scheme and not spent are brought forward from previous years. The DSM balance brought forward in 2022/23 is £1,288,000 (2021/22 £1,342,000). Unused Pupil Equity Fund of £1,046,000 received in 2021/22 and £44,000 funding for nursery snacks and fundraising have been carried forward into 2022/23 in accordance with the grant conditions.
- 3.3 On 29 June 2022 Council approved additional expenditure of £1,449,000 to be funded from the ear-marked reserve for Covid (paragraph 24 of the minute refers). The majority of these adjustments (£1,102,000) have been posted to departments during quarter 1. The underspend on the expansion of Universal Free School Meals and slippage on provision of CO2 monitors for schools approved to be funded from reserves totalling £347,000 will be actioned before the quarter 2 budget monitoring report.
- 3.4 Variations to General Revenue Grant (GRG) amounting to £11,235,000 have been notified. This consists of additional funding for Covid economic recovery £1,280,000; £173,000 summer activities funding; Discretionary Housing payments £223,000; £472,000 for bridging payments (payments to school age children entitled to free school meals); £272,000 for removal of charges for music tuition and core curriculum charges; £50,000 for national trauma training services, Adult disability payment support £45,000; £12,000 for free period products; £44,000 Easter study provision and £28,000 for the extension of free school meals. In addition, funding of £4,490,000 towards the cost of living £150 payments to Council Tax accounts for dwellings in Band A to D has been received and £4,146,000 passported to MIJB for additional investment in Health & Social Care. As at 30 June 2021 £10,310,000 of the funding has been drawn down.

- 3.5 With these adjustments the Council's overall General Services revenue budget currently stands at £252,289,000.
- 3.6 Reconciliation of the movements in the base budget from that which was approved by the Moray Council on 22 February 2022 is shown in **APPENDIX 2** and allocations to departments from the provisions for Inflation and Contingencies, Additional Costs and Savings are listed in **APPENDIX 3**.

4. BUDGET POSITION

- 4.1 **APPENDIX 1** summarises the current position for each service area, comparing the actual expenditure for the year to 30 June 2022 with the budget to 30 June 2022.
- 4.2 Overall the budget position at 30 June 2022 is expenditure under budget to date of £657,000 or 1.1% of budget to date (including services delivered on behalf of the Moray Integrated Joint Board).
- 4.3 The principal areas of overspend and underspend across the Council are summarised below.
- 4.4 In Children's Services, there is an underspend of £263,000. There are three main areas of variance. A contract for residential care for children with disabilities has ended due to transition to adult services, giving an underspend of £79,000. A delay in procurement of two new commissioned services has resulted in an underspend of £128,000. There is an underspend of £19,000 against the budget for adoption placements, allowances and legal fees.
- 4.5 Devolved School budgets are underspent by £324,000 at the end of the first quarter, £90,000 in primary schools and £234,000 secondary schools.
- 4.6 The MIJB is reporting an overspend across both Council and NHS services during quarter 1 of £692,000. The figures included in this report relate purely to the services delivered by Moray Council on behalf of the MIJB and amount to an overspend of £279,000. Additional funding received as part of the local government settlement, including the amount referred to in paragraph 3.4 above, has been drawn down and is fully committed in line with funding conditions.
- 4.7 Income budgets across the Council are showing both positive and negative variances. Sports and Leisure facilities were expected to continue to see reduced income in the aftermath of Covid restrictions and budgets were adjusted according. Recovery is ahead of forecast with income for quarter 1 £106,000 above the revised target. Income from trade waste is £66,000 below target, continuing the trend which emerged during the pandemic, however income from the sale of recyclates is currently £73,000 above target (this is a very volatile market). Fees from building standards and planning applications are in aggregate £111,000 below target. Catering income is £89,000 below budget but this is more than offset by a related underspend of £168,000 on food and other catering supplies.

- 4.8 There continues to be directly related Covid expenditure, totalling £1,303,000 in quarter one. The bulk of this relates to education recovery, with £1,027,000 cost of additional staffing. Expenditure of £33,000 has been incurred in Housing, mainly relating to the setting up of tenant hardship grants; £149,000 in Environmental and Commercial services for additional building cleaning, additional vehicle hire for lands and parks for social distancing and mini bus anti-bacterial fogging. £32,000 has been spent on economic recovery and £62,000 from the Flexible Food fund. In addition to this expenditure, which has largely been budgeted for, there are overspends of £47,000 on the Scottish Welfare Fund and £14,000 on housing benefits (although there is an underspend of £88,000 on Discretionary Housing Payments (DHP) – Scottish Government allocated additional funding for DHP during 2021/22 and is in the process of clawback and redistribution of funds.).

5. BUDGET PRESSURES & ADDITIONS

- 5.1 Budget pressures recognised when the budget was approved on 22 February 2022 are released when the pressure crystallises to the extent that it can be accurately quantified. Provisions to meet budget pressures and new duties totalling £7,044,000, have been released in quarter 1 and these are itemised in **APPENDIX 3**.
- 5.2 Provisions still held centrally at the end of quarter 1 total £11,832,000 and are detailed in **APPENDIX 4** and given a RAG assessment for likelihood of requirement.
- 5.3 Three provisions are assessed as red, as no longer being required: £64,000 for removal of music tuition fees and core curriculum charges as funding has been received via redetermination of general revenue grant; £120,000 for clearance of the Bilbohall site for housing development as work is not now expected on site until the end of 2022 and will not be required in this financial year and £12,000 additional funding for free period products which is not required on current level of uptake, although plans to increase uptake are being developed.
- 5.3 Two provisions are assessed as amber, for uncertainty of requirement: Free school meals extension balance (£402,000) and removal of music tuition charges (£92,000). Free school meals extension balance will depend on uptake from the new school year in August. £35,000 for the removal of music tuition charges is known to be required in quarter 2 but commitments against the balance are not yet known.
- 5.4 Two provisions that are classed as green have drawn down more than the original allocation. Health and Social Care Package costs were estimated at £185,000 split over 2021/22 and 2022/23. Due to a delay in the commencement of the package the full amount was not drawn down until 2022/23. The budget pressure for National Insurance 1.25% increase was £240,000 more than provided for but this element correlates to the consolidated living wage, for which there is a provision including employer's on-costs. A provision of £1,145,000 was included in the budget for implementation of the consolidated living wage, including retrospective payments. To date £226,000 has been drawn down along with the over

allocation for NI of £240,000, the balance of the provision is expected to be required.

- 5.5 All other provisions are expected to be required in full at this juncture.

6. EMERGING BUDGET PRESSURES

- 6.1 Emerging budget pressures are noted throughout the year as they are identified. There have been no new pressures quantified during quarter 1.
- 6.2 A budget pressure of £411,000 was included in the budget for increased cost of gas and electricity. This provision is still held centrally. This pressure was calculated on the cost of energy reported in the annual energy report in the autumn of 2021. With the cost of gas and electricity continuing to increase, this budget pressure is insufficient and more detailed costs will be updated for quarter 2.
- 6.3 The budget will continue to be reviewed for any emerging pressures and further recommendations will be made to in future as and when required.

7. SAVINGS

- 7.1 Savings of £1,576,000 were approved when the budget was set on 22 February 2022 (paragraph 4 of the minute refers). These savings comprised one-off savings of £68,000 and other permanent savings of £1,508,000.
- 7.2 Temporary savings of £68,000 will accrue from the refund due from Grampian Valuation Joint Board, the amount of which will be confirmed when the accounts for 2021/22 are audited and approved by the Board – the saving will be posted thereafter.
- 7.3 Of the originally approved permanent savings, a balance of £1,201,000 remains in central provisions as at the end of June. The detail of this is set out in **APPENDIX 5** and given a RAG assessment for anticipated achievement.
- 7.4 One saving totalling £94,000 is assessed as red. The savings relating to the Improvement and Modernisation programme (IMP) Stream 2: ICT & Digital – schools admin will not be achieved in 2022/23 and a progress report will be going to Committee in November 2022, with savings now projected to be made in 2023/24.
- 7.5 Two savings totalling £169,000 are assessed as amber. These savings relate to the IMP Stream 4: Review & Expansion of Flexible working £44,000 and Lean review £125,000 and will be reviewed in line with the forthcoming IMP update to committee.
- 7.6 The other unposted savings are assessed as green - these are expected to be achieved or substantially achieved during this financial year.

- 7.7 In addition to the savings approved when the budget was set, additional savings of £71,000 accrue from the increase in NI threshold in April 2022. In addition there was a late posting of a vacancy factor increase of £37,000 relating to 2021/22. A further saving of £25,000 relates to a vacant post advised by the service to be no longer required.

8. RESERVES

- 8.1 The balance on general reserves (excluding DSM and ear-marked reserves) as at 1 April 2022 was £5,000,000. This is the minimum level of reserves that can be held on free general reserves.
- 8.2 Moray Council on 29 June 2022 approved an additional use of Covid ear-marked reserves totalling £1,449,000, (paragraph 24 of the Minute refers). The impact of this is an estimated balance of £8,188,000 on the Covid ear-marked reserve at 30 June 2022. The additional budget pressure from utilities inflation noted above will also reduce this balance as and when it crystallises.
- 8.3 Scottish Government provided funding of £960,000 for employability as part of the redetermination of General Revenue Grant in March 2022. Although part of General Revenue Grant there are strict conditions around funding for employability and to meet these this funding will be required in 2022/23 and possibly 2023/24. Consequently it is recommended that this amount is funded from reserves. The surplus generated in 2021/22 was transferred to Covid ear-marked reserves and so this is the appropriate source of funding to use. If approved this will reduce the estimate free balance on the Covid ear-marked reserve to £7,228,000.
- 8.4 Balances at 30 June 2022 for other ear-marked reserves are £4,388,000 for Transformation, with a provisional allocation of around half that amount for IMP, and £5,688,000 for Council priorities, the use of which is yet to be determined in detail but which was set aside to give the Council scope to fund some of its priorities – e.g. Climate Change – where there is no significant allowance in the budget. A further ear-marked reserve of £4,000,00 was set aside to fund cash flow during the earlier years of Moray Growth Deal – this is fully committed.

9. SUMMARY OF IMPLICATIONS

- (a) **Moray 2026: A Plan for the Future and Moray Corporate Plan**
Effective budget management is an essential component of delivery of council priorities on a sustainable basis.
- (b) **Policy and Legal**
No policy or legal implications arise directly from the contents of this report.
- (c) **Financial implications**
The financial implications are addressed throughout the report.

(d) Risk Implications

There are no risk implications arising directly from this report. Budget managers are aware of their responsibilities for managing their budgets in accordance with the Council's Financial Regulations. There is a risk to the Council arising from the agreement that if the Moray Integrated Joint Board overspends the Council will meet 37% of the additional costs incurred. Rising inflation presents a risk to the Council's budget.

(e) Staffing Implications

No staffing implications arise directly from this report.

(f) Property

No property implications arise directly from this report.

(g) Equalities/Socio Economic Impact

No equalities implications arise directly from this report.

(h) Climate Change and Biodiversity Impacts

No climate change and biodiversity impacts arise directly from this report.

(i) Consultations

Consultation concerning Revenue Budget Monitoring is an on-going process with budget managers across the Council. CMT have also been consulted in the preparation of this report and any comments incorporated.

10. CONCLUSION

10.1 The financial position of the Council at the end of June 2022 is an underspend against General Services Revenue Budget of £657,000 (including services delivered on behalf of the Moray Integration Joint Board).

10.2 Variations in General Revenue Grant totalling £11,235,000 have been notified to the Council.

10.3 There are no additional budget pressures noted for Council services at quarter 1 however the amount provided for utilities inflation is inadequate.

10.4 The Council has approved use of £13,898,000 from Covid ear-marked reserves, with a potential further £960,000 required.

Author of Report: Deborah O'Shea, Principal Accountant
Background Papers: Held by author
Ref: DOS/SPMAN-1293228629-743

MORAY COUNCIL - APPENDIX 1

BUDGET MONITORING REPORT

QUARTER 1 to 30 JUNE 2022

Service	Revised Budget 2022/23 £000s	Budget to 30 June 2022 £000s	Actual & Committed to 30 June 2022 £000s	Year to date variance £000s
Education, Resources & Community	29,151	7,929	7,826	103
Childrens Services	19,289	5,579	5,316	263
Education	70,056	20,251	19,842	409
General Services Housing & Property	3,590	875	885	(10)
Environmental & Commercial Services	26,321	5,693	5,448	245
Economic Growth & Development Services	4,015	430	536	(106)
HR, ICT & Organisational Development	5,752	2,124	2,101	23
Financial Services	2,003	724	708	16
Governance, Strategy & Performance	6,484	2,466	2,527	(61)
Other Services	2,782	696	696	0
SERVICES excl HEALTH & SOCIAL CARE	169,443	46,767	45,885	882
Health & Social Care (IJB)	57,629	12,265	12,544	(279)
Health & Social Care (Non IJB)	187	36	(18)	54
TOTAL SERVICES incl HEALTH & SOCIAL CARE	227,259	59,068	58,411	657
Loans Charges	14,407	0	0	0
Provision for Contingencies and Inflation	4,483	0	0	0
Additional Costs	7,342	0	0	0
Unallocated Savings	(1,202)	0	0	0
TOTAL PROVISIONS	10,623	0	0	0
TOTAL GENERAL SERVICES EXPENDITURE	252,289	59,068	58,411	657

Commentary on Quarter 1 Performance

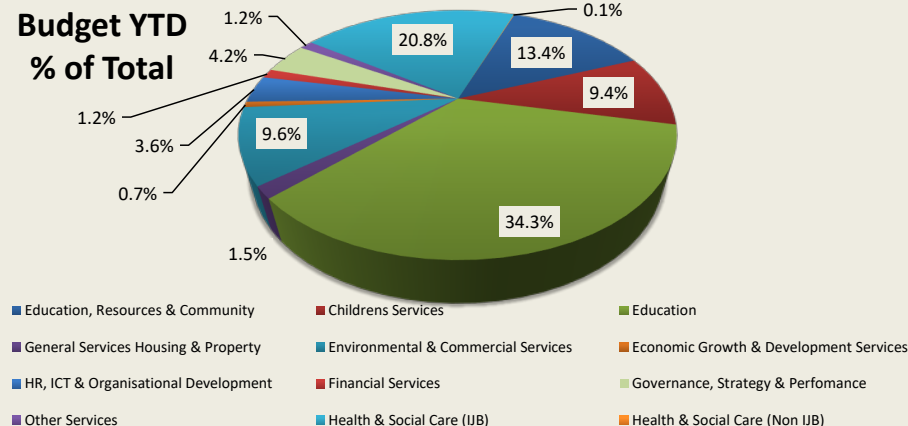
Childrens' Services: there is an underspend of £79k on children with disabilities residential. Contract for pre-school children with disabilities saving of £14k. Forres Group Home was closed in March 2021 and funding was approved to be used on 2 new contracts - delay in procuring has generated a £128k underspend at the end of Q1

Education: Devolved School budgets are underspent by £324,000 at the end of the first quarter, £90,000 in Primary and £234,000 in Secondary schools.

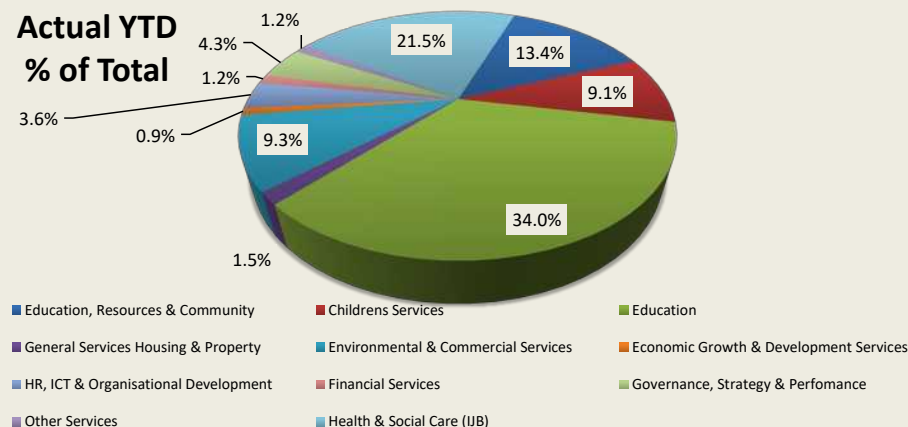
Env & Commercial Services: Underspends in a number of areas including: Fleet £128k, Transportation £45k, Cleaning and Catering £79k, Lands & Parks £64k, These have been offset by overspends in Waste £75k (leachate and fuel £22k & £54k respectively) and Consultancy £11k

Economic Growth & Dev: Building standards and planning income both below budget by £34k and £77k respectively

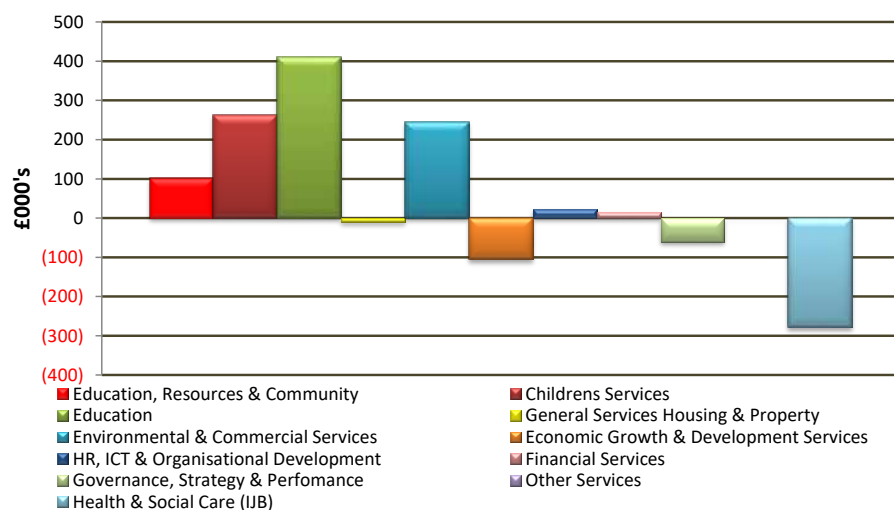
Budget YTD % of Total



Actual YTD % of Total



YTD Actual Variance to Budget (excl Loans & Provisions)



APPENDIX 2

	Allocated Budget	Provisions for Contingencies and Inflation	Additional costs	Savings	Budget	Loan Charges	Depreciation	Total Budget
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
3 March 2021	204,445	5,281	18,876	(1,576)	227,026	13,707		240,733
School carry forwards	1,288				1,288			1,288
PEF carry forwards	1,046				1,046			1,046
ELC carry forwards	44				44			44
Funded from reserves - approved MC 29/06/20					0			0
Funded from Transformation Earmarked Reserve			55		55			55
Funded from Covid Earmarked Reserves	2,378				2,378			2,378
Additional GRG			6,745		6,745			6,745
Adjustment 1	18,058	(798)	(18,334)	374	(700)	700		0
Corporate Committee 30/08/22	<u>227,259</u>	<u>4,483</u>	<u>7,342</u>	<u>(1,202)</u>	<u>237,882</u>	<u>14,407</u>	<u>0</u>	<u>252,289</u>

ALLOCATIONS FROM PROVISIONS

Provision for Contingencies and Inflation	Committee reference	£000s	£000s
Approved when budget set:			5,281
Learning estate balance of staffing budgets		(28)	
Regradings per HR		(35)	
Property services change management plan		(78)	
Contract inflation increases	N/A	(607)	
Salary conservation	N/A	8	
Pay award	N/A	(319)	
Maximum Basic Scale (MBS) Primary & Secondary	N/A	9	
Other	N/A	252	
		<u>(798)</u>	
Balance at 30 June 2022			4,483
Additional Costs		£000s	£000s
Approved when budget set:			18,876
Movements in General Revenue Grant			
Discretionary Housing payments		223	
Bridging payments		472	
Removal of curriculum charges		127	
Removal of music tuition charges		145	
Additional investment in H&SC		3,737	
Social work capacity in adult services		409	
National Trauma Training Services		50	
Alcohol & Drug Partnership New Burdens		45	
Cost of living payments		4,490	
Free period products		12	
Easter study provision		44	
Free School Meals Extension		28	
Economic recovery fund		1,280	
Summer Activities Funding		173	
			11,235
Budget pressures approved when budget set			
Early Learning & Childcare	MC 22/02/22	(1,626)	
Social work social care package	MC 22/02/22	(185)	
Social work H&SC funding per settlement letter	MC 22/02/22	(6,745)	
Additional teachers	MC 22/02/22	(21)	
MS licences for schools	MC 22/02/22	(26)	
School roll numbers	MC 22/02/22	(174)	
ASN Allocations	MC 22/02/22	(478)	
Increase in Gladstone costs for new system	MC 22/02/22	(13)	
Moray Leisure Centre repairs & maintenance	MC 22/02/22	(75)	
Economic recovery plan	MC 22/02/22	(70)	
Moray Growth Deal	MC 22/02/22	(132)	
Strategic planning & development	MC 22/02/22	(60)	
Gritting Salt	MC 22/02/22	(180)	
Meat prices	MC 22/02/22	(50)	
long term impact of reducing car parking	MC 22/02/22	(150)	
Tree survey	MC 22/02/22	(60)	
Records management	MC 22/02/22	(45)	
Internal audit	MC 22/02/22	(40)	
increase in loans charges	MC 22/02/22	(700)	

Consolidated living wage	MC 22/02/22	(226)	
Itrent contract renewal	MC 22/02/22	(16)	
National Insurance increase	MC 22/02/22	(940)	
Revised IMP	MC 22/02/22	(49)	
Increased fuel duty	MC 22/02/22	(103)	
ELC consultants	MC 22/02/22	(20)	
Cost of vehicle fuel	MC 22/02/22	<u>(135)</u>	(12,319)

Additional Budget Pressures approved

Participatory budgeting	MC 12/05/21	(70)	
MDF contract retender		(120)	
Day cleaning		(5)	(195)

Funded from Transformation ear marked reserves

ELC consultants		50	
renewables income		<u>5</u>	55

Service Developments

Levelling up fund		(209)	
Cyber security		<u>(28)</u>	(237)

Additional funding allocated

Free school meal expansion		(325)	
Free school meal holiday provision		(13)	
Mental Health Officer funding		(18)	
Covid economic recovery fund		(598)	
Discretionary housing payments		(194)	
Removal of music tuition charges		(53)	
Additional investment in Health & Social Care		(3,737)	
Social work capacity in adult services		(409)	
Adult disability payment		(45)	
Cost of living payments		(4,490)	
Summer Activities Funding		(173)	
Easter study support		(18)	(10,073)

Balance at 30 June 2022 **7,342**

Savings & Charges

Committee reference £000s £000s

Approved when budget set: **(1,576)**

Permanent savings approved when budget set:

Planning applications review	MC 27/02/19	50	
Estates rental review	MC 27/02/19	104	
Halls LED lighting	MC 22/02/22	8	
Green waste income	MC 19/01/22	50	
GVJB requisition	MC 22/02/22	16	
Additional pension costs	MC 22/02/22	15	

Additional Savings Identified:

Insurance adjustment correction		(1)	
NI Thresholds		70	
Copy shop Asst		25	
Vacancy target increase		<u>37</u>	
		374	

Balance at 30 June 2022 **(1,202)**

BUDGET PRESSURES & ADDITIONS

Ref	Description	Para Ref	Amount £000s	Status	Committee reference	Reasons
RECOGNISED WHEN BUDGET SET						
	Health and Social Care					
	H&SC Care Package		(79)			The original budget pressure was split over 2 years, the £79,000 was not drawn down in 2021/22 due to a delay in the package commencing
	Education Resources & Communities					
	ASN Allocations		622			Expected to be required
	Additional funding for teachers etc		215			Expected to be required
	DSM / class contact time review		44			Expected to be required
	Education					
	School roll numbers		685			Expected to be required
	Additional teachers etc		307			Expected to be required
	Removal of music tuition fees and core curriculum charges		64			Not required due to redetermination in row 64 below.
	Early Learning and Childcare		374			Expected to be required
	Economic Growth & Development					
	Budget Pressures associated with Economic Recovery Plan		193			Expected to be required
	MGD revenue contribution STEM		60			Expected to be required
	Bus Revolution revenue		(2)			Drawn down
	Moray Growth Deal support		30			Recruitment for 0.5 post
	Development Plan Scheme - transportation appraisals		200			Expected to be required
	Governance etc					
	Records management		(1)			Drawn down
	Scottish Disability Assistance		44			Expected to be required

	Cross Service					
	Clearance of Bilbohall Site for housing development		120			Work not expected on site until end 2022, will not be required in this financial year
	Consolidation Living Wage		499			£225,656 drawn down ,balance is expected to be required
	LW retrospection (one off)		420			Expected to be required
	National Insurance 1.25% increase		(240)			Drawn down
	Revised IMP		949			Expected to be required
	Energy costs		411			Expected to be inadequate
	Total		4,916			
	Funded from Covid Earmarked Reserves					
	Annual maintenance of automatic bollards Elgin High Street		7			Expected to be required
	Total		7			
	Funded from Transformation Earmarked Reserves					
	ELC Consultants		30			Expected to be required
	Renewables Income Fund		5			Expected to be required
	Total		35			
	ADDITIONAL BUDGETS APPROVED					
	Participatory budgeting		(70)			drawn down - positions were only approved last year and are permanent posts which has taken time to recruit to
	ASN Review		(120)			drawn down - issues with recruiting to the Deputy Head Teacher post before the Education IMP could progress
	MDF contract re-tender		(5)			drawn down
	Total		(195)			

SERVICE DEVELOPMENTS						
	School real time data		63			Expected to be required
	Youth Work (Buckie and Forres)		120			Expected to be required
	Levelling Up Fund		221			Expected to be required
	Property Level Flood Protection		5			Expected to be required
	Cyber Security - Phishing Solution		-1			drawn down
	Total		408			
FUNDING FOR NEW DUTIES						
	Free School Meals Extension		430			Budget drawn down for term 1. Resources required will depend on uptake from new school year in Aug
	Free School Meals holiday provision		250			Expected to be required
	COVID Economic Recovery Fund		682			May be changes to the distribution of this. Paper to go to committee in Aug
	Discretionary Housing Payments		29			Expected to be required
	Bridging Payments		472			Expected to be required
	Removal of Core Curriculum Charges		127			Expected to be required
	Removal of Music Tuition Charges		92			£35k to be drawn down in Qtr2 - balance not required
	National Trauma Training Services		50			Expected to be required
	Free Period Products		12			Not required
	Easter Study Provision		26			Expected to be required
	Total		2,170			
	Total		7,342			

					APPENDIX 5
SAVINGS					
Ref	Description	Amount £000s	Status	Committee reference	Update Qtr1
Approved for 2022/23 budget:					
	Children's Services				
	Children's Services - Out of Area placements	(800)		MC 19/01/2022	Will be posted in Qtr2
	Education Resources & Communities				
	Relocate staff from Auchernack plus Forres Community Centre staff restructure	(20)		MC 27/02/2019	Will only be realised when building disposed of, but expected to be this financial year.
	LED lighting	(2)		MC 22/2/2022	Balance to be posted in Qtr 2
	Corporate/Cross Service				
	Increase vacancy factor in line with pay awards (2 years in 2022/23)	(180)		MC 22/2/2022	Will be posted in Qtr2
	Indicative Savings from I&M programme				
	Stream 2: ICT & Digital - Schools Admin	(94)		MC 03/03/2021	Will not be achieved in 22/23 - report to go to committee in November 2022
	Stream 4: Review & Expansion of Flexible Working	(44)		MC 03/03/2021	
	Lean review	(125)		MC 3/3/2021	
	Total	(1,265)			
Temporary Savings					
		(68)			Will be achieved in Qtr 3
Additional Savings Identified :					
	Rev Criminal Justice Insurance Amendment	(1)			
	NI Threshold	71			
	DAR 30.5.22 - Copy Shop Asst	25			
	21/22 Vacancy target inc (posted after budget re	37			
		132			
		(1,201)			

APPENDIX 6

General Reserves	Committee reference	Approved £000s	Budget released £000s
General Reserves @ 1 April 2022		5,000	
Free balance @ 30 June 2022		5,000	
Transformation Ear marked Reserve	Committee reference	Approved £000s	Budget released £000s
Balance @ 1 April 2022		5,480	
Funding from reserves approved in 2022/23:			
Raising attainment	MC 15/09/21	(998)	
ELC consultants	MC 04/06/22	(50)	
Climate change	MC 05/21	(44)	(44)
		(1,092)	(44)
Free balance @ 30 June 2022		4,388	
Covid Ear marked Reserve	Committee reference	Approved £000s	Budget released £000s
Balance @ 1 April 2022		22,086	
Less commitments against reserves when budget was set:			
To balance budget	MC 22/02/22	(8,190)	
ASN	MC 22/02/22	(250)	
		(8,440)	
Funding from reserves approved in 2022/23:			
Rapid rehousing	MC 29/06/22	(325)	(325)
Day cleaning CORV (posted after budget rolled)		(132)	(132)
Tenant Hardship	MC 29/06/22	(39)	(39)
Flexible Food Fund/SWF	MC 29/06/22	(123)	(123)
Discretionary Housing Payments	MC 29/06/22	(145)	(145)
Community Planning Pship	MC 29/06/22	(21)	(21)
Winter Support Funding	MC 30/11/21	(26)	(26)
Trade Union provision 22-23	Corp 14/06/22	(22)	(22)
Community Wealth Building Officer	MC 29/06/22	(16)	(16)
Pop up shops	MC 29/06/22	(44)	(44)
Start Up grants	MC 29/06/22	(100)	(100)
Brexit Support	MC 29/06/22	(26)	(26)
ECOD	ECOD 03/02/21	(87)	(87)
Education Covid budgets		(1,051)	(1,051)

Replace financial flexibilities		(3,120)	
Renewables Income Fund		(5)	
Whole Family Wellbeing Fund	MC 29/06/22	(37)	(37)
Children & Young People Mental Health COVID	MC 29/06/22	(129)	(129)
Refugee Funding	MC 29/06/22	(10)	(10)
		<u>(5,458)</u>	<u>(2,333)</u>
Approved use of reserves		(13,898)	
Free balance @ 30 June 2022		8,188	
Council Priorities ear marked Reserve	Committee reference	Approved	Budget released
		£000s	£000s
Balance @ 1 April 2022		5,881	
Less commitments against reserves when budget was set:			
Moray Growth Deal cash flow	MC 22/02/22	(193)	
Free balance @ 30 June 2022		5,688	



REPORT TO: CORPORATE COMMITTEE ON 30 AUGUST 2022

SUBJECT: CAPITAL PLAN 2022/23

BY: DEPUTE CHIEF EXECUTIVE (ECONOMY, ENVIRONMENT & FINANCE)

1. REASON FOR REPORT

- 1.1 To advise the Committee of expenditure to 30 June 2022 under the capital plan for financial year 2022/23 and of estimates of projected expenditure profiled into quarters.
- 1.2 This report is submitted to Committee in terms of Section III (B) 9 of the Council's Scheme of Administration relating to monitoring progress of projects in the approved capital plan including any revisions to the price or phasing on a quarterly basis.

2. RECOMMENDATION

2.1 It is recommended that the Committee:

- (i) Considers and notes expenditure to 30 June 2022 of £4,394,000;**
- (ii) Considers and notes the current projected expenditure of £55,929,000 for 2022/23 profiled into quarters, as set out in APPENDIX 1;**
- (iii) Considers and notes the projected overall expenditure for projects spanning more than one financial year, as set out in APPENDIX 2; and**
- (iv) Approves amendments to the 2022/23 and 2023/24 capital plan as detailed in section 6.1 of this report.**

3. BACKGROUND

- 3.1 The capital plan for 2022/23 totalling £51,426,000 was approved by Moray Council on 22 February 2022 (paragraph 4 of the Minute refers). Amendments (largely carry forwards from 2021/22) approved by the Council at its meeting on 23 February 2022 (paragraph 7 of the Minute refers) have been incorporated to give a current approved capital plan for 2022/23 totalling £62,607,000. The current projected expenditure is £55,930,000, but this estimate should be treated with caution due to volatile conditions within the Construction Industry and in supply chains of materials. These issues are resulting in contractors declining to tender for works or increasing prices significantly above estimates and also in delays in construction works and delivery of goods. Consequently, this figure should be treated as the maximum spend expected in year.
- 3.2 As some sizeable projects span more than one financial year, this report includes a separate **APPENDIX 2**, giving details of expenditure on such projects in order to give a complete financial overview of these projects.

4. CAPITAL PLAN 2022/23

- 4.1 A copy of the summary capital plan is included as **APPENDIX 1** showing actual expenditure to 30 June of £4,393,000. This is just over 7% of the currently approved capital plan. General Capital Grant of £2,092,000 has been received from the Scottish Government. Other grants and contributions of £105,000 have also been received, consisting of funding to enable the 1:1 provision of CO2 monitors in schools and Early Learning and Childcare settings (1:1 provision means having one monitor per classroom and teaching space), and for Speyside Way Upgrades funded by the Low Carbon Travel and Transport Challenge Fund (LCTT). In addition to this, Developer Contributions of £137,000 have been received in quarter 1 of this financial year and capital receipts of £198,000 for the sale of land and buildings and vehicles.
- 4.2 Expenditure on land and buildings to 30 June 2022 totals £1,761,000. The main items of expenditure are £352,000 on works to bring the school estate to BB standard and £440,000 for the Council's contribution to the construction of the NESS Energy for Waste plant. Expenditure of £500,000 has also been spent on Place Based Investment, a programme established by the Scottish Government to ensure that local investment is relevant to local communities and for the benefit of local people. This expenditure, which relates to the acquisition of buildings at Buckie Harbour, is funded by capital grant from the Scottish Government.
- 4.3 Expenditure on infrastructure assets to 30 June 2022 totals £1,136,000. The main item of expenditure was £604,000 on roads resurfacing works carried out throughout the council area.

- 4.4 Expenditure on vehicles, plant and equipment to 30 June 2022 totals £1,497,000. The main item of expenditure was £1,189,000 on the Vehicle and Plant Replacement Programme, all of which is slippage from 2021/22 due to the current lead time for the delivery of vehicles.

5. **PROJECTED OUTTURN AND PROJECT DEFERRALS**

- 5.1 Budget managers have been requested to update projected estimates of expenditure on capital projects in 2022/23. Projects are graded for confidence of achieving projected expenditure with high confidence rated as green, medium confidence as amber and low confidence as red. A summary of the ratings is given in the table below.

Risk Status	RAG	No of Projects	Projected Expenditure 2022/23 £000
High confidence of spend to estimate	G	94	42,379
Medium confidence of spend to estimate	A	15	11,355
Low confidence of spend to estimate	R	5	2,195
		114	55,929

- 5.2 The spend projections provided by budget managers are based on the best information available at this time. However, given the uncertainties referred to in paragraph 3.1 a green RAG rating really only indicates that no specific issues have been identified to date.

5.3 **Red rating**

A red status highlights areas where there is low level of confidence in estimated expenditure. The following have been identified by budget managers as having a red status:

Project	Projected Expenditure 2022/23 £000s
Land and Buildings	
New 3G Pitches	700
Refurbishment and Upgrade of Pools	-
Infrastructure	
Bridges (3 projects)	1,335
Timber traffic structural work	160
TOTAL	2,195

- 5.4 Work on some of the planned Leisure Facilities projects are dependent on the Learning Estate Strategy and will also be informed by conditions surveys of the facilities. An update on the Learning Estate Strategy and proposed investment programme in sport and leisure facilities will be made to the Transforming Learning Board and thereafter to the Education, Leisure and Children's Services Committee later in the year. At this stage there is no certainty on spend requirements. The budget for timber traffic structural work

is used as match funding when applying for grants. The Council was only successful in one of its bids and it is therefore unlikely that the balance of funding above that required for match-funding for the successful bid will be spent in the current financial year (see paragraph 5.17). Three bridge projects are currently predicting a status of red (Bridge of Slateford, Aldunie Bridge/Dykeside Bridge and Shougle Bridge). Current construction industry inflation, along with complex negotiations with landowners are contributing to this.

5.5 Amber rating

An amber rating of confidence to spend budget highlights areas where there are issues impacting on the ability to project spend – generally indicating factors outwith the budget manager’s control. The following have been identified by budget managers as having an amber status:

Project	Paragraph	Projected Expenditure 2022/23 £000s
Land & Buildings		
Findrassie Primary School	5.6	450
Parks & Open Spaces Infrastructure	5.6	140
Industrial Portfolio Projects	5.6	-
Infrastructure		
Kerb Edge Replacement	5.7	-
Street Lighting – Replacement Columns and Lights	5.7	800
Bridges (2 projects)	5.7	3,015
Vehicles, Plant & Equipment		
Moray Leisure Centre Equipment	5.8	-
Vehicle & Plant Replacement Programme	5.8	5,563
Children’s Play Area Equipment	5.8	253
ICT Capital Spend	5.8	1,134
TOTAL		11,355

5.6 The tender process for the new Findrassie Primary School has taken longer than originally envisaged and contract award is now expected in the second quarter of 2022/23. Capacity issues within the Land and Parks team have seen delays in progressing Parks Infrastructure projects. Various issues including land purchase negotiations and design issues, along with resource issues within the department due to increased workloads have impacted on Industrial Estates projects. One project is on hold and it is unclear what expenditure is likely in 2022/23.

5.7 Staff vacancies within the Roads Department are impacting on plans for Kerb Replacement projects and Street Light Column Replacements. Bridges projects for a new Craigellachie Bridge and Boat O Brig Bridge at Orton are both classed as Amber based on Tender returns and construction industry inflation.

5.8 Spend requirements for Moray Leisure Centre equipment will form part of the sports and leisure investment plan being developed. Until that is approved no expenditure is envisaged on Moray Leisure Centre. The lead time for vehicle replacements is very long due to issues with the supply of small components to complete vehicles and there is therefore a high degree of uncertainty as to when vehicles will be delivered. There is a similar situation with regards to Play Area Equipment. Establishing the requirements for the next phase of the telephony project, which are dependent on future flexible working and the Property Asset Management Appraisal (PAMA) office review, and staff resourcing for the legacy server replacement programme mean there is a degree of uncertainty around the amount of spend against the ICT capital programme.

5.9 Details of the projected variances as at June 2022 from the current approved capital programme, summarised in **APPENDIX 1**, is set out below:

Description	Ref	Underspend/ (Overspend) £000s
Land and Buildings		
Lossiemouth High School	5.10	281
Findrassie Primary School	5.11	(100)
Leisure Facilities – Works Arising from Condition Surveys	5.12	40
Refurbishment and Upgrade of Pools	5.13	300
Industrial Portfolio	5.14	4,324
Economic Development – Town Centre Improvement Plans	5.15	200
Infrastructure		
Kerb Edge Replacement	5.16	50
Timber Traffic	5.17	590
Bridges	5.18	920
Vehicles, Plant & Equipment		
Moray Leisure Centre Equipment	5.19	400
Gull Proof Bins	5.20	(2)
Replacement Household Waste Recycling Centre (HWRC)	5.21	300
ICT Capital Spend	5.22	72
TOTAL		7,375

Land and Buildings

5.10 **Lossiemouth High School** – The remaining costs for the project include the remainder of the soft landscaping works that are still to be carried out. Spend to date in previous financial years include additional Covid costs. The effect of these costs on the overall project can be seen in **Appendix 2**. Under the terms of the contract, the contractor was entitled to recover reasonable costs due to the delays experienced following Covid-19 government restrictions. Scottish Government have confirmed that they will not be making any contribution towards these costs.

- 5.11 **Findrassie Primary School** – As part of the 2021/22 out-turn reported to Moray Council on 29 June 2022 (paragraph 17 of the minute refers) a carry forward of £50,000 was requested from an underspend of £188,000. This was an error - the recommended carry forward should have been £150,000 and it is therefore recommended that the budget in the current financial year is increased by the amount omitted from the carry forward report - £100,000.
- 5.12 **Leisure Facilities Works Arising from Condition Surveys** – Works instructed as a result of conditions surveys are anticipated to cost £40,000 less than the allowance in the capital plan for 2022/23. However the final cost will not be confirmed until works are complete.
- 5.13 **Refurbishment & Upgrade of Swimming Pools** – The programme of works under this heading are dependent on the development of the Learning Estate Strategy. The timing and amount of spend is currently uncertain and will be reported to future Committees once finalised. Conditions surveys indicate that some work is required in early course but the likelihood of this being procured in 2022/23 is considered low. It is recommended that the full budget of £300,000 be carried forward to 2023/24 to allow the work to be carried out.
- 5.14 **Industrial Portfolio**
Forres Industrial Estates – There are two projects within the capital plan, both involving acquisition of land and subsequent development of service sites. For the first, the land owner of the site is now seeking to retain the site and alternative options are being investigated. Meantime the project is effectively on hold. It is unlikely that purchase will complete in the current financial year so it is recommended that the full budget of £281,000 is carried forward to 2023/24. The delay in purchasing the necessary land will mean that the subsequent development of serviced sites and units on the land acquired will also be delayed and it is recommended that the budget of £2,798,000 be carried forward to 2023/24 for the projects to be progressed on completion of the land acquisition.
- Economic Recovery Industrial Estate Forres – This is a joint project with Highland and Islands Enterprise. There are a number of landowners involved in negotiations for site acquisition and this is likely to take longer than originally envisaged. It is therefore recommended that the full budget of £545,000 is carried forward to 2023/24.
- Economic Recovery Industrial Estate Speyside – This project has complex design issues, including a sloping site, steep access road and the potential requirement for a lengthy cycle path. It is therefore recommended that the full budget of £700,000 is carried forward to 2023/24.

- 5.15 **Economic Development Town Centre Improvement Plans** – As part of the Economic Recovery Plan agreed at the Economic Growth, Housing and Environmental Sustainable Committee on 6 October 2020 (paragraph 9 of the minute refers) £200,000 was allocated to works to improve and adapt town centres resulting from Masterplanning. The funds were to be spent in the 2022/23 financial year but it is now recommended that budget is carried forward to 2023/24 to allow further time for project development and community consultation to deliver projects that support the economic recovery of the town centres.

Infrastructure

- 5.16 **Kerb Edge Replacement** – Lack of staff resources within the Service has meant that work to identify locations for kerb replacement works has not been carried out and an underspend of £50,000 is currently projected.
- 5.17 **Timber Traffic** – This budget is used as match funding for bids to the Strategic Timber Transport Fund (STTF). The Council submitted a bid for funding but was only successful in receiving funding for one project. The total cost of the works is currently estimated to be £400,000 with the Strategic Timber Transport Fund STTF contributing 60% of eligible costs of works. It is therefore recommended that the underspend of £590,000 be carried forward to support prepare future bids which meet the criteria of the fund.
- 5.18 **Bridges**
- A941 New Craigellachie Bridge – Tenders have been returned for this project and were lower than budget. At this stage it is projected that the project will cost £3,000,000, currently £786,000 less than budget.
- A941/100 Blackwater Bridge – There is now one project being undertaken at this bridge and the anticipated cost is £400,000. Scottish Government has awarded Lifeline Bridge funding of £230,000 towards the cost of the work.
- Boat O Brig Bridge Orton – There is a budget of £4,000 for design and preparatory work in 2022/23, with construction planned for 2023/24. Expenditure of £15,000 is currently anticipated for 2022/23.
- Bridge of Slateford – Design works on this project have been delayed and there is now a risk that the works will be carried out in the winter months adding risk and cost. Based on the current market conditions it is currently expected that the costs will be £250,000. Scottish Government has awarded Lifeline Bridge funding of £113,000 towards the cost of the work.
- Kirkhill Drive, Lhanbryde – The construction work for this project is now planned to be undertaken in 2023/24 so it is recommended to carry forward £200,000, leaving £30,000 in 2022/23 to enable design work to be completed and allow work to start on site early in 2023/24.

Aldunie Bridge Cabrach/Dykeside Bridge – Tenders have been returned for this project and were higher than anticipated. It is now expected that this joint project will now cost in the region of £485,000, an increase of £180,000.

U118E/10 Shougle Bridge – Tender has been awarded and costs are projected to be £550,000.

Vehicles, Plant and Equipment

- 5.19 **Moray Leisure Equipment** – Expenditure on Moray Leisure Centre will be part of the sports and leisure capital investment programme referred to in paragraph 5.8 above.
- 5.20 **Vehicle and Plant Replacement** – At the moment the service project that this budget of £5,563,000 will be fully committed in 2022/23. Of this £2,032,000 was carried forward from 2021/22. Global factors such as the war in Ukraine, the pandemic and Brexit have caused major manufacturer factory shutdowns making it difficult to predict delivery times of vehicles and all the expenditure in 2022/23 to date has been on vehicles ordered during 2021/22. It is therefore recommended to carry forward the same level of slippage to 2023/24 to take account the delays being experienced.
- 5.21 **Gull Proof Bins** – This heading is currently projecting a small overspend of £2,000 due to an increase in the unit price of bins.
- 5.22 **Replacement HWRC Elgin** – A land assessment is currently underway for the construction of a new HWRC for Elgin. Some sites have been identified as suitable for the project and well within budget. However if the land in question is not purchased, another assessment will be required and costs could change significantly. The sites under consideration are commercially sensitive.
- 5.23 **ICT Capital Spend** – It is currently anticipated that expenditure on ICT capital projects is likely to be between 80%-90% of the approved budget. However there is uncertainty around the requirements for the future phase of the telephony project and resourcing for the legacy server replacement programme. Once the requirements are finalised costs will be updated.

6. **AMENDMENTS TO CAPITAL PLAN**

6.1 The following amendments to the capital plan are proposed:

Amendments	Para	2022/23 £000s	2023/24 £000s
Land & Buildings			
Findrassie Primary School	5.11	100	-
Refurbishment & Upgrade of Swimming Pools	5.13	(300)	300
Industrial Portfolio	5.14	(4,324)	4,324
Economic Development – Town Centre Improvement Plans	5.15	(200)	200
Nature Restoration Fund	6.2	124	-
Infrastructure			
Timber Traffic	5.16	(590)	590
Principal Bridge Inspections	6.3	245	300
Vehicles, Plant & Equipment			
Vehicle & Plant Replacement	5.18	(2,032)	2,032
Grant Funding			
Nature Restoration Fund	6.2	(124)	-
TOTAL		(7,101)	7,746

6.2 **Nature Restoration Fund** – The Nature Restoration Fund Scottish Government funding for actions which help nature recover Funding is included in the General Capital Grant. The Council's share of the funding is £124,000. Detailed plans for this funding will be reported to the meeting of Economic Development and Infrastructure Services Committee at its meeting on 6 September.

6.3 **Principal Bridge Inspections** – Moray Council's road network includes 376 bridges. Each bridge must undergo a general inspection every two years and a principal inspection every six years. General inspections are observational and are undertaken by a full time bridges inspector. However, principal inspections are more detailed and must be undertaken by a Technician or Engineer and signed off by a Chartered Senior Engineer. To meet the required target of every six years it is necessary to undertake approximately 63 principal inspections each year. While some of these can be undertaken in-house, the Council does not have sufficient resources within the Bridges team to undertake all of them and it will be necessary to outsource some of these each year. We currently have a backlog of inspections and will try and clear this by outsourcing additional inspections over the next two to three years. Once the backlog is cleared we will be able to assess the requirements for outsourcing this work each year. Depending on the level of on-going work it might prove preferable to attempt to recruit additional staff but recruitment of specialist professional staff is difficult and unless there is a significant level of work a post is unlikely to be attractive to potential candidates. It is therefore recommended to increase the capital plan by £245,000 in 2022/23 and £300,000 in 2023/24.

7. RISK AND EMERGING ISSUES

- 7.1 Budget managers have been requested to identify any specific areas of risk for the projects in the capital plan for which they are responsible.
- 7.2 As reported to Economic Growth, Housing and Environmental Sustainability Committee on 24 August 2021 (paragraph 7 of the minute refers) a risk to the capital plan is an increase in the cost of materials and scarcity of many materials which are key for the construction industry. Scotland Excel have informed the Council of unavoidable increases to costs on some of their frameworks and some key materials such as concrete, wood and steel are currently difficult to source and costlier if they are available. This is partly a world-wide reaction to the pandemic, and partly due to Brexit, and the war in Ukraine is also having an impact. The construction industry is also over-heated and some recent procurement exercises have stalled. The Strategic Territory Partnering Board are also monitoring market volatility.
- 7.3 There is a risk that contract inflation might increase the eventual cost of projects in future years of the capital plan and a risk that any deferment of projects relating to asset condition might result in element failure, potentially incurring unbudgeted costs. The figures in the 10 year plan are based on current costs and are likely to increase by the time the project is undertaken.
- 7.4 The main risk for the vehicle replacement programme is manufacturers failing to deliver to agreed timescales and this risk is heightened at this time due to the shortage of semi-conductors.
- 7.5 Lack of staff resources and staff turnover can impact on project timescales and other emerging work priorities can impact in scheduled works and this is reflected in delays where work planned to be out-sourced is being brought in-house as a result of poor response to tender requests. Poor responses to tender requests are an increasing phenomenon and work is on-going with organisations such as Hubco to attempt to improve market engagement, as well as support from the Procurement team to engage local suppliers and contractors. Lack of staff resources is a more intractable problem and current recruitment difficulties, coupled with additional funding streams with short time envelopes for spend, which adds pressure to staff workloads, is creating difficulties and therefore slippage in many areas of the capital programme.
- 7.6 There is a risk that time-limited funding is not spent within time-frame and that the Council therefore loses the opportunity to improve or create assets at no or reduced cost to the Council.
- 7.7 Projects can be subject to risks which are outwith the direct control of the Council, such as poor weather conditions and some assets such as harbours are particularly vulnerable to bad weather events.
- 7.8 The cost to the Council of borrowing is calculated based on interest rates at that time. The current pattern of interest rate rises is considered likely to continue and this will have an impact on the cost to the Council and will need to be taken into account when looking at future capital proposals.

7.9 No other project risks have been specifically identified by budget managers.

8. **SUMMARY OF IMPLICATIONS**

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

Effective budget management is an essential component of delivery of Council priorities on a sustainable basis.

The capital plan is one of the vehicles through which the Council's priorities can be delivered. The approved capital plan for 2022/23 and the outline ten year plan incorporates measures designed to address the LOIP priorities of building a better future for our children and young people, empowering and connecting communities and developing a diverse, inclusive and sustainable economy.

(b) Policy and Legal

There are no policy or legal implications arising directly from this report.

(c) Financial implications

The financial implications are highlighted within the report and **Appendices 1 and 2** to the report.

(d) Risk Implications

Budget managers are aware of their responsibilities for managing budget allocations and approval for variance will be sought from Council in line with the financial regulations. Risks specific to items within the capital plan are highlighted in paragraph 7 of this report.

(e) Staffing Implications

There are no staffing implications arising directly from this report.

(f) Property

There are no property implications arising directly from this report.

(g) Equalities/Socio Economic Impact

There are no equalities issues arising directly from this report.

(h) Climate Change and Biodiversity Impacts

There are no climate change or biodiversity issues arising directly from this report.

(i) Consultations

All capital budget managers have been consulted in the development of estimated actuals as part of the preparation of this report. The Corporate Management Team have been consulted and any comments incorporated in the report.

9. CONCLUSION

- 9.1 Capital expenditure in the first quarter of the financial year amounts to £4,394,000 to the end of June 2022.**
- 9.2 Capital expenditure is currently projected to be £6,677,000 lower than the approved capital plan for 2022/23 but with a high degree of uncertainty due to current construction industry conditions and other external factors.**
- 9.3 Amendments to the Capital Plan amounting to a decrease (net of additional grant funding) of £7,101,000 in 2022/23 and an increase of £7,746,000 in 2023/24 are recommended.**

Author of Report:	Laurie Milne, Senior Accountant
Background Papers:	
Ref:	LM/LJC/SPMAN-1293228629-737
	SPMAN-1293228629-737
	SPMAN-1293228629-738
	SPMAN-1293228629-739

Moray Council Capital Programme 2022/23

As at 30th June 2022

	Capital Plan 2022/23 £000	Actual £000	Projected Expenditure				Total Projected Expenditure £000
			Q1 £000	Q2 £000	Q3 £000	Q4 £000	
Land and Buildings							
Education, Children's and Leisure Services Committee	6,630	674	674	1,635	1,930	1,872	6,111
Economic Development and Infrastructure Committee	30,407	1,081	1,081	4,536	6,088	14,178	25,883
Corporate Committee	680	6	6	0	66	608	680
Infrastructure							
Economic Development and Infrastructure Committee	15,728	1,136	1,136	4,200	5,880	2,952	14,168
Vehicles Plant and Equipment							
Education, Children's and Leisure Services Committee	460	0	0	20	20	20	60
Economic Development and Infrastructure Committee	7,256	1,292	1,292	1,589	2,118	1,959	6,958
Corporate Committee	2,142	205	205	374	379	1,112	2,070
	63,303	4,394	4,394	12,354	16,481	22,701	55,930
Funding							
Prudential Borrowing	46,974	1,860					
General Capital Grant (exc PSHG and CYPA)	8,543	2,092					
Other Grants & Contributions	0	106					
Developers Contributions	205	138					
Local Bridge Maintenance Fund	343						
Moray Growth Deal	6,538						
Receipts	700	198					
	63,303	4,394					

Major Capital Projects spanning more than 1 financial year (as at 30 June 2022)

APPENDIX 2

Description	Approved Total Budget	Total Expenditure in previous financial years	Current Budget 2022-23	Actual spend 2022-23	Remaining Budget 2022-23	Project Life Spend to 31/03/23	Projected Future Years Budget Required	Estimated Final Cost	Projected Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000
LED Street lighting replacement programme	5,000	3,904	213	0	213	3,904	883	5,000	0
Lossiemouth High School	43,000	43,142	608	254	354	43,396	0	43,750	-750
NESS Energy from Waste	27,224	19,619	7,605	440	7,165	20,059	0	27,224	0
Total	75,224	66,665	8,426	694	7,732	67,359	883	75,974	-750



REPORT TO: CORPORATE COMMITTEE ON 30 AUGUST 2022

SUBJECT: RENTAL SUPPORT REVIEWS

BY: DEPUTE CHIEF EXECUTIVE (ECONOMY, ENVIRONMENT AND FINANCE)

1. REASON FOR REPORT

- 1.1 To invite the Committee to consider policy changes concerning the provision of rental support to voluntary and community organisations and actions in relation to the review of the rental support provided to Keith Golf Club.
- 1.2 This report is submitted to Committee in terms of Sections III (B)(30) and (32) of the Council's Scheme of Administration relating to the monitoring and review of concessionary rents and the consideration of Community Asset Transfer (CAT) requests, respectively.

2. RECOMMENDATION

2.1 The Committee is invited to:

- (i) agree that existing beneficiaries under the former Community Rental Grant Scheme who have their requests for a continuation of rental support refused following a review may re-apply at subsequent rent reviews;
- (ii) agree that voluntary and community organisations who have an existing lease from the Council but who do not currently enjoy any form of rental support may, at the Council's discretion, apply for rental support whenever their rent falls to be reviewed; and,
- (iii) authorise the Property Asset Manager to proceed with the next stage of the review process for Keith Golf Club as set out in paragraph 3.4 of this report.

3. BACKGROUND

- 3.1 Rental support provided to voluntary and community organisations (VCOs) under the Council's former Community Rental Grant (CRG) Scheme ceases when the rent payable under the lease falls to be reviewed. On 3 September 2019, the Policy and Resources Committee agreed, as a policy exception, to consider requests for a continuation of rental support from affected organisations under the CAT Scheme (paragraph 13 of the Minute refers).
- 3.2 The agreed policy exception does not address the situation where existing support has ceased at a rent review and a request from a VCO for a continuation of support has been refused, and where, due to a change in circumstances, the Council may be willing to approve further rental support at a subsequent review. Therefore, it is considered helpful to have a clear decision confirming that existing beneficiaries under the former CRG Scheme can re-apply under the CAT Scheme at each rent review as would have been the case under the former scheme. Requests made in this way are considered on their own merits and at the Council's discretion, with a decision to approve a request being based on the VCO making a sound business case.
- 3.3 For the sake of consistency, it is considered reasonable to extend this facility to VCOs with an existing lease from the Council but who have not benefited from rental support under the CRG scheme to make a request for rental support at each rent review. This would help avoid the situation where an existing tenant feels compelled to make a request for a transfer of ownership because there is no facility to request rental support. This would be particularly relevant to leases involving inalienable common good assets. Agreeing to such a change would put existing tenants onto a similar footing as new applicants under the CAT Scheme.
- 3.4 On 14 June 2022, the Corporate Committee authorised the Property Asset Manager to initiate reviews of rental support provided under the CRG Scheme (paragraph 10 of the Minute refers). In accordance with that decision, officers have reviewed the financial position of Keith Golf Club and found it to be sound and sufficiently robust to support a rental payment. Consequently, officers consider it appropriate to implement the rent review provisions of the lease and invite the Club to submit a business case if it wishes to receive continued financial support. Any such application would be brought back to a future meeting of this committee for consideration.
- 3.5 Keith Golf Club occupies Keith golf course under a 99-year ground lease that commenced in September 2013 and which includes a provision for rent reviews every 5 years. The rental value assessed at the start of the lease amounted to £5,040 per annum. In accordance with the decision of the Policy and Resources Committee on 7 August 2018 not to identify any arrangements for review, the rent review due for the golf course was not implemented at that time (paragraph 13 of the Minute refers). The Club currently enjoys a 100% rent rebate awarded under the former CRG Scheme. This is a specialised property and will require considerable work to assess the current rental value accurately. However, due to the time since the rental value was last assessed, an element of rental growth should be expected. The next review is due in September 2023.

4. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

Each request for rental support is assessed on its own merits in relation to any relevant outcomes.

(b) Policy and Legal

Assets leased at less than market value must comply with the Disposal of Land by Local Authorities (Scotland) Regulations 2010, which require the Council to be satisfied that the proposal is reasonable and that the granting of the lease is likely to contribute to the promotion or improvement within Moray of one or more of the following purposes:

- a) Economic Development,
- b) Regeneration,
- c) Public Health,
- d) Social Wellbeing, or
- e) Environmental Wellbeing.

Reasonableness in this context is taken to imply that the requested rent rebate is the minimum necessary to ensure financial sustainability and that it is commensurate with the likely benefits of the proposal.

(c) Financial Implications

There are no financial implications arising directly from this report. The financial implications of any future applications for rental support will be addressed in the relevant reports to this committee.

(d) Risk Implications

There are no risk implications arising directly from this report.

(e) Staffing Implications

There are no staffing implications arising from this report.

(f) Property Implications

There are no property implications arising directly from this report.

(g) Equalities/Socio Economic Impact

There are no equalities or socio economic implications arising from this report.

(h) Climate Change and Biodiversity Impact

There are no climate change or biodiversity implications arising from this report.

(i) Consultations

The Depute Chief Executive (Economy, Environment and Finance), Chief Financial Officer, Property Asset Manager, Asset Manager (Commercial Buildings), Equal Opportunities Officer, and L. Robinson Committee Services Officer have been consulted and their comments incorporated in the report.

The Ward Members, Councillors Colyer, Coull, and Gatt, are aware of the proposal and may make their views known at Committee.

5. CONCLUSION

- 5.1 Clarification is considered necessary to confirm that existing beneficiaries under the former CRG Scheme can re-apply for financial support at subsequent rent reviews following a refusal of an application.**
- 5.2 For the sake of consistency and in the interests of providing a level playing field, it is considered appropriate to allow existing VCO tenants of Council property to apply, at the Council's discretion, for financial support at each rent review.**
- 5.3 It is considered reasonable to proceed to the next stage of the review process in respect of Keith Golf Club, which stage involves a review of the rent payable under its lease with the Club being provided with an opportunity to apply for continued financial support.**

Authors of Report:	Andrew Gray, Asset Management Coordinator
Background Papers:	With author
Ref:	CAT/CRG/129 SPMAN-1293228629-742



REPORT TO: CORPORATE COMMITTEE ON 30 AUGUST 2022

**SUBJECT: MORAY COUNCIL GAELIC LANGUAGE PLAN 2022-2027 -
DRAFT FOR CONSULTATION**

**BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES &
ORGANISATIONAL DEVELOPMENT)**

1. REASON FOR REPORT

- 1.1 To ask Committee to consider and comment on the draft Moray Council Gaelic Language Plan 2022-2027 (**Appendix 1**).
- 1.2 This report is submitted to Committee in terms of Section III (B) (41) of the Council's Scheme of Administration relating to the formulation and review of Council wide policy, strategies, priorities and objectives.

2. RECOMMENDATION

2.1 It is recommended that the Committee:

- (i) **Considers and comments on the draft Gaelic Language Plan 2022-2027**
- (ii) **Agrees to consult with the public and relevant national and local bodies on the draft Gaelic Language Plan, before agreeing a final version of the plan at Corporate Committee on 8 November 2022 prior to formal submission to Bord na Gaidhlig.**

3. BACKGROUND

- 3.1 The Gaelic Language (Scotland) Act 2005 requires relevant public authorities to prepare a Gaelic Language Plan. Moray Council's first Gaelic Language Plan was published in 2017. The latest monitoring report on the 2017 Plan is included as Appendix C within the draft 2022-27 Gaelic Language Plan (**Appendix 1**). The next iteration of our Plan is due with the Bord Na Gaidhlig (the principal Gaelic body in Scotland) by the end of this year.

- 3.2 High Level Aims for the new plan were developed in discussion with Bord Na Gaidhlig, relevant senior managers, and our Corporate Gaelic Group. These high level aims must be closely linked to the National Gaelic Language Plan 2018-23 (The Moray Council high level aims are included as Appendix B within the draft Plan (**Appendix 1**)).
- 3.3 The national guidance on the development of Gaelic Language Plans states that Plans should be proportionate and take account of the local situation, however they should also be supportive of the aims of the Gaelic Language (Scotland) Act 2005 and demonstrate equal respect for Gaelic and English.
- 3.4 The Council is required to consult on its draft Gaelic Language Plan for a minimum of six weeks. The consultation will start on 1 September 2022.
- 3.5 Following consultation a revised version of the Plan, taking account of comments received, will be brought back to Corporate Committee for approval prior to formal submission to Bord Na Gaidhlig. The Board may request amendments following assessment of our final Plan. Any requested amendments will be brought back to Committee for approval prior to publication of the final agreed plan.

4. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

The development and promotion of the Gaelic Language is not a specific priority within the Corporate Plan and Local Outcome Improvement Plan, however it aligns with the corporate and partner vision of:

- Ensuring a life of opportunity for all, where we can thrive in vibrant communities and work together to enrich our future.
- Raising Aspirations through expanded choices, improved livelihoods and wellbeing.

(b) Policy and Legal

The Gaelic Language (Scotland) Act 2005 requires relevant public authorities to prepare a Gaelic Language Plan on receipt of a formal notice from Bord Na Gaidhlig.

(c) Financial implications

There are currently no Moray Council budgets allocated to the development of the Gaelic language.

External funding is available to support some of the targets set out within the plan. Previous applications for external funding have included:

- 2021-22 Gaelic Specific Grant for Education

Partnership bid with Moray Gaelic Group and Moray College. £3,000 received to take forward actions within the Gaelic Language Plan, including the purchase of 248 Gaelic books for the library service, and resources to ensure we can maintain a permanent collection.

- 2022-23 Gaelic Language Act Implementation Fund

Partnership bid with Moray College. £3,000 to support a number of initiatives including adult learning and family learning activities, an author session during National book week, and the Moray delivery of Global Gaelic Week.

The Corporate Gaelic Group will continue to identify and apply for external funding. There may be an impact on service budgets as we progress with the action plan, however activities will be progressed in a proportionate way, with spend kept to a minimal level where possible.

(d) Risk Implications

There are no specific risks relating to this paper, other than the financial and staffing risks highlighted in sections (c) and (e).

(e) Staffing Implications

There are no specific staffing implications arising directly from this report, however Service Managers will be required to allocate staff time to progress actions to achieve the targets set out in the Plan. This may impact on other priority areas of work.

(f) Property

The Property implications relate to bi-lingual signage only.

(g) Equalities/Socio Economic Impact

There are no equalities issues arising directly from this report. The implementation of the Gaelic Language Plan will ensure we meet the national requirement to demonstrate equal respect for Gaelic and English, while still recognising and acknowledging the importance of the Scots language across Moray and the North-East of Scotland.

(h) Climate Change and Biodiversity Impacts

There are no climate change or biodiversity issues arising directly from this report.

(i) Consultations

The Corporate Management Team, all Heads of Service, the Equal Opportunities Officer, the HR Manager and Lindsey Robinson, Committee Services Officer have been consulted and any comments incorporated into the report.

5. CONCLUSION

- 5.1 Members are asked to acknowledge the statutory requirement to develop and implement a Gaelic Language Plan for Moray to include strategies to increase the number of Gaelic speakers, to encourage its use and to facilitate access to Gaelic language and culture in line with the National Gaelic Language Plan, and to provide feedback on the draft Plan prior to consultation.**

Author of Report:	Jo Shirriffs, Head of Education Resources & Communities
Background Papers:	
Ref:	SPMAN-9425411-51 SPMAN-9425411-52

APPENDIX 1

Introduction to the consultation

This public consultation under Section 2 of the Gaelic Language (Scotland) Act 2005 (the Act) introduces the draft of Moray's second National Gaelic Language Plan for consideration and comment. Responses are invited which will inform the next iteration of the Plan which will be submitted to Bòrd na Gàidhlig for their approval.

The start of the consultation dialogue with Moray residents begun on the 13th June with a broadcast on Keith Community Radio. The plan in its initial draft form is available on Moray Council's website at ***** and on the Council staff's intranet. Approval has been received from Bòrd na Gàidhlig of the high level aims which will be discussed at Corporate Committee on the 30th August 2022.

Responses are welcome from anyone to help further the development of the language and culture in Moray. We encourage responses via the short survey monkey *****link or email to Karen.Delaney@moray.gov.uk. The consultation period will close at 6pm on Friday 14 October 2022. Thank you for your interest.

Moray Council Draft Gaelic Plan 2022-2027

Front cover: **Burghead Stone...permission granted**

Add Moray Council Logo and Bòrd na Gaidhlig logo once approved.

Moray Council Gaelic Language Plan 2022-2027

Following consultation:

This plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005 and was approved by Bòrd na Gaidhlig on **approved date**.

1. Foreword: Chief Executive Roddy Burns (currently with Roddy)

As Chief Executive of Moray Council I am privileged to support Moray Council's Gaelic Language Plan 2022-2027. It describes the ambitions of the Council and how we will meet the statutory requirement for Gaelic enshrined in the Gaelic Language (Scotland) Act 2005 and National Gaelic Plan, as well as the statutory duties around Gaelic Medium Education arising from the Education (Scotland) Act 2016.

We recognise the benefits of multilingualism to our residents and the value of raising cultural and historical identity and awareness. Whilst the number of native speakers in Moray is low, over Covid we saw staff and residents access on-line platforms to learn Gaelic and the new resource Speak Gaelic will add impetus to this. As a small authority we are grateful to funding streams accessed via Bòrd na Gaidhlig and Scottish Government to enable the successful provision this year. We are acutely aware that provision is determined on access to active speakers and learners, quality tutors and external groups to support our ambitions. The success of this plan will be driven by the Gaelic speakers who come forward to play their part in the plan and senior management and elected members driving forward opportunities to make connections with Gaelic.

I look forward to seeing the progress made.

Signed.....

Photo.

2. Contents

Page 1 Title etc.

3. Background

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language. <https://www.gov.scot/publications/gaelic-language-plan/pages/3/>

One of the key features of the 2005 Act is the provision enabling Bòrd na Gaidhlig to require public bodies to prepare Gaelic Language Plans. The requirement for a public body to prepare a Gaelic Language Plan is initiated by Bòrd Na Gaidhlig issuing a formal notice to that effect under section 3 of the 2005 Act. It is intended that all public bodies prepare their Gaelic Language Plan with a view to developing Gaelic in a reasonable and proportionate manner taking account of the existing number of speakers within their area of operation, and their potential to develop the use of the language. In addition to the above statutory requirement, the Education (Scotland) Act 2016 places a number of statutory duties on local authorities in relation to the promotion of the Gaelic language, and in particular in the initial and full assessment of need for Gaelic Medium Primary Education in response to parents who make a request for Gaelic Medium Education.

Moray Council's first Gaelic Language Plan was produced in response to a statutory notice issued to Moray Council by the Bòrd and went to Policy and Resources Committee for approval on 21 March 2017. At the time of this initial statutory notice, the Bòrd identified 4 core areas of service delivery that it expected local authorities to address when preparing Gaelic Language Plans: Identity, Communications, Publications and Staffing. Officers produced a plan on this basis:

<http://www.moray.gov.uk/minutes/data/PR20170321/10%20GAELIC%20LANGUAGE%20PLAN%20App%201.pdf>

The most recent National Gaelic Language plan identifies three key priorities: a) Increasing the use of Gaelic; b) Increasing the learning of Gaelic; and c) Promoting a positive image of the language. Our new Moray plan reflects these priorities. As this is a five year Corporate Gaelic Plan we have addressed targets as the plan unfolds. An action plan will be created behind this plan for monitoring purposes.

4. Moray's Corporate Plan 2024

"A life of opportunity for all where people can thrive in vibrant communities and we work together to enrich our future."

This is our vision based on the following priorities:

- **Our People:** Provide opportunities for people to be the best they can be throughout their lives with a strong and sustained focus on those individuals and groups in our society who experience the most disadvantage and discrimination.
- **Our Place:** Empower and support communities to build capacity.
- **Our Future:** Drive economic development to create a vibrant economy for the future. While delivering these priorities we will also work towards creating a sustainable council that provides valued services to our communities.

Intrinsic to this is a set of values:

FAIR	Ambitious	Improving	Responsive
<ul style="list-style-type: none"> • tackle inequalities • treat people fairly • promote equalities and awareness • consider our impact on others 	<ul style="list-style-type: none"> • promote and celebrate Moray • be a great place to work • ensure sustainable and efficient council services • improve life for the most vulnerable 	<ul style="list-style-type: none"> • drive improvement • encourage innovation • take commercial opportunities • invest in transforming to meet future needs 	<ul style="list-style-type: none"> • be open and transparent • promote community participation and involvement • listen to and involve our communities

We are informed by an approach and way of working guided by principles of **equalities** (providing opportunities for everyone to be their best), **empowering** people through active engagement and collaboration, with due consideration for the **environment** and an **enterprising** culture to grow the economy.

Moray is a largely rural area covering a land mass of 2,238km². It has a long coastline on the Moray Firth with harbours, fishing villages and some world-class beaches. The area's population is 95,520, rising from 91,000 in 2011. The main centre of population is Elgin, which is home to more than one quarter of the people living here. Other main towns are Forres, Buckie, Lossiemouth and Keith, which each have populations of between 5,000 and 10,000. The Council workforce is around 4,700 equivalent to 3,500 full time staff. (Source: [Public Performance Report](#))

This information is the backdrop to the creation of our new Moray Gaelic Language Plan.

5. Elected Members and political make-up

Moray Council has a minority administration formed of 9 Conservative councillors from 26 elected members within 8 wards. The Leader and Depute Leader of the Council are from the Scottish Conservative and Unionist party and the Civic Leader is an Independent. The political make-up is as follows:

Scottish Conservative & Unionist	9
Scottish National Party	8
Labour	3
Independent	3
Scottish Liberal Democrat	1
Green Party	1
Non-aligned Conservative	1

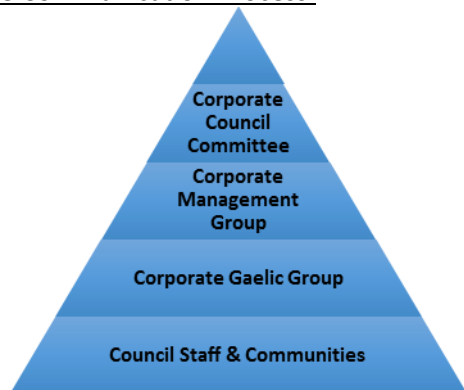
(Information correct at 17/8/22)

6. Review of previous plan

In November 2021 a Corporate Gaelic Group was created and is chaired by the Head of Education Resources & Communities, with representation from HR, Internal audit, Finance, Housing, Environmental

Services, Education and our Communities team. The group met 5 times in 2021-2022 and terms of reference were created and agreed.

The Communication Process:



The Corporate Gaelic Group will engage with all Moray Council Gaelic related issues, responding to national developments and local needs whilst monitoring, reviewing and reporting annually on the new Gaelic Language Plan. Council staff and communities will be informed through bi-lingual updates on social media and the Councils website.

Achievements:

- Creation of the Corporate Gaelic Group
- Completion of the staff skills audit with 259 respondents.
- Successful funding bid to Gaelic Covid monies for “Gaelic First Steps,” however this funding had to be returned when a tutor could not be secured.
- The translation of the new CLD plan easy read...a first in Scotland
<http://www.moray.gov.uk/downloads/file139119.pdf>
- Successful funding bid to the Gaelic Specific Grant for “Carson Gaidhlig?” through partnership work with Moray College UHI and Moray Gaelic Group. The bid was to bolster conversation activity and support to develop the new plan. Through this seed corn money a public meeting was held to assess the needs and interest in Gaelic and to relaunch Moray Gaelic Group classes.
- Moray held week long activities via Seachdain na Gaidhlig, World Gaelic Week, with a subsequent report and interview on Keith Community Radio involving participants. This was funded via the Gaelic Specific Grant. A Gaelic stall was set up at Moray College to promote opportunities.
<https://www.mixcloud.com/upload/KCR1077/world-gaelic-week-3-may-2022/complete/>
- Developed contact with the Gaelic Books Council and through external Scottish Government funding a range of Gaelic books were purchased to be rotated round the public libraries.
- The Northern Alliance CLD network held a Gaelic themed focus meeting led by Education Scotland Gaelic Officers.
- A newsletter was produced on the work of the Communities CLD Team included Gaelic provision
<https://sway.office.com/e3Hd971WxOikLb9K?ref=email>

<p>Target 1: As a strategic group, we will monitor outcomes and grasp opportunities to promote Gaelic within budget constraints. There will be 4 meetings per annum.</p> <p>Year 1-5 inclusive Lead Officer: Head of ECOD</p>
<p>Target 2: We will develop a Gaelic information and opportunities page on the Councils website</p> <p>Year1 with annual updates; Lead: PR</p>
<p>Target 3: We will share social media posts from Moray Gaelic Partners Groups via the Council's official accounts. We will ensure social media messaging regarding Gaelic initiatives is issued bilingually.</p> <p>Years 1-5 inclusive; Lead Officer: PR</p>
<p>Target 4: We will communicate the opportunity to request a translation of corporate documents in Gaelic.</p> <p>Years 1-5 inclusive; Lead officer: PR</p>

7. Gaelic in Moray

- **Moray Map, Bòrd na Gàidhlig**
<https://www.ainmean-aite.scot/wp-content/uploads/2021/11/Moireibh-300-dpi-scaled.jpeg>
(to be used as a slide/picture)
- Moray is an area where Scots is spoken and in particular Doric. Unfortunately the timing of this plan precludes us from using the new 2022 census information and we look forward to seeing this data. The Moray picture in 2011 was as follows:

Moray Gaelic Language Skills 2011

All people aged 3 and over	90,178
Understands but does not speak, read or write Gaelic	354
Speaks, reads and writes Gaelic	311
Speaks but does not read or write Gaelic	246
Speaks and reads but does not write Gaelic	66
Reads but does not speak or write Gaelic	84
Other combination of skills in Gaelic	20
No skills in Gaelic	89,097

57,000 people said they could speak Gaelic nationally in the 2011 census.

The number of people able to speak Gaelic decreased between 2001 and 2011 for all age groups except in people under 20, which saw an increase of 0.1 of a percentage point.

<https://www.scotlandscensus.gov.uk/>

- **Moray Gaelic Group:** Moray Gaelic Group promotes the learning and speaking of Gaelic assisted by a professional tutor and has been active for 29 years. At present, they are meeting online using the Speak Gaelic learning platform. They plan to return to Moray College on Monday evenings as soon as it is safe to do so. More details on their Facebook page.

<https://engb.facebook.com/moraygaelicgroup/>

“Whatever your level of interest or ability in Gaelic, you are assured of a warm welcome with us”.
Michael McClafferty, Chairman.

- **Moray College UHI partnership:** UHI Moray and the wider UHI partnership are committed to supporting the Scottish Government’s Gaelic Language Plan. The current UHI Gaelic Plan continues to promote and develop the use of Gaelic through its practices, curriculum, and communications. UHI Moray has recently supported Moray Council and the Moray Gaelic Group in the promotion of Gaelic language during Global Gaelic week. UHI Moray will also support the ongoing awareness raising of the Gaelic language and continue to work with partners to achieve this aim. A recent identity change demonstrates this commitment with the introduction of Gaelic language into our signage. UHI Moray: UHI Moireibh.
- **Feis Moray** is a weekend teaching festival of traditional Gaelic music, song and dance for young people in Moray. Contact has been made with the organisers to stimulate interest.
<https://www.facebook.com/groups/581561801863159/>

8. **New Research:**

ScotCen Social research dated 29/06/2022 reports:

“There has been a shift towards more positive attitudes regarding the language in a range of areas, including views on Gaelic education, the importance of Gaelic to one’s own cultural heritage, public spending on Gaelic, and the future of Gaelic.”

www.gaidhlig.scot/en/our-work/research/reports-and-papers/

(The 2021 research sample was based on 1,365 randomly selected people interviewed aged 18+. The data was weighted to be representative of Scotland in terms of age, sex, region and other socio-economic characteristics.)

9. **Moray Council Staff Skills Audit**

In preparation of the new Moray Gaelic Plan an audit was carried out with 259 returns of which 53 respondents were interested in further Gaelic discussion. This will be progressed after the Gaelic Awareness sessions are delivered in the autumn.

https://www.surveymonkey.com/results/SM-i_2Fy70y6ehkps5ZkZyKascQ_3D_3D/

From anecdotal Moray feedback, there was an increased take up of on-line learning opportunities during Covid using e.g. Duolingo. We wish to encourage the learning and use of Gaelic within the Councils staff.

For Council Staff

Target 5: We will pilot a lunch and learn online session with a partner local authority and evaluate and share findings.

Year 1 Autumn. Lead officer: CLD Officer and partner authority

Target 6: We will pilot a lunch and learn face to face sessions at Moray College UHI and evaluate, share findings and progress

Year 1 Spring. Lead officer: CLD Officer & Moray UHI

Target 7: We will encourage Council staff who are Gaelic learners or speakers to use the following on their email signature:



Toilichte conaltradh a dhèanamh ann an Gàidhlig no Beurla
Happy to communicate in Gaelic or English

The number of staff using the logo will be reported annually by departments.

Years 1-5 inclusive. Lead officers: CMT/SMT

Target 8: We will bring together native, new and fluent speakers annually to encourage opportunities to stimulate Gaelic use and ascertain interest in a Gaelic forum.

Years 2-5 inclusive: Lead officer: Organisational Development

Target 9: We will monitor any Gaelic requests via the updated equalities form, reporting annually to Bòrd na Gàidhlig

Years 1-5 inclusive: Lead Officer: Equalities Officer

For our Councillors:

Target 10: We will deliver an exploring Gaelic session to all councillors and senior management to inform them of the statutory duty and the National Gaelic Plan.

Year 1, autumn; Lead Officer: Head of Education Resources & Communities, CLD Officer, Gaelic specialist.

Target 11: We will report annually on the progress of the Moray Gaelic Plan after submission to Bòrd na Gàidhlig

Years 1-5 inclusive; Lead Officer: Head of Education Resources & Communities

Target 12: We will create a Gaelic Champion Councillor role for the duration of the new plan who will liaise with the public, Education Officers and CLD Officer.

Years 1-5 inclusive: Lead officer: Head of Education Resources & Communities

10. Planning Context:

There are some 57 approved Gaelic Language plans in Scotland within existing public authorities. The content is honed to the functions and context of the organisation. The content does impact on Moray and the future should see a building of increased partnership work and opportunities to enhance provision as new plans are generated. These include:

Creative Scotland	https://www.creativescotland.com/resources/our-publications/plans-and-strategy-documents/gaelic-language-plan
Historic Environment Scotland	https://www.historicenvironment.scot/archives-and-research/publications/publication/?publicationId=6100001d-485b-4d0e-90ea-a94900a2db24
Crofting Commission	https://www.crofting.scotland.gov.uk/userfiles/file/openness/consultations/glp-2020-2025-draft-english-for-consultation.pdf?d=05/02/2020%2010:02:19
Scottish Forestry	https://forestry.gov.scot/publications/about-scottish-forestry/reports-and-plans/gaelic-language-plan
Scottish Funding Council	https://www.sfc.ac.uk/publications-statistics/corporate-publications/2022/SFCCP012022.aspx
Skills Development Scotland	https://www.skillsdevelopmentscotland.co.uk/media/47049/glp-2020-23_draftseptember2020.pdf
Education Scotland	https://education.gov.scot/media/uemq4hh/draftrevisedgaeliclanguageplan202025.pdf
National Galleries of Scotland	https://www.nms.ac.uk/about-us/our-organisation/strategy/gaelic-language-plan-plana-gaidhlig/
Highland and Islands Enterprise	https://www.hie.co.uk/media/11377/draft-hie-gaelic-plan-an-ath-phlana-g%C3%A0idhlig-hie-english-version.pdf
Nature Scot	https://www.nature.scot/naturescot-launches-consultation-third-gaelic-language-plan
University of the Highlands and Islands	https://www.uhi.ac.uk/en/t4-media/one-web/university/about-uhi/facts-and-figures/publications/pdfs/gaelic-language-plan.pdf
Police Scotland	https://www.scotland.police.uk/what-s-happening/news/2021/july/police-scotland-s-gaelic-language-plan/
Sport Scotland	https://sportscotland.org.uk/about-us/our-publications/archive/draft-gaelic-language-plan-2022-2026/
Cairngorm National Park Authority	https://cairngorms.co.uk/cairngorms-national-park-authority-gaelic-language-plan-2018-2022-approved/
Scottish Qualifications Authority	https://www.sqa.org.uk/sqa/45353.html
Scottish Parliament	https://www.parliament.scot/-/media/files/gaelic/20182023-gaelic-language-plan.pdf
Visit Scotland	https://www.visitscotland.org/about-us/what-we-do/our-plans/gaelic-language-plan

Target 13: We will bring together plan owners annually for a Moray focussed sharing session to seek opportunities, learn from each other and jointly plan

Years 1-5 inclusive. Lead Officer: Corporate Gaelic Group

11. Education

Since 2017 there have been no requests for Gaelic Medium Education in Early Years; Primary and Secondary. Retention of data rules prevent us from looking further back. In 2022 there was 1 request for Gaelic Medium Education in Speyside, the pupil accessed Gaelic medium in Highland previously. Curricular support has been arranged via **e Sgoil** access. (Source: DF)

At present no Gaelic is taught in Moray schools. We are in Covid Recovery at present which means that any curriculum development is challenging due to staff absence. The 1+2 Programme has focussed on French, German and Spanish primarily with some schools offering Scots as L3.

Within English as an Additional Language there are currently 915 pupils receiving support. This represents 53 first languages being spoken of which Welsh is the only Celtic language.

There is a curriculum offer to pupils through **e Sgoil** which has been sent to our eight secondary schools as well as a video clip of an ex-pupil from Forres Academy who learned and sat National 5 and Higher Gaelic. There is a teacher Continuing Professional Learning offer through the Northern Alliance and other Gaelic agencies which has been made available to schools. This is enhanced by advertising attendance at the Moray Gaelic Group for interested teachers and members of the public. One teacher has come forward from the eight identified by the GTCS as Moray teachers who wished to learn Gaelic.

Contact has been made with Skills Development Scotland with regard to employment opportunities in Gaelic and also with the Quality Improvement Officer overseeing Gaelic Education in Aberdeenshire.

Target 14: A Gaelic web landing page is being developed on professional learning and resources in collaboration with the Moray Education Learning Technologist which will be updated on an annual basis. The web page will be shared and promoted to all schools.

Years 1-5 inclusive. Lead officer: Education Officer

Target 15: We will invite all schools and Early Learning and Childcare (ELC) establishments to take part in Gaelic taster sessions which will be made available to them.

Years 2-5 inclusive. Lead Officer: Education Officer

Target 16: We will invite a targeted group of primary schools to pilot Gaelic activities and develop progression projects using wider accreditation opportunities. This will be reviewed annually.

Years 1-5 inclusive. Lead Officer: Education Officer

Target 17: We will capture and upload case studies of learning events onto the Gaelic webpage to share experiences with all schools and ELC's.

Years 1-5 inclusive. Lead Officer: Education Officer

Target 18: Pupils will be actively encouraged to attend Gaelic Skills Fairs by Skills Development Scotland

Years 1-5 inclusive; Lead Officer: Education Officer Curriculum lead.

Target 19: We will issue a Moray survey of teachers, pupil support assistants, library assistants and sports staff to ascertain interest in Gaelic delivery.

Year 2 Lead officer: Education Officer/CLD Officer

12. Infrastructure:

The **Learning Estate Team** is responsible for enhancing and developing our learning estate (early year's settings and schools) in line with available budgets.

Within the current Learning Estate plan we have a new primary school in north Elgin (Findrassie) expected to be operational in 2025 and new build/major refurbishments anticipated for Buckie High School and Forres Academy towards the end of the decade. In addition, we are completing survey works across the whole of the current Learning Estate (a further 49 schools), which will identify and prioritise a refurbishment programme into the next decade.

The team will consider how Gaelic can be incorporated into signage when developing new schools, or refurbishing existing schools, in consultation with the school and wider community.

Target 20: We will consider how Gaelic signage can be incorporated into new and refurbished schools to meet the needs of local communities.

Years 1-5 inclusive Lead Officer: Learning Estate Programme Manager

13. Library & Heritage Service

The Library Service (11 libraries and 1 mobile library) now has a permanent stock of Gaelic literature, reference and learning materials. We work with the Scottish Book Trust to ensure age appropriate resources are available to those who need them and we can provide free Gaelic language support to support groups, health visitors, early years settings etc. as appropriate.

Target 21: We will rotate our Gaelic resources around our larger libraries every 6 months. We will publicise the collection as and when in each new location and refresh and renew based on demand as appropriate.

Year 1-5 inclusive Lead Officer: Principal Librarian

Target 22: We will develop and promote Gaelic activity as part of the annual library services programme for Moray Libraries Book Festival (September). We will feature at least one Gaelic event as part of the programme each year. We will produce publicity and promotional material in Gaelic

Year 2-5 inclusive; Lead Officer : Principal Librarian

Target 23: We will develop and promote Gaelic activity as part of the annual library services programme for Book Week Scotland (November). We will feature at least one Gaelic event as part of the programme each year. We will produce publicity and promotional material bi-lingually.

Years 1-5 inclusive Lead Officer: Principal Librarian

The **Heritage Centre** has statistical accounts but no other Gaelic reference books. A carved lintel stone has been found with “Biodh fiala ri choicrich,” roughly translated, “Be generous to strangers” above a doorway in Burghead. There is also a second French and Gaelic inscription that is being researched. It is over 200 years old and not listed on the Canmore site, which is an online catalogue of Scotland’s archaeology, buildings, industrial and maritime heritage. <https://canmore.org.uk/>

Target 24: We will develop a project to actively collect images of Morays Gaelic Heritage to build a data-base and share with Canmore.

Years 2-5 inclusive; Leads: Heritage Officer, Corporate Gaelic Group and partners.



14. Community Learning & Development

Our partnership CLD plan was published in 2021 with the priorities of:

- Learning for Life
- Active Citizens and Communities
- Participation and Community Voice; and
- Workforce Development

<http://www.moray.gov.uk/downloads/file138227.pdf>

Within this there are cross cutting themes of:

- Addressing the impacts of rurality and poverty
- Improving mental health and wellbeing; and
- Addressing social isolation and helping people to reconnect.

The Moray Gaelic Group was a stakeholder in the development of the new CLD plan and both the priorities and themes are relevant to Gaelic.

As the Adult and Family Learning Team has been developing provision there have been requests for Gaelic and this will be responded to within the external funds available.

Target 25: We will Continue to service the Corporate Gaelic Group, apply for external funds & report on activity and manage funding

Year 1-5 inclusive; Lead: CLD Officer

Target 26: We will deliver 3 “Exploring Gaelic” sessions to staff and community groups

Year 1; Lead: CLD officer and Gaelic specialist.

Target 27: We will manage a Moray programme for World Gaelic Week

Year 1-5 inclusive; Lead: CLD Officer with partners

Target 28: We will seek external funding to secure a Gaelic speaking CLD worker

Year 3; Lead officer: CLD Officer

15. HR Recruitment

Where Gaelic Language is an essential criteria for a post the Person Specification will specify this and the post will be advertised in Gaelic and English.

Where it is deemed desirable for a post to have Gaelic language then the post should be advertised in English.

To show our commitment it is proposed that the Vacancy Management form is amended to include the following:

1. Is Gaelic Language an essential criteria for this post
2. Is Gaelic language a desirable criteria for this post

Employee Development: Learning Gaelic

Moray Council staff will be encouraged to learn Gaelic where it would add value to their role using flexi time, lunch-times, and late starts (where practicable) to do so.

Target 29: We will amend the Vacancy monitoring form to ensure recruiting officers consider Gaelic language criteria

Year 1, Lead Officer: HR

Target 30: We will support and enable opportunities to learn Gaelic

Year 2, Lead office: HR

16. Environmental & Commercial Services

Where new or replacement signage is required the service will work with the relevant communities to establish the best options for the signage, including the potential for bi-lingual signage.

Target 31: We will ensure we take a consistent approach to the inclusion of Gaelic when implementing new or replacing existing signage.

Year 1-5 inclusive. Lead Officer: Head of Environmental & Commercial Services

Target 32: We will consider developing Gaelic initiatives linked to the development of the Moray Growth Deal, in line with the Deal's focus on Innovation from Tradition.

Year 1-5 inclusive. Lead Officer: Head of Economic Growth & Development

17. Appendices

a) Key Gaelic national partner links:

Bòrd na Gàidhlig	Works to promote Gaelic throughout Scotland. Find information on the benefits of Gaelic education, being bilingual and your nearest Gaelic provider	https://www.gaidhlig.scot/
Fèisean nan Gàidheal	The organisation which supports the development of community-based Gaelic arts tuition festivals	https://www.feisean.org/en/
Comunn na Gàidhlig	An organisation which seeks to promote Scottish Gaelic language and culture	https://cnag.org
Comann nam Pàrant	A Gaelic parents organisation which supports a network of local groups	https://www.parant.org.uk
Comhairle nan Leabhraichean	The Gaelic Books Council is the lead organisation with responsibility for supporting Scottish Gaelic authors and publishers	https://booksfromscotland.com
An Comunn Gàidhealach	An Comunn Gàidhealach has supported the teaching, learning and use of the Gaelic language and the study and cultivation of Gaelic literature, history, music and art for over 100years. Through the organisation and running of the Royal National Mòd and a network of provincial Mòds across Scotland, An Comunn Gaidhealach furthers the aims of supporting and developing all aspects of the Gaelic language, culture, history and heritage at local, national and international levels.	https://ancomunn.co.uk
Ainmean-Àite na h-Alba	A free database that provides a single source of authoritative information on Gaelic forms of place-names.	https://www.ainmean-aite.scot/

b) High level aims stipulated by Bòrd na Gaidhlig for Moray, and Moray Council's response

High-level Aims (proposed by Moray Council)	High-level Aims (amended by Bòrd na Gàidhlig)
High-level aims for the second edition of the Moray Council's (MC) Gaelic Language Plan.	High-level aims for the second edition of the Moray Council's (MC) Gaelic Language Plan.

Using Gaelic	Using Gaelic
MC will establish a permanent Gaelic Plan Group with representation from all departments and responsibility for development, delivery and monitoring of the Council's Gaelic language plan.	MC will establish a permanent Gaelic Plan Group with representation from all departments and responsibility for development, delivery and monitoring of the Council's Gaelic language plan.
MC will seek opportunities to develop our understanding of the cultural and heritage value of Gaelic across our different services.	MC will seek opportunities to develop our understanding of the cultural and heritage value of Gaelic across our different services.
Where opportunities arise MC will consider how Gaelic can contribute to the development and promotion of the Cultural Quarter project within the Moray Growth Deal, in line with the Deal's focus on <i>Innovation from Tradition</i> .	MC will ensure that Gaelic is included in the Moray Growth Deal in line with the Deal's focus on <i>Innovation from Tradition</i> , particularly in the areas of heritage, culture, tourism and whisky.
Learning Gaelic	Learning Gaelic
MC will undertake the duty under the Education (Scotland) Act 2016 to promote and support, as appropriate, the potential for Gaelic medium and Gaelic learner education to MC residents, including the opportunity that exists under this Act for parents to request the establishment of Gaelic Medium Education (GME).	MC will undertake the duty under the Education (Scotland) Act 2016 to promote and support, as appropriate, the potential for Gaelic medium and Gaelic learner education to MC residents, including the opportunity that exists under this Act for parents to request the establishment of Gaelic Medium Education (GME).
MC will work with partners to develop opportunities for access to Gaelic for children and young people aged 3-18, using different ways of engaging learners, including digital means. Where there is demand from families for ongoing Gaelic provision MC will ensure there is a clear plan in place and look for opportunities, where appropriate, to develop planned Gaelic learning opportunities within ELC settings and schools.	The Moray Council will offer certificate courses in Gaelic Education in the Senior Phase S4-S6 and progressively implement this across all Secondary Schools. The Moray Council will develop an action plan with agreed targets to ensure that Gaelic as a modern language (L3) is available across primary schools in the authority.
MC will actively consult with parents and other responsible adults in the Council area to establish whether there is demand for Gaelic early years provision and Gaelic education (learner and Gaelic-medium). The top-level findings from the consultation will be shared with key stakeholders, including Bòrd na Gàidhlig.	MC will actively consult with parents and other responsible adults in the Council area to establish whether there is demand for Gaelic early years provision and Gaelic education (learner and Gaelic-medium). The top-level findings from the consultation will be shared with key stakeholders, including Bòrd na Gàidhlig.

MC will support adult Gaelic speakers and learners across the Council area.	MC will support adult Gaelic speakers and learners across the Council area.
Promoting Gaelic	Promoting Gaelic
MC will support events which highlight the present-day and traditional role of Gaelic in the area's community, arts and cultural life.	MC will support events which highlight the present-day and traditional role of Gaelic in the area's community, arts and cultural life.

c. Corporate Aims – stipulated by Bòrd na Gàidhlig for all public bodies in Scotland

Amasan airson Seirbhisean Corporra	Corporate Service Aims
Àrd Phrionnsapalan	Overarching Principles
Spèis Cho-ionann A h-uile gealladh anns a' Phlana Ghàidhlig air a lìbhrigeadh dhan aon ìre anns a' Ghàidhlig agus anns a' Bheurla.	Equal Respect Gaelic language plan commitments delivered to an equal standard in both Gaelic and English.
Cothroman Follaiseach Gnìomhan practaigeach gus dèanamh cinnteach gu bheil fios aig luchd-obrach na buidhne agus am poball daonnan air na cothroman a th' ann gus Gàidhlig a chleachdadh leis an ùghdarras phoblach.	Active Offer Practical measures to ensure that staff and public are kept regularly informed of all opportunities that exist to use Gaelic in relation to the work of the public authority.
Treas Partaidhean A' dearbhadh gum bi ALEOs agus cunnradairean eile ag obair gus plana Gàidhlig an ùghdarrais phoblaich a chur an gnìomh.	Third Parties Ensure that Arm's Length Executive Organisations and other contractors help with the delivery of the public authority Gaelic language plan.
Gàidhlig na nì àbhaisteach Geallaidhean bhon phlana Ghàidhlig air an gabhail a-steach ann an structaran an ùghdarrais phoblaich tro thìde, le sgrùdadh cunbhalach airson cothroman a chomharrachadh taobh a-staigh bhuidseatan stèidhichte gus Gàidhlig a thoirt air adhart.	Normalisation Gaelic plan commitments are normalised within the structures of the public authority over time, with opportunities to grow Gaelic within existing budgets constantly assessed.

Pàrantan Corporra Gu bheilear mothachail air na dleastanasan a th' ann mar Pàrant Corporra gum bi a h-uile pàiste is neach òg fo chùram no a b' àbhaist a bhith fo chùram le Gàidhlig a' faighinn na h-aon cothroman 's a tha clann le cànanan eile.	Corporate Parenting That the authority is aware of the duties of a Corporate Parent to ensure that looked after children and young people and care leavers with Gaelic receive the same opportunities as those with other languages.
Inbhe	Status
Suaicheantas Ag amas air suaicheantas corporra anns a' Ghàidhlig agus anns a' Bheurla a chruthachadh nuair a thig a' chiad chothrom agus mar phàirt den phròiseas ùrachaidh.	Logo Aim to render the corporate logo in both Gaelic and English at the first opportunity and as part of any renewal process.
Soidhnichean Prìomh shoidhnichean air an dèanamh dà-chànanach nuair a thathar gan ùrachadh.	Signage Prominent signage will include Gaelic and English as part of any renewal process.

Conaltradh leis a' phoball	Communicating with the public
Brosnachadh Teachdaireachdan gu bheil fàilte air conaltradh sa Ghàidhlig bhon poball daonnan.	Promotion Positive message that communication from the public in Gaelic is always welcome.
Conaltradh sgrìobhte Fàilte ga cur air conaltradh sgrìobhte sa Ghàidhlig (post, post-d agus meadhanan sòisealta) daonnan agus bidh freagairt ann sa Ghàidhlig, a rèir clàr-ama conaltraidh àbhaisteach na buidhne.	Written Communication Written communication in Gaelic is always accepted (post, email and social media) and replies will be provided in Gaelic in accordance with the general policy.
Ionad-fàilte agus am fòn Far a bheil luchd-obrach le Gàidhlig ann airson seo a thoirt seachad, gheibh iad taic airson seo a dhèanamh agus thèid sanasachd a dhèanamh air t-seirbheis dhan phoball.	Reception and phone Where Gaelic speaking staff are capable of providing this service, they are supported to do so and the service is promoted to the public.
Coinneamhan Cothroman airson coinneamhan dà-chànanach no sa Ghàidhlig a chumail air an rannsachadh gu cunbhalach agus air am brosnachadh.	Public meetings Opportunities to hold public meetings bilingually or in Gaelic are regularly explored and promoted.
Fiosrachadh	Information
Fiosan-naidheachd Prìomh fhiosan-naidheachd agus fiosan-naidheachd mu dheidhinn na Gàidhlig air an cuairteachadh sa Ghàidhlig agus sa Beurla.	News releases High profile news releases and all news releases related to Gaelic are circulated in both Gaelic and English.
Meadhanan sòisealta Stuth Gàidhlig ga sgaoileadh tro na meadhanan sòisealta gu cunbhalach, le stiùir bho ìre cleachdaidh no cleachdadh a dh'fhaodadh a bhith ann.	Social Media Gaelic content distributed regularly through social media, guided by the level of actual and potential users
Làrach-lìn Stuth Gàidhlig air làrach-lìn an ùghdarrais phoblaich, le prìomhachas air na duilleagan le faicsinneachd mhòr.	Website Gaelic content should be available on the public authority's website, with emphasis given to the pages with the highest potential reach.
Irisean Corporra Irisean corporra sa Ghàidhlig agus Beurla le prìomhachas air sgrìobhainnean le faicsinneachd mhòr.	Corporate Publications Produced in Gaelic and English, with priority given to those with the highest potential reach.
Taisbeanaidhean Cothroman airson taisbeanaidhean dà-chànanach no sa Ghàidhlig a chumail air an rannsachadh gu cunbhalach agus air am brosnachadh, le prìomhachas air an fheadhainn aig a bheil a' bhuaidh as motha.	Exhibitions Opportunities to deliver public exhibitions bilingually or in Gaelic should be explored on a regular basis, with priority given to those with the highest potential impact.

Luchd-obrach	Staff
Sgrùdadh Luchd-obrach Sgrùdadh cunbhalach air sgilean Gàidhlig agus iarrtasan airson trèanadh Gàidhlig tro bheatha gach plana.	Internal audit Conduct an internal audit of Gaelic skills and training needs through the life of each plan.
Inntrigeadh Eòlas air a’ phlana Ghàidhlig mar phàirt den phròiseas inntrigidh.	Induction Knowledge of the public authority’s Gaelic language plan included in new staff inductions
Trèanadh cànan Trèanadh ann an sgilean Gàidhlig ga thabhann agus ga bhrosnachadh, gu sònraichte a thaobh a bhith a’ cur plana Gàidhlig na buidhne an gnìomh.	Language training Gaelic language skills training and development offered to staff, particularly in relation to implementing the public authority’s Gaelic language plan.
Trèanadh le Fiosrachadh mun Ghàidhlig Trèanadh le fiosrachadh mun Ghàidhlig, le prìomhachas air stiùirichean, buill bùird, comhairlichean agus luchd-obrach air a bheil dleastanas a bhith a’ conaltradh leis a’ mhòr-shluagh.	Awareness training Gaelic awareness training offered to staff, with priority given to directors, board members, councillors and staff dealing directly with the public.
Fastadh A’ toirt aithne is spèis do sgilean Gàidhlig mar phàirt den phròiseas fhastaidh. Gàidhlig ainmichte mar sgil a tha na buannachd agus/no a tha riatanach gus seirbheisean Gàidhlig a lìbhrigeadh agus a rèir na comhairle laghail aig Bòrd na Gàidhlig. Sanasan-obrach dà-chànanach no sa Ghàidhlig airson dreuchdan far a bheil Gàidhlig ainmichte mar sgil riatanach.	Recruitment Recognising and respecting Gaelic skills within the recruitment process. Gaelic named as an essential and / or desirable skill in job descriptions in order to deliver the Gaelic language plan and in accordance with the Bòrd na Gàidhlig recruitment advice. Bilingual or Gaelic only job adverts for all posts where Gaelic is an essential skill.
Corpas na Gàidhlig	Gaelic Language Corpus
Gnàthachas Litreachaidh na Gàidhlig Leanaidh an t-ùghdarras Poblach Gnàthachas Litreachaidh na Gàidhlig as ùire mar stiùir airson a h-uile rud sgrìobhte aca.	Gaelic Orthographic Conventions The most recent Gaelic Orthographic Conventions will be followed in relation to all written materials produced by the public authority.
Ainmean-àite Iarrar stiùireadh bho Ainmean-Àite na h-Alba agus cumar ris an stiùireadh sin.	Place names Gaelic place name advice from Ainmean-Àite na h-Alba is sought and used.

BÒRD NA GÀIDHLIG

FOIRM DÀTA BLIADHNAIL 2021-2022

ANNUAL RETURN FORM 2021-2022

Ainm na buidhne Organisation's name	Moray Council
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Prìomh Dhàta Measaidh

Primary Indicator Data

Fios bhon Phoball Communications from the Public	Cia mheud brath sgrìobhte a fhuair am buidheann bhon phoball ann an Gàidhlig am-bliadhna? How many written communications have the organisation received from the public in Gaelic this year?	None
A' sgaoileadh fiosrachaidh Dissemination of information	Cia mheud pìos a sgaoil am buidheann air na meadhanan sòisealta ann an Gàidhlig am-bliadhna? How many posts did the organisation distribute on social media in Gaelic this year?	4 Via UHI/Moray Gaelic Group/
	Cia mheud fios-naidheachd a chaidh a sgaoileadh leis a' bhuidheann anns a' Ghàidhlig am-bliadhna? How many press releases did the organisation publish in Gaelic this year?	3 WGW; Have you Gaelic? CLD plan
Luchd-obrach Staff	Cia meud neach-obrach a fhuair cothrom trèanaidh ann an sgilean Gàidhlig am-bliadhna? How many staff received Gaelic skills training this year?	70 people via our World Gaelic Week programme; 4 via Moray Gaelic Group
	Cia mheud dreuchd a th' agaibh an-dràsta far a bheil Gàidhlig ann mar sgil riatanach? How many posts do you currently have where Gaelic is an essential skill?	None

	<p>Cia mheud neach-obrach a th' agaibh an-dràsta aig a bheil sgilean Gàidhlig?</p> <p>How many staff currently within the organisation have Gaelic skills?</p>	12+
<p>Foillseachaidhean</p> <p>Publications</p>	<p>Cia mheud foillseachadh a dh'fhoillsich am buidheann gu dà-chananach am-bliadhna?</p> <p>How many organisational publications have been published bilingually (Gaelic and English) this year?</p>	Two: CLD plan easy read; Equalities form now includes Gaelic
<p>Inbhe</p> <p>Status</p>	<p>Cia mheud soidhne dà-chànanach a chuir am buidheann an àirde am-bliadhna?</p> <p>How many new bilingual signs has the organisation erected this year?</p>	None

<p>Prìomhachasan a' Phlana Cànan Nàiseanta Gàidhlig</p> <p>National Gaelic Language Plan Priorities</p>	
<p>Cleachdadh na Gàidhlig / Using Gaelic</p> <p>Ciamar a tha a' bhuidhinn a' toirt fàs air cleachdadh na Gàidhlig?</p> <p>How is the organisation increasing the use of Gaelic?</p>	
<p>A staff skills audit was undertaken which highlighted some interest in Gaelic. 53 people were interested in a follow up discussion from a survey return of 251. There is also partnership work with Moray Gaelic Group and Moray College UHI who have continued to deliver a Monday night session on-line and support initiatives.</p> <p>In March Moray delivered a programme for World Gaelic Week which was published bi-lingually. This included targeted sessions from early years, primary to secondary for teachers; a Gaelic place names of Moray input from Ainmean-Àite na h-Alba; Cofaidh agus Craic at the College; and 3 beginners' opportunities. 70 individual people participated in the week. Participants also received free copies of Learn Gaelic pocket resource.</p> <p>As a result of this there was a programme created and broadcast by Keith Community Radio which covers Moray-wide https://www.mixcloud.com/upload/KCR1077/world-gaelic-week-3-may-2022/complete/</p> <p>A Gaelic session has been requested from a Family Learning group and a session will be delivered in the autumn.</p> <p>A further programme was made about the creation of the next Gaelic Plan and broadcast on the 13th June. https://www.mixcloud.com/upload/KCR1077/benefit-from-advice-moray-gaelic-plan-13-june-2022/complete/</p>	
<p>Ionnsachadh na Gàidhlig / Learning Gaelic</p> <p>Ciamar a tha a' bhuidhinn a' toirt fàs air ionnsachadh na Gàidhlig?</p> <p>How is the organisation increasing the learning of Gaelic?</p>	

Learners are encouraged to attend the Moray Gaelic Groups on-line sessions.

In the last month a new tutor has come forward to offer taster sessions to complete beginners in short blocks to gauge interest. We know people fall out of classes and want to try and reconnect with them. However the infrastructure for this is fragile if her personal circumstances change.

Edinburgh City have agreed to support a lunch and learn on-line pilot in the autumn.

Learner's materials are now available in the public library as well as novels and interest books which will be rotated round the Council libraries.

A'cur air adhart na Gàidhlig / Promoting Gaelic

Ciamar a tha a' buidhinn a' cur deagh iomhaigh air adhart airson na Gàidhlig?

How is the organisation promoting a positive image of Gaelic?

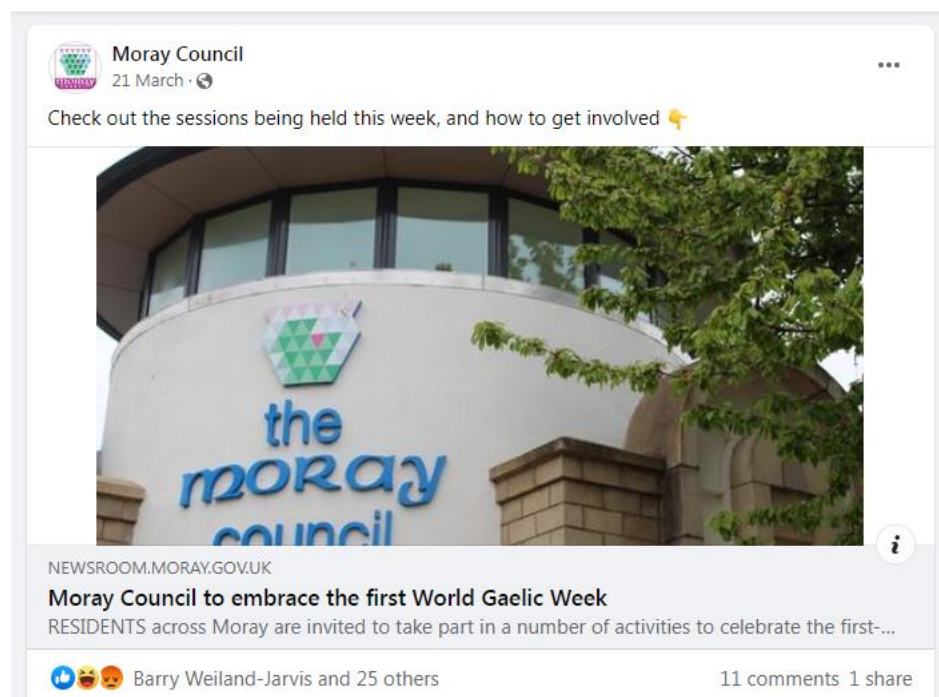
In June we had a Gaelic stand at Rotafest in Elgin, from this, one young parent came forward as an interested learner. Participants also received free copies of Learn Gaelic pocket resource.

The Adult & Family Learning team have had a request for a beginners Gaelic session too which will be delivered next term.

An initial Gaelic Bookbug session has been delivered through the Libraries.

Books were purchased from the Gaelic Books Council which have been catalogued and will be rotated round the main libraries and have advertising via social media. We now have a flag that highlights Gaelic provision which will be used at events to spark interest.

<https://newsroom.moray.gov.uk/news/moray-council-to-embrace-the-first-world-gaelic-week>



Fiosrachadh dearcnachaidh eile

Other monitoring information

A' brosnachadh Foghlam Gàidhlig

Promotion of Gaelic Education

Chan fheum ach Ùghdarrasan Ionadail seo a lìonadh a-steach
For Local Authorities only to complete

Fo Earrainn 15 de dh'Achd an Fhoghlaim (Alba) 2016, feumaidh ùghdarrasan ionadail aig a bheil foghlam Gàidhlig anns an sgìre aca seo a shanasachd ann an dòigh iomchaidh. Feumaidh gach ùghdarras ionadail sanasachd a dhèanamh air na còraichean a th' aig pàrantan gus tagradh a dhèanamh airson foghlam Gàidhlig aig ìre na bun-sgoile agus foghlam luchd-ionnsachaidh na Gàidhlig a stèidheachadh. Ciamar a tha sibh a' coileanadh an dleastanais seo?

Under Section 15 of the Education (Scotland) Act 2016, local authorities which already provide Gaelic education in their area must take reasonable steps to promote this. All local authorities must take reasonable steps to promote the rights which parents have under the Act to make a request for Gaelic Medium Primary Education and the potential provision of Gaelic Learner Education. Could you tell us how you are undertaking this?

There is no GME in Moray.

All secondary pupils are offered e sgoil as a choice. One pupil accessed this last year.

Pàrantan Corporra

Corporate Parenting

Chan fheum ach Pàrantan Chorporra seo a lìonadh a-steach
For Corporate Parents only to complete

Am b' urrainn dhuibh dàta a thoirt dhuinn air an àireimh de dhaoine òga le Gàidhlig a tha, no a tha air a bhith, fo chùram a tha clàraichte leis an Ùghdarras.

Please provide data on the number of Gaelic-speaking care experienced young people registered with the Authority.

None at present.

<p>Am b' urrainn dhuibh fiosrachadh a thoirt dhuinn air tachartasan no cothroman a tha sibh a' cur air dòigh airson daoine òga le Gàidhlig a tha, no a tha air a bhith, fo chùram a tha clàraichte leis an Ùghdarras.</p> <p>Please provide information on activities or opportunities you provide for Gaelic- speaking care experienced young people.</p>
<p>We have no children at the moment who have requested Gaelic.</p>
<p style="text-align: center;">Co-ionannachd Equalities</p> <p style="text-align: center;">Bu chòir don a h-uile buidheann seo a lìonadh a-steach</p> <p style="text-align: center;">For all organisations to complete</p>
<p>An do chomharraich an t-ùghdarras poblach agaibh cùisean sònraichte sam bith co-cheangailte ri co-ionannachd chothroman a thaobh leasachadh na Gàidhlig?</p> <p>Has your public authority identified any particular issues relating to equality of opportunity with regard to the development of Gaelic language?</p>
<ol style="list-style-type: none"> 1. The lack of experienced tutors who are prepared to deliver classes or activities. 2. It would be helpful to have a funding stream for qualified CLD workers who are Gaelic speakers to stimulate and develop provision, plus build capacity. 3. A list of Gaelic touring companies or individuals would be helpful to promote interest in the language. 4. It would be helpful to receive "introductions" to Gaelic speakers from Gaelic organisations to help develop provision.
<p>A bheil poileasaidhean, modhan-obrach no dòighean-obrach sam bith co-cheangailte ri co-ionannachd a chaidh a chur an gnìomh leis an ùghdarras phoblach agaibh, no a tha gan cur an gnìomh an-dràsta, a bhuineas ri bhith a' cur co-ionannachd chothroman air adhart an lùib leasachadh na Gàidhlig? An inns sibh dhuinn mun deidhinn?</p> <p>Are there any equalities policies, procedures or measures that have been implemented by your public authority, or are in the process of being implemented, that are relevant to advancing the equality of opportunity in the development of Gaelic language? Can you tell us about them?</p>
<p>None</p>

A bheil eisimpleirean ann de cheumannan sònraichte a ghabh sibh gus piseach a thoirt air in-ghabhail agus com-pàirteachas a tha air obrachadh gu sònraichte math a thaobh leasachadh na Gàidhlig taobh a-staigh an ùghdarrais phoblaich agaibh? An inns sibh dhuinn nam biodh sibh toilichte nan sgaoileadh Bòrd na Gàidhlig na h-eisimpleirean agaibh agus nan dèanamaid sanasachd orra.

Are there examples of implementing specific measures to improve inclusivity or engagement that have worked particularly well regarding Gaelic language development for your public authority? Please indicate if you would be happy for Bòrd na Gàidhlig to share and promote the examples provided.

None

Amasan airson Seirbhisean Corporra	Corporate Service Aims	
Àrd Phrionnsabalan	Overarching Principles	
Spèis Cho-ionann A h-uile gealladh anns a' phlana Ghàidhlig air a lìbhrigeadh dhan aon ìre anns a' Ghàidhlig agus anns a' Bheurla.	Equal Respect Gaelic language plan commitments delivered to an equal standard in both Gaelic and English.	AMBER: at forming stages
Cothroman Follaiseach Gnìomhan practaigeach gus dèanamh cinnteach gu bheil fios aig luchd-obrach na buidhne agus am poball daonnan air na cothroman a th' ann gus Gàidhlig a chleachdadh leis an ùghdarras phoblach.	Active Offer Practical measures to ensure that staff and public are kept regularly informed of all opportunities that exist to use Gaelic in relation to the work of the public authority.	GREEN: a Gaelic landing page is being created on the Councils website with resources, contacts and opportunities highlighted.
Treas Phàrtaidhean A' dearbhadh gum bi ALEOs agus cunnradairean eile ag obair gus plana Gàidhlig an ùghdarrais phoblaich a chur an gnìomh.	Third Parties Ensure that Arm's Length Executive Organisations and other contractors help with the delivery of the public authority Gaelic language plan.	GREEN: Positive working relationship with Moray Gaelic Group; Moray College UHI
Gàidhlig na nì àbhaisteach Geallaidhean bhon phlana Ghàidhlig air an gabhail a-steach ann an structaran an ùghdarrais phoblaich tro thìde, le sgrùdadh cunbhalach airson cothroman a chomharrachadh taobh a-staigh bhuidseatan stèidhichte gus Gàidhlig a thoirt air adhart.	Normalisation Gaelic plan commitments are normalised within the structures of the public authority over time, with opportunities to grow Gaelic within existing budgets constantly assessed.	AMBER: we now have a corporate Gaelic Group which meets monthly.
Pàrantan Corporra Gu bheilear mothachail air na dleastanasan a th' ann mar Phàrant Corporra gum bi a h-uile pàiste is neach òg fo chùram no a b' àbhaist a bhith fo chùram le Gàidhlig a' faighinn na h-aon cothroman 's a tha clann le cànan eile.	Corporate Parenting That the authority is aware of the duties of a Corporate Parent to ensure that looked after children and young people and care leavers with Gaelic receive the same opportunities as those with other languages.	GREEN; no requests currently


Inbhe	Status			
Suaicheantas Ag amas air suaicheantas corporra anns a' Ghàidhlig agus anns a' Bheurla a chruthachadh nuair a thig a' chiad chothrom agus mar phàirt den phròiseas ùrachaidh. Bu chòir an aon ìre follaiseachd a bhith ann airson an dà chànan san t-suaicheantas.	Logo Aim to render the corporate logo in both Gaelic and English at the first opportunity and as part of any renewal process. The logo should demonstrate equal prominence for both languages.	RED: no movement		
Soidhnichean Prìomh shoidhnichean air an dèanamh dà-chànanach nuair a thathar gan ùrachadh.	Signage Prominent signage will include Gaelic and English as part of any renewal process.	AMBER: this will be agreed as and when situations arise.		
Conaltradh leis a' phoball	Communicating with the public			
Adhartachadh A' toirt teachdaireachd bhrosnachail seachad gum bithear daonnan a' cur fàilte air conaltradh a nì am mòr-shluagh ris an ùghdarras ann an Gàidhlig.	Promotion Positive message that communication from the public in Gaelic is always welcome.	GREEN: as per our equal opportunities policy.		
Conaltradh sgrìobhte Bithear daonnan a' gabhail ri conaltradh sgrìobhte ann an Gàidhlig (litricean, puist-d agus na meadhanan sòisealta) agus thèid freagairtean Gàidhlig a thoirt seachad a rèir a' phoileasaidh choitchinn.	Written Communication Written communication in Gaelic is always accepted (post, email and social media) and replies will be provided in Gaelic in accordance with the general policy.	GREEN: albeit there will be a slight time delay.		
Ionad-fàilte agus am fòn Nuair as urrainn do luchd-obrach le Gàidhlig an t-seirbheis seo a thoirt seachad, gheibh iad taic airson sin a dhèanamh, agus thèid sanasachd a dhèanamh air an t-seirbheis am measg a' mhòr-shluaigh.	Reception and phone Where Gaelic speaking staff are capable of providing this service, they are supported to do so and the service is promoted to the public.	RED: We do not provide a walk in access point. Currently there is not the staff trained to provide this service.		
Coinneamhan Thèid coimhead gu cunbhalach air na cothroman a th' ann gus coinneamhan poblach a chumail gu dà-chànanach no ann an Gàidhlig, agus thèid sanasachd a dhèanamh orra.	Public meetings Opportunities to hold public meetings bilingually or in Gaelic are regularly explored and promoted.	AMBER: If this was a need then it would be accommodated. To date this has not been requested.		

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Fiosrachadh	Information			
Fiosan-naidheachd Prìomh fhiosan-naidheachd agus fiosan-naidheachd mu dheidhinn na Gàidhlig air an cuairteachadh sa Ghàidhlig agus sa Beurla.	News releases High profile news releases and all news releases related to Gaelic are circulated in both Gaelic and English.	AMBER: press releases through MC have gone out in English; CLD ones have been bi-lingual via social media.		
Na Meadhanan sòisealta Thèid susbaint Ghàidhlig a sgaoileadh gu cunbhalach sna meadhanan sòisealta, agus sin a rèir an uiread luchd-cleachdaidh Gàidhlig a th' ann agus a dh'fhaodadh a bhith ann.	Social Media Gaelic content distributed regularly through social media, guided by the level of actual and potential users	RED: early days.		
An Làrach-lìn Bu chòir susbaint Ghàidhlig a bhith ri faotainn air làrach-lìn an ùghdarrais phoblaich, agus prìomhachas ga thoirt do na duilleagan a dh'fhaodadh an àireamh as motha de dhaoine a tharraing.	Website Gaelic content should be available on the public authority's website, with emphasis given to the pages with the highest potential reach.	RED: Content of CLD plan; Education working on a page of learning resources, otherwise statutory information available.		
Foillsichidhean Corporra Thèid an ullachadh ann an Gàidhlig is Beurla, agus prìomhachas ga thoirt don fheadhainn a dh'fhaodadh an àireamh as motha de dhaoine a leughadh.	Corporate Publications Produced in Gaelic and English, with priority given to those with the highest potential reach.	AMBER: offer to translate is requested through equal opportunities policy		
Tairbhe a' Chànain Bidh pròiseas ann gus dèanamh cinnteach gu bheil a' Ghàidhlig a gheibhear san fhiosrachadh chorporra uile aig deagh ìre agus gun gabh a tuigsinn	Language Utility A process is in place to ensure that the quality and accessibility of Gaelic language in all corporate information is high.	RED: this would only be available through the translation service.		
Taisbeanaidhean Bu chòir beachdachadh gu cunbhalach air cothroman gus taisbeanaidhean poblach a shealltainn gu dà-chànanach no ann an Gàidhlig, le prìomhachas ga thoirt don fheadhainn a	Exhibitions Opportunities to deliver public exhibitions bilingually or in Gaelic should be explored on a regular basis, with priority given to those with the highest potential impact.	AMBER: we have no arts development service. Partnership opportunities through Moray College CLD		

dh'fhaodadh a' bhuidh as motha a thoirt air cùisean.		initiatives discussed, but no students to date. Remembering Together project raised but so far no requests.
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Luchd-obrach	Staff			
Sgrùdadh air sgilean Thèid sgrùdadh a dhèanamh air sgilean Gàidhlig an luchd-obrach agus na feumalachdan trèanaidh aca a thaobh Gàidhlig rè ùine gach plana.	Internal audit Conduct an internal audit of Gaelic skills and training needs through the life of each plan.	GREEN: 251 respondents; 53 follow ups		
Fiosrachadh Inntrigidh Bidh fiosrachadh mu Phlana Gàidhlig an ùghdarrais phoblaich mar phàirt den fhiosrachadh inntrigidh a gheibh luchd-obrach ùr.	Induction Knowledge of the public authority's Gaelic language plan included in new staff inductions	GREEN, meeting held with employed development to incorporate.		
Trèanadh cànan Thèid cothroman trèanaidh is leasachaidh airson sgilean Gàidhlig a thabhann don luchd-obrach, gu h-àraidh mar thaic do bhith a' coileanadh Plana Gàidhlig an ùghdarrais phoblaich.	Language training Gaelic language skills training and development offered to staff, particularly in relation to implementing the public authority's Gaelic language plan.	GREEN, via Moray Gaelic Group		
Trèanadh le Fiosrachadh mun Ghàidhlig Trèanadh le fiosrachadh mun Ghàidhlig, le prìomhachas air luchd-obrach aig àrd ìre, luchd co-dhùnaidh eile agus luchd-obrach air a bheil dleastanas a bhith a' conaltradh leis a' mhòr-shluagh.	Awareness training Gaelic awareness training offered, with priority given to senior staff, other key decision makers and staff dealing directly with the public.	GREEN: session delayed because of new intake of councillors and availability of recommended tutor: autumn deadline		
Fastadh A' toirt aithne do is a' cur sùim ann an sgilean Gàidhlig an lùib nam pròiseasan fastaidh air feadh an ùghdarrais phoblaich.	Recruitment Recognising and respecting Gaelic skills within the recruitment process throughout the authority	GREEN: HR implementing new policy		
Fastadh Bidh Gàidhlig air a h-ainmeachadh mar sgil riatanach agus / no a tha na buannachd ann an tuairisgeulan obrach gus cuideachadh le bhith a' cur a' Phlana Gàidhlig an gnìomh agus a rèir an stiùiridh bho Bhòrd na Gàidhlig airson luchd-obrach fhastadh.	Recruitment Gaelic named as an essential and / or desirable skill in job descriptions in order to deliver the Gaelic language plan and in accordance with the Bòrd na Gàidhlig recruitment advice.	AMBER: no current jobs as of yet, however discussions progressing with NQT's		

Fastadh Bidh sanasan-obrach dà-chànanach ann no ann an Gàidhlig a-mhàin airson a h-uile dreuchd far a bheil Gàidhlig na sgil riatanach.	Recruitment Bilingual or Gaelic only job adverts for all posts where Gaelic is an essential skill.	AMBER: if requested
Corpas na Gàidhlig	Gaelic Language Corpus	
Gnàthachas Litreachaidh na Gàidhlig Thèid cumail ris an tionndadh as ùire de Ghnàthachas Litreachaidh na Gàidhlig anns na stuthan sgrìobhaidh uile a thèid fhoillseachadh leis an ùghdarras phoblach.	Gaelic Orthographic Conventions The most recent Gaelic Orthographic Conventions will be followed in relation to all written materials produced by the public authority.	GREEN
Ainmean-àite Iarrar agus gabhar ri comhairle bho Ainmean-Àite na h-Alba air ainmean-àite Gàidhlig.	Place names Gaelic place name advice from Ainmean-Àite na h-Alba is sought and used.	GREEN Session delivered as part of World Gaelic Week. No requests in 2021-2022.

d) Background information on the benefits of bilingualism:

Appendix 4

- <https://www.bilingualism-matters.org/>
- <https://scilt.org.uk/Primary/Promotinglanguages/tabid/1319/Default.aspx>
- <https://www.bbc.com/future/article/20160811-the-amazing-benefits-of-being-bilingual>
- <https://www.gov.scot/policies/languages/language-learning/#:~:text=Benefits%20of%20learning%20additional%20languages&text=By%20supporting%20our%20young%20people,of%20other%20countries%20and%20cultures>



REPORT TO: CORPORATE COMMITTEE ON 30 AUGUST 2022

SUBJECT: CORPORATE RISK REGISTER

BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT)

1. REASON FOR REPORT

- 1.1 To provide the Committee with a copy of the Council's recently updated Corporate Risk Register.
- 1.2 This report is submitted to Committee in terms of Section III (B) (36) of the Council's Scheme of Administration relating to council wide or corporate risk assessment and the mitigation and management of these risks.

2. RECOMMENDATION

- 2.1 **Committee is asked to consider and approve the updated Corporate Risk Register dated August 2022.**

3. BACKGROUND

- 3.1 Risk management is an integral part of good governance and to evidence management review of the principal risks facing the council, a corporate risk register has been developed. This is subject to periodic updating and approval by the Corporate and Senior Management Teams and was last reviewed in December 2021.
- 3.2 The register describes the principal risks facing the council under nine generic themes. For each risk theme there is:
 - a description of the risk;
 - the risk rating 'score';
 - supporting information on risk appetite;
 - details of controls in place describing how each risk is currently being managed, and;
 - details of current/further mitigating actions.

- 3.3 Risk scores are determined by assessing the likelihood of an event occurring and the impact it potentially could have on the council's ability to meet its statutory obligations and deliver on its stated plans. Higher scoring risks, by definition, need more attention from senior management. A consequence of this is that the risk register contains risk themes where residual risks score moderately or highly, despite mitigating measures or controls being in place.
- 3.4 Risk appetite is also an important consideration; taking risks can present opportunities as well as threats; and an assessment of risk appetite considers whether risks can be tolerated (accepted), treated (reduced), transferred (e.g. through insurance) or terminated (if the risk is unacceptable)
- 3.5 Since the prior review the scoring for one risk theme - **financial risk** - has increased given the continuing budgetary pressures the council faces. The risk has regard to issues including likely future financial settlements, the impact of inflation, and uncertainty around the funding of current and future staffing pay awards. Even with close monitoring of these and the recognised need for transformational change, the overall risk score has been revised upwards.
- 3.6 Two risk areas have seen a reduction in risk score in the latest review, namely:
- **Environmental risk** has been reduced given the progress the council has made towards developing a commitment 'road-map' towards achieving 'net zero'. The scale of the task ahead will bring challenges in the incoming period and is not under-estimated, but having an approved plan in place has reduced the risk score at the present time.
 - **Regulatory risk** has been reduced; while the council has many statutory obligations to fulfil, there is an on-going commitment to meet these obligations. Having re-evaluated the likelihood of any potential breach at the present time the risk score has been lowered.
- 3.7 The completed risk register is attached for consideration by elected members as **Appendix 1**.

4. **SUMMARY OF IMPLICATIONS**

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

Effective risk management practices are necessary to evidence how the Council identifies and seeks to address any issues that may impact on its ability to deliver its stated priorities and plans

(b) Policy and Legal

Effective risk management practice is an essential component of good governance.

(c) Financial implications

The risk register recognises the financial challenges facing the council and the importance of addressing these. There are no direct financial implications arising from this report.

(d) Risk Implications

Risk and its management is the subject of this report.

(e) Staffing Implications

The risk register refers to Staffing Risks. No direct implications.

(f) Property

No direct implications.

(g) Equalities/Socio Economic Impact

No direct implications.

(h) Climate Change and Biodiversity Impacts

The risk register refers to climate change considerations under Environmental Risks. No direct implications.

(i) Consultations

The Corporate Management Team and Senior Management Team have participated in the development of the Corporate Risk Register.

5. CONCLUSION

5.1 Following its review and updating by the Corporate and Senior Management teams, the Committee is asked to consider and approve the latest Corporate Risk Register dated August 2022.

Author of Report:	Atholl Scott, Business Continuity and Risk Management Officer
Background Papers:	Internal audit files
Ref:	SPMAN-2045703626-164 / SPMAN-2045703626-163

MORAY COUNCIL

CORPORATE RISK REGISTER AS AT AUGUST 2022

SUMMARY OF PRINCIPAL RISKS			
Nature of Risk	Main issues	Risk Score	Risk Movement
1. Political	Political differences detract from focus on priority matters; decision making processes are strained and ineffective; partnership working is not optimised relying too heavily on council inputs. Recently elected council leadership has a vision for cohesive, co-operative and collaborative working	20	↔
2. Financial	Demand for services outstrips available budget. Council is unable to make savings or generate income that meets expectations of government, citizens or regulators. Financial settlements for councils remain uncertain in the longer term.	20	↑
3. HR (Staffing)	Inability to recruit and retain well qualified or experienced staff across a number of service areas, staff workloads are unsustainable. Additional pressures associated with pandemic resulting in increased absenteeism and reduced staff morale.	20	↔
4. Regulatory	Expected governance standards are unmet. Statutory or regulatory breaches occur. Council is subject to censure.	12	↓
5. Environmental	Impact of climate change including severe weather events. Clear route map to zero established and approved. Lessons learned from response to storm events of winter 2021/22 and action plans developed.	9	↓
6. Reputational	Council decisions result in litigation/judicial review; expectations from external inspections and of service users are not met; performance targets set at levels not aligned to capacity to deliver.	15	↔
7. Operational Continuity and Performance	Council performance falls below targeted levels for sustained period; impacts of the pandemic and the need to focus on priorities; transformational change impacts on service delivery.	16	↔
8. IT (Technological)	Major disruption in continuity of ICT operations; new ways of working create added pressures for ICT staff; data security is compromised.	20	↔
9. Economic Recovery	Risk of prolonged economic downturn following the pandemic and withdrawal from European Union. Macro-economic conditions may affect local area investment and growth potential.	16	↔

RISK CLASSIFICATION

RISK RATING	LOW	MEDIUM	HIGH	VERY HIGH
RISK MOVEMENT	DECREASE ↓	NO CHANGE ↔	INCREASE ↑	

The process for managing risk is documented separately in the council's risk policy, strategy and guidance notes. The risk rating is calculated by reference to assessed likelihood and impact (on a scale of 1 to 5) for each identified risk. The minimum score (lowest risk) being $1 \times 1 = 1$, the maximum (highest risk) $5 \times 5 = 25$. Scores of 3 and below are ranked low, green; between 4 and 6 medium, yellow; between 8 and 12 high, amber; and 15 and above very high, red, as per the table below.

LIKELIHOOD

Almost certain	5	5	10	15	20	25
Likely	4	4	8	12	16	20
Possible	3	3	6	9	12	15
Unlikely	2	2	4	6	8	10
Remote	1	1	2	3	4	5
		1 Minimal	2 Minor	3 Moderate	4 Major	5 Catastrophic

IMPACT

1.

Description of Risk: *Political:* Political priorities are not achieved; decision making processes are ineffective; partnership working is not optimised. Addressing this risk is central to the future provision of public services in Moray. While wider external political influences will continue to shape the future direction of the council in terms of its ability deliver services either on its own or in partnership with others, the Best Value Assurance Report (BVAR) - progress report dated March 2022 noted that stronger cohesive leadership from elected members was essential to enable the Best Value statutory duty to be met. The progress report acknowledged the work undertaken to address financial stability and develop plans to aid service improvement. The new council has the opportunity to consolidate on improvements already secured.

Lead: Elected Members / Council Administration / Chief Executive / Corporate Management Team

Risk Rating: low/medium/high/very high

VERY HIGH
Likelihood 4 x Impact 5 = Score 20

Rationale for Risk Rating:

The likelihood is assessed as 'likely' at point 4 of the scale 1 to 5 in terms of the risk classification table. This reflects the political challenges facing the newly elected council and the opportunity afforded to all elected members in conjunction with others to contribute effectively to the delivery of strategic change. The impact is set at the highest level of 5, in recognition of the options available to the Accounts Commission should it view in any future inspection that insufficient progress has been or is being made.


Risk Movement: increase/decrease/no change



Risk Appetite:

There is a strong appetite for the council to be successful in delivering best value services for its citizens against a challenging background of increasing demand and diminishing resources and a need to identify service priorities. Political stability will be key to ensuring progress is made towards addressing the recommendations made in the recent BVAR with a further follow-up audit scheduled for summer 2023.

Controls:	Current and Proposed Mitigating Actions:
<p>Comprehensive elected member induction training programme in place.</p> <p>Ten year strategic plan - Moray 2027 (the Local Outcomes Improvement Plan) being delivered jointly by the council and its community planning partners.</p> <p>Corporate Plan setting out high level council priorities approved and published in March 2020</p> <p>Plans emphasise prevention and resilience to reduce partner interventions and aid securing of sustainable outcomes.</p> <p>Suite of Governance Documents in place and regularly updated.</p> <p>Engagement at councillor and officer level with government, COSLA and audit bodies re political challenges facing the council.</p> <p>Political group leaders meet regularly to discuss areas of risk and determine areas of consensus and disagreement, principally on budget issues.</p> <p>Regular reporting of progress in implementing BVAR recommendations.</p>	<p>Corporate Management Team/Senior Management Team will continue to provide support and advice to elected members on sustainability of any proposals for change.</p> <p>Strategic and Corporate Plans to be reviewed in tandem to ensure they continue to reflect current community and council priorities going forward.</p> <p>Monitoring officer to continue statutory role of ensuring legality of decision making processes.</p> <p>Specific resourcing of projects and priorities to provide and advance clear plans to deliver objectives over time.</p>
<p>Current performance: The framework for political governance has been affirmed and supports the Council's administration in the development and implementation of its stated priorities. However circumstances make it more challenging to deliver at pace on a sustained basis.</p>	<p>Comments: Political risks can be mitigated to some extent by structures and processes that regulate the workings of the council and these continue to be developed. However, risks are more likely to be evident in the current economic climate and while uncertainty and fine political balance remains.</p>

2.	
<p>Description of Risk: <i>Financial:</i> There is a risk of financial failure with demand outstripping available budget. Savings require to be made and while a budget has been agreed for 2022/23, the Chief Financial Officer has highlighted a number of risks that will impact on spending plans. These include, but are not limited to, uncertain levels of government funding in future years, price inflation, rising interest rates leading to increased borrowing costs, and pay award settlements yet to be agreed for the current financial year and beyond. This risk is being actively managed with financial monitoring and reporting undertaken throughout the year and work continues on a transformation programme designed to deliver different models of service delivery and manage demand in future. This has the potential to impact on all sectors of the community, particularly so on those who are most disadvantaged, and the council recognises its duty to minimise inequality by targeting support towards those who need it most.</p>	
<p>Lead: Corporate Management Team/ Senior Management Team/ Chief Financial Officer (Section 95 Officer)</p>	
<p>Risk Rating: low/medium/high/very high</p>	<p>Rationale for Risk Rating:</p>
<p style="text-align: center;">VERY HIGH Likelihood 5 x Impact 4 = score 20</p>	<p>The Council has consistently delivered significant savings in recent years but the need to make further savings remains undiminished, and the challenge of continuing to do so while meeting service demands will be increased given the factors outlined above. Likelihood risk is raised to the highest level. The impact remains at high noting that the council is committed to protecting the most vulnerable and disadvantaged when any changes in service delivery are proposed.</p>
<p>Risk Movement: increase/decrease/no change</p>	<p>Risk Appetite:</p>
<p style="text-align: center;"></p>	<p>The council has no risk appetite for financial failure given its statutory requirement to manage its resources in a responsible and prudent manner and to continue to deliver statutory services. However it also recognises, as a consequence of financial constraints, that services have been curtailed in certain areas resulting in a diminution of performance. Expectations of service users will require to be managed. There is also a recognition that public finances generally are constrained with uncertainty around future financial settlements, acknowledging that in this regard, Moray Council is facing the same risk as other Scottish local authorities.</p>

<p>Controls:</p> <p>Financial plan in place with budget projections in place for current and next two financial years.</p> <p>Financial pressures identified.</p> <p>Medium and longer term financial strategy developed.</p> <p>Regular budget monitoring reports (on capital and revenue) presented to council</p> <p>Financial regulations in place and regularly reviewed.</p> <p>Property Asset Management Plan established, including Capital Strategy</p> <p>Treasury Management strategy.</p> <p>Procurement Policies and Practice</p> <p>Energy Monitoring.</p> <p>Internal and External Auditing</p> <p>Plans in place for participatory budgeting</p> <p>Regular reporting of ongoing short to medium term financial planning to committee</p> <p>Annual pricing review on charges for services.</p>	<p>Current and Proposed Mitigating Actions:</p> <p>Work to revise medium and long term financial plans continuing.</p> <p>Lobbying Scottish Government via COSLA regarding funding allocations.</p> <p>Work of the 'Transforming the Council' and Programme Boards including the BVAR and the Improvement and Modernisation Programme to inform further change and potential for redesign of services.</p> <p>Monitoring of Covid-19 associated costs, offset by central grants.</p> <p>Asset base requires sustainable rationalisation and learning estate strategy now agreed by council.</p> <p>More Community Engagement/Public Consultations planned</p>
<p>Current performance: Despite the additional demands on staff during the Covid-19 response an agreed budget for 2022/23 has been achieved, and on-going budget monitoring is being undertaken to enable early consideration to be given to any budget pressures that may emerge.</p>	<p>Comments: Financial risk is likely to remain very high for the foreseeable notwithstanding controls in place and planned mitigating actions.</p>

3.

Description of Risk: *Human Resources (People):* Effect of planned staffing reductions on services, both on staff directly affected and on workloads of staff in teams where staff numbers are reduced. Capacity of smaller teams to deal with business as usual and additional Covid-19 demands. Although the Council has responded well during the pandemic both in continuing normal service delivery and establishing new response based services, the pandemic has created an entirely new working environment with hybrid working. The longer term well-being impacts that were predicted to occur some 18-24 months post event are now emerging across the workforce with higher levels of sickness absence due to mental health related reasons.

Inability to recruit and retain well qualified or experienced staff, staff unprepared for change, lack of staff engagement, inadequate health and safety arrangements. With staff the council's most important resource, there is a need to ensure employees are equipped to embrace change and deliver services in different and innovative ways that as far as possible are sustainable at a time when resources are reducing. This will prove challenging during further budget reductions with potential workforce implications.

There is a particular impact on schools arising from the teacher shortage in certain subject areas and challenges recruiting to promoted posts (both secondary and primary) has been difficult. Shortages in key areas can affect attainment and inspection outcomes are impacted when there is no consistent leadership over time in a school. Recruitment generally can also be challenging for specialist and experienced staff which can have an impact on service delivery. Consequential pressures will apply in HR.

Lead: Depute Chief Executive (Education, Communities and OD); Head of HR, ICT and OD.

Risk Rating: low/medium/high/very high

VERY HIGH
Likelihood 5 x Impact 4 = Score 20

Rationale for Risk Rating:

Reduced ability of smaller teams to deal with competing and complex demands exacerbated by additional Covid-19 demands, being borne by those teams providing additional services such as administration of Grant Support Funding and Hardship Funds. Reduced ability of smaller teams to forward plan across a wider Council agenda and be ready with a strategic response.

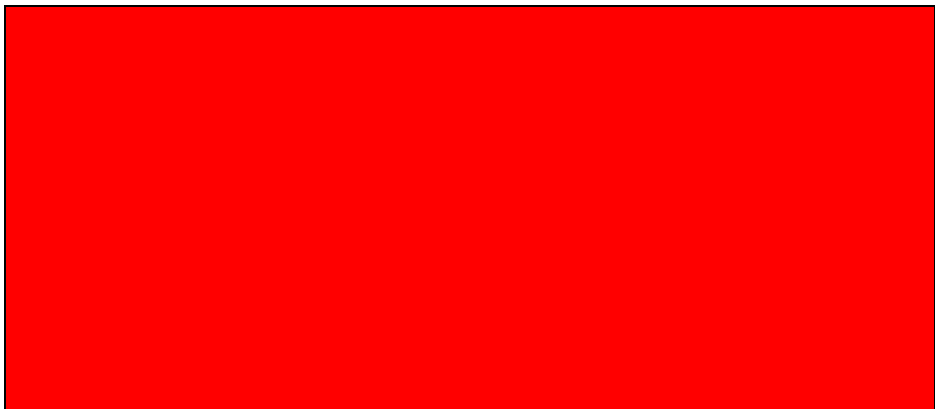
Difficult to recruit in a range of areas including certain subject teachers; vehicle technicians; specialist professional posts; senior management; clerical and administrative roles; and for community care staff.

Staff turnover leads to loss of expertise and 'corporate memory' but workforce planning is used to offset this, especially for key roles.


Inability to meet service demands and secure continuous improvement.

Staff morale and productivity is adversely affected as a consequence of the pandemic.

Given the foregoing issues the risk rating remains at a very high level




with on-going staffing challenges almost certain to continue, leading to a likelihood score of 5 with consequential moderate to high impacts in service areas directly affected.

<p>Risk Movement: increase/decrease/no change</p> 	<p>Risk Appetite:</p> <p>There is a determination to mitigate risks which adversely impact on staff, acknowledging that employees are the council's most important resource and a skilled and motivated workforce is essential for the delivery of council services. During the pandemic a degree of negative impact on staff has had to be tolerated as a result of the change to homeworking which contributed to stress or isolation for some as they adapted. The move to hybrid working as part of the wider flexible working policy should help alleviate some of these pressures.</p> <p>It is recognised that the challenge to recruit staff to certain specialist jobs remains with particular impacts around senior management posts and on leadership capacity. Council pay and grading policies limit incentives that may aid in the filling of vacancies. Inability to attract suitable staff in sufficient numbers creates risks including but not limited to reduced staff morale, poor service quality, inability to secure best value, and censure by regulators.</p>
<p>Controls:</p> <p>Corporate Workforce Plan, (reviewed and updated annually) in place</p> <p>Leadership Development Programme established</p> <p>Moray Management Methods promote consistency</p> <p>Employee Review and Development Programmes in place for teaching and non - teaching staff</p> <p>Reduced scope of HR activity reported to Policy and Resources Committee</p> <p>Employee Communications & Engagement Framework (including Interchange)</p> <p>Workforce Culture Group</p> <p>Health and Work Policy</p> <p>Health and Safety Policies and Annual Report.</p> <p>Absence Management Policy</p> <p>Working from Home Policy</p> <p>Change Management Policy and Procedures</p>	<p>Current and Proposed Mitigating Actions:</p> <p>Ensure senior management capacity, revised following external review, is sustainable and is sufficient to deliver the transformational change programme required to secure financial stability, in addition to 'business as usual'.</p> <p>Annual Review of Workforce Strategy and Plan and activity to address the main themes of health and wellbeing, leadership capacity, employee engagement and workforce development to ensure organisational capacity for the future.</p> <p>Mental health and wellbeing survey undertaken with actions being developed both corporately and bespoke within services where necessary, to be updated following analysis of 'Pulse' survey results.</p> <p>Manager Forums, mental health awareness training</p> <p>Activity to address specific recruitment and retention issues.</p> <p>Managing vacancies with regard to available skills</p> <p>Continue to review and develop the leadership development strategy and associated activity.</p> <p>Continue to develop modular training opportunities for staff</p>


	<p>Ongoing promotion of health and safety risk assessments, including for COVID, and of zero tolerance approach to safety breaches.</p> <p>Development of Safety Management Systems.</p> <p>Review and rationalisation of property assets estate to secure efficiencies and optimise outcomes for citizens – e.g. fewer schools would enable improved deployment of teaching resources.</p> <p>Corporate recruitment investigation and proposed actions being developed.</p> <p>Living Wage Accreditation submission planned for Autumn 2022 designed to support recruitment strategies.</p> <p>Workload toolkit pilots planned and in train to support reducing absence levels.</p> <p>Developing Flexible Working Approach including hybrid working.</p>
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<p>Current performance: The promotion of key staffing policies as described above has strengthened staff engagement and support in recent years; however, workload pressures as identified in the staff survey and highlighted in the BVAR may impact on staff morale going forward. In addition, the switch to hybrid working for many of the staff will be creating its own challenges. Most recently, several key posts have been appointed, albeit further vacancies have arisen in key transformation posts and senior management positions.</p>	<p>Comments: This risk is being actively managed but may be impacted upon further should staffing arrangements or levels be subject to change in the incoming period.</p>
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4.	
<p>Description of Risk: <i>Regulatory:</i> Expected governance standards are unmet. Council is subject to censure. The council is heavily regulated by statute, by national guidance and through local policy and procedures and, within its systems, has established checks and balances to support delivery of intended outcomes. Nevertheless in the current climate there is a risk that senior staff are diverted from their day to day responsibilities increasing the possibility that regulatory requirements are unmet, with attendant legal and financial implications and increasing the possibility that the council is unable to sustain delivery of best value services.</p>	
<p>Lead: Corporate Management Team/ Chief Financial Officer/ Monitoring Officer/ Heads of Service</p>	
<p>Risk Rating: low/medium/high/very high</p>	<p>Rationale for Risk Rating: Governance arrangements have been developed over many years. Systems and processes are subject to on-going review and development within services. Corporate support and review in relation to performance, audit, and inspection. Change increases the risk of system breakdown and non-compliance with regulatory requirements. Notwithstanding the range of control measures in place a regulatory breach remains a possibility hence the likelihood score of 3. The scoring for impact is assessed as slightly higher albeit this would depend on the nature of the breach.</p>
<p>HIGH Likelihood 3 x Impact 4 = Score 12</p>	
<p>Risk Movement: increase/decrease/no change</p>	<p>Risk Appetite: The council has zero appetite for regulatory failure and takes seriously its responsibility to ensure all services are in compliance with statutory regulations and standards. A robust approach is taken to securing governance arrangements which includes suitable systems of internal control.</p>
	

<p>Controls:</p> <p>Governance statement prepared annually in line with best practice guidance.</p> <p>Monitoring officer oversees governance processes.</p> <p>Constitutional documents available to direct good governance.</p> <p>Performance management framework developed.</p> <p>External scrutiny and inspection programme</p> <p>Internal and external audit arrangements</p> <p>Suite of Governance and Scrutiny documents in place and regularly updated</p>	<p>Current and Proposed Mitigating Actions:</p> <p>Governance oversight by Corporate Management Team, Monitoring Officer and audit bodies, in accordance with agreed plans where applicable.</p> <p>Governance review to be completed relative to future scrutiny arrangements to be adopted by Council.</p> <p>Pro-active management response to issues raised in inspection reports.</p> <p>Consider governance implications of proposed changes to service delivery arrangements e.g. use of Arm's Length External Organisations.</p>
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	Continued active participation in delivery of joint services with statutory and other partners as appropriate.
<p>Current performance: The council considers its current governance arrangements to be generally fit for purpose noting the planned leadership capacity review and formal agreement by the recently elected council to updated scrutiny arrangements scheduled for later in 2022.</p>	<p>Comments: The public sector is highly regulated with legislation and best practice guidance adopted both corporately and within services to ensure openness and accountability for the use of public funds. Established practices are likely to be challenged by change and by expectations of service users.</p>

5.	
Description of Risk: <i>Environmental:</i> Ability of the Council to respond to climate change emergency, to keep up with the pace of changing carbon reduction, waste and environmental targets. Impact of climate change and severe weather events; ability to deal with unforeseen emergencies is compromised by inadequate resilience. The council continues to invest in projects to address climate change issues, to manage energy use and ensure the council is well placed to respond to crisis situations in conjunction with the emergency services and other partners.	
Lead: Depute Chief Executive (Economy, Environment and Finance), Head of Environmental and Commercial Services	
Risk Rating: low/medium/high/very high	Rationale for Risk Rating: This risk, although multi-faceted and challenging, has been mitigated by progress made to reduce current and future threats through the development of clear action plans, noting that the responses to short term e.g. weather events will typically involve partnership working, and longer term achievement of climate targets will require additional external funding. It remains the case that a reducing workforce in Direct Services will have an impact on the council's ability to respond to emergency environmental situations in future.
<div style="background-color: yellow; text-align: center; padding: 10px;"> HIGH Likelihood 3 x Impact 3 = Score 9 </div>	
Risk Movement: increase/decrease/no change <div style="text-align: center;">  </div>	Risk Appetite: Proportionality is reflected in risk appetite such that the development and application of preventative measures mitigates risks to pre-determined and agreed levels recognising it is neither feasible nor affordable to wholly eliminate every environmental risk that may be faced.
Controls: Climate Change Strategy for 2020-2030 approved Climate change route map to zero agreed Climate change and energy teams in place Construction of energy from waste plant being progressed with neighbouring North East councils to replace landfill site Recycling awareness promoted and high rates achieved. Street light replacement programme completed to reduce carbon emissions	Current and Proposed Mitigating Actions: Response to recommendations following Storm Arwen lessons learned report under way. Continued liaison with other agencies Continue programme of exercises to test resilience / adequacy of responses to incidents Sustainable transport options under consideration.

<p>energy costs Housing investment programme to achieve energy efficiency standards Moray Development Plan considers climate change issues Council part of North of Scotland Regional Resilience Partnership Council Co-ordination Centre established and operational; crisis communications secured Emergency response co-ordinators and support staff identified and trained</p>	<p>External contractors engaged to support e.g. winter maintenance during extreme weather events. Review of offices and depots to achieve efficiency of use and associated energy enhancements. Annual report on progress with route map and associated actions</p>
<p>Current performance: Existing controls and mitigating actions seek to maintain and enhance Moray's reputation as a thriving area and a great place to live. The practicalities and costs of achieving the climate change commitments will remain challenging throughout delivery of the programme to secure net zero.</p>	<p>Comments: Climate change targets and associated costs are significant and will impact on all Council services.</p>

<p>Description of Risk: <i>Reputational:</i> Not meeting agreed performance targets (e.g. on educational attainment); Not delivering on key projects within IMP, growth deal, over spending or failing on a school build; failure on Best Value delivery plan; Major adult or child protection failure: Missing a major policy direction or funding opportunity because resources are so tight.</p> <p>The council provides services to all sectors of the community and while committed to high service standards, the diversity of service provision and the expectations of the public may increase the risk that the council's reputation could be called into question. This risk generally is considered to be managed through performance management, organisational development, the application of codes of conduct, complaints procedures and similar, however any reduction in services to any individual or group of individuals may justly or otherwise impact on the Council's reputation.</p>	
<p>Lead: Corporate Management Team/ Heads of Service/Chief Financial Officer</p>	
<p>Risk Rating: low/medium/high/very high</p>	<p>Rationale for Risk Rating:</p> <p>The risk rating has regard to established systems, procedures and controls designed to prevent adverse reputational damage, recognising that at a time of service reduction and curtailment the likelihood of increased criticism of council services is at the highest level albeit the impact is set at mid-level to reflect that any such reputational damage may vary considerably depending upon the nature of the issue under consideration.</p>
<p>VERY HIGH Likelihood 5 x Impact 3 = Score 15</p>	
<p>Risk Movement: increase/decrease/no change</p>	<p>Risk Appetite:</p> <p>The council endeavours to avoid reputational risk and is committed to continuous improvement in the delivery of services either on its own or with partners. It seeks to deliver these services having regard to its equality duty and has set targets for doing so through a customer charter. However it is accepted that increased reputational damage is a potential consequence of service reduction or cessation.</p>
	
<p>Controls:</p> <p>A suite of policy, strategy, governance, organisational development, project management and performance management measures are in place to enable delivery of the services to a standard which mitigates the risk of significant damage to the council's reputation.</p> <p>Consultation protocols established and range of consultation and engagement with public and workforce carried out over period of time</p>	<p>Current and Proposed Mitigating Actions:</p> <p>Ongoing review, redesign and implementation of policy, strategy governance, organisational development, project management and performance management.</p> <p>Develop support for improvement across the three key themes of</p> <ul style="list-style-type: none"> • Resources; • Finances; and • Attainment.

<p>Customer charter in place and customer focus strategy developed to improve citizen engagements and provide a consistent experience across services</p> <p>Formal complaints procedures in place</p> <p>Performance management reporting framework updated</p> <p>Corporate Management Team monitors external inspection processes and outcomes.</p> <p>Freedom of Information processes</p> <p>Suite of Governance and Scrutiny Documents in place and regularly updated</p>	<p>Regular meetings with officers and inspection agencies to support and challenge progress towards improvement.</p> <p>Risks to be fully considered in committee reports requiring a decision.</p> <p>Effectiveness of customer focus strategy to be monitored</p> <p>Means of communicating changes impacting service users to be monitored</p> <p>Improved outcome reporting of service delivery and linked performance indicator measures</p> <p>Improvement and Modernisation Programme: Raising Attainment - Wellbeing</p>
<p>Current performance:</p> <p>It is unlikely the risk of reputational damage can ever be fully eliminated given the breadth of services the council provides, nonetheless, the council takes its obligation to mitigate risk through the establishment and application of controls detailed above.</p>	<p>Comments: A range of measures are in place to regulate how the council interacts with citizens and to address any issues where recipients of services are dissatisfied with outcomes.</p>

7.

Description of Risk: *Operational Continuity and Performance:* The council is unable to deliver services or performance falls below acceptable levels for a sustained period; insufficient business continuity planning; changes in working practices impact on service delivery. This risk has been brought into focus by the pandemic and it is encouraging that the council has been able to respond in a manner such that delivery of critical services have been maintained, particularly for vulnerable service users who are dependent on the timely delivery of many council services. Going forward it is recognised that operational continuity and performance may be affected as a consequence of service re-design and changes in service delivery and challenges remain to ensure alignment of available resources to service delivery standards.

Lead: Corporate Management Team/ Heads of Service

Risk Rating: low/medium/high/very high

HIGH
Likelihood 4 x Impact 4 =16

Rationale for Risk Rating:

There are three strands to this risk; firstly, the need to ensure that business continuity arrangements remain fit for purpose, in particular for service areas deemed critical; secondly, to ensure that operational continuity and performance standards are reviewed and refined during COVID recovery to reflect short term and longer term changes in service delivery; and thirdly, that we capitalise on improvements learned during the COVID response such as community resilience and digital working.

Risk Movement: increase/decrease/no change



Risk Appetite:

The risk appetite reflects a requirement to sustain delivery of statutory services and ensure the needs of the vulnerable service users are met, recognising that reducing or restricting discretionary services is likely to affect some sectors of the community and have a 'knock-on' effect on operational continuity and performance.


Controls:

List of critical functions agreed by Corporate Management Team
Business continuity plans in place for key services although the scope of these will need to be reviewed post pandemic.
Organisational Development Team promoting workforce and leadership development
Communication strategy for informing service users of impending changes to services developed.
Improvement and Modernisation Programme (IMP)


Current and Proposed Mitigating Actions:

Incident management log to be established covering known issues arising from UK withdrawal from the European Union
Update service risk registers.
Update Business continuity procedures and plans to take into account staff changes and service reconfigurations
Ensure clear links between identified risks and service plans are maintained.
Review Performance Management Framework to ensure it aligns appropriately to revisions to service provision.
Service Prioritisation to ensure delivery of vital and key services during the pandemic.
Education Recovery Monies (Additional Funding)
Staff resource made available within Internal Audit to support risk management and business continuity practice

<p>Current performance: A range of measures is in place to secure operational continuity and performance for current service provision, with it being recognised that these measures may need to be revisited as a consequence of change. The focus remains on ensuring that key and vital services are provided as a priority.</p>	<p>Comments: Developments under this risk category are predicated on change with risks around operational continuity and performance dependent on the nature and scale of services delivered in future periods.</p>
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8.	
Description of Risk: <i>IT (Technological)</i> Major disruption in continuity of ICT operations; data security is compromised. Changes in working practices post pandemic reliant on ICT infrastructure, capacity and support. The threat of cyber-attacks on ICT systems is on the rise, and the council has a range of measures in place to limit the risks of data being corrupted or accessed for unauthorised purposes. The risk cannot be eliminated with attacks being nuanced over time and requiring the council to constantly be alert to new threats. The prevalence of working from home results in greater isolation, and increases the risk that staff may become susceptible to malicious emails. Noted that the advice from the Scottish Government Cyber Resilience Unit (CRU) has escalated to 'when', not 'if' a cyber-attack occurs and there is concern about the balance between possible mitigations and the final risk rating. The outbreak of the conflict in Ukraine has heightened the cyber security risk, however communications from the CRU indicate no evidence, to date, of attacks being carried out on UK public sector bodies as a result of the conflict.	
Lead: Corporate Management Team/ Depute Chief Executive (Education, Communities and OD)/ Head of HR ICT and OD	
Risk Rating: low/medium/high/very high	Rationale for Risk Rating: A recurring theme from senior management relative to their experiences during the course of the pandemic is that the success of their services in many respects is predicated on the availability of robust and adaptable ICT systems. This creates an elevated risk that has been recognised centrally, albeit it brings with it a number of challenges in terms of resourcing changed ways of working both to infrastructure and in terms of staffing to support that change in a timely manner. Meanwhile cyber security continues to have a high profile and the ICT service has a suite of controls in place to mitigate known risks in this area. Intelligence in relation to recent successful cyber-attacks has highlighted that the disruption to the affected organisations can be widespread, and the recovery process is likely to take a significant amount of time to restore business operations fully.
<div style="background-color: red; color: white; text-align: center; padding: 20px;"> VERY HIGH Likelihood 4 x Impact 5 = 20 </div>	
Risk Movement: increase/decrease/no change	Risk Appetite: There is zero appetite for service interruption or data loss, as this has the potential for catastrophic impact on service delivery and the cost of system disruption or data protection breaches can run to hundreds of thousands of pounds. The security and continuity of ICT services is therefore of vital importance and this is reflected in the range of controls in place.
<div style="text-align: center;">  </div>	
Controls: Corporate Information Security Policy. Disaster Recovery Plans. Senior Information Risk Officer. External accreditation processes for Network Security (Public Services Network, Cyber Essentials Plus)	Current and Proposed Mitigating Actions: Assess control as part of plans for developing digital services Penetration testing for applications implemented to deliver digital services Assess control as part of plans for developing digital services ICT Action Plan

<p>Environmental Controls for Data Centre (cooling, fire, flood and backup power)</p> <p>Boundary Firewalls and Internet Gateways (email and web filtering)</p> <p>Data control enhanced through network controls</p> <p>Malware Protection</p> <p>Patch management (Applications and Infrastructure)</p> <p>Third Party Maintenance Agreements (Applications and Infrastructure)</p> <p>Main financial system supported in-house</p> <p>Information Assurance Group</p> <p>Records Management Policy</p> <p>Data breach reporting arrangements</p> <p>Working from home policy/guidance</p>	<p>Participation in the Scottish Government Cyber Resilience Programme</p> <p>Extend accreditation process to include the Education ICT network</p> <p>Implement MetaCompliance solution to address awareness raising, e-learning and phishing campaigns to educate users – attempting to mitigate and reduce the ‘human error’ element.</p> <p>Update ICT Business Continuity Plan (BCP)</p> <p>Recognition that all services should review their BCPs to consider how services could function if ICT services were not available, including assessing criticality of services for prioritisation in the event of a significant event. A Working Group is now planned to progress the development of these issues within Services.</p> <p>Prepare Incident Response Plan</p> <p>Review insurance cover for a cyber-attack</p> <p>Complete the Scottish Government Cyber Resilience Framework self-assessment tool</p> <p>Implement National Cyber Security Centre (NCSC) guidance to review the use of Russian software products</p>
<p>Current performance: The risks associated with the delivery of ICT are constantly evolving, and the controls outlined above together with on-going vigilance are necessary to prevent disruption to critical services.</p>	<p>Comments: The suite of controls in place reflects the council’s commitment to securing data held and used in the effective delivery of modern council services.</p>

9.	
Description of Risk: Economic Recovery. Risk of prolonged economic downturn following the pandemic and exit from European Union with the possibility of a recession. Potential for further national lockdowns will put additional strain on the already struggling local economy. Higher inflation and any increase in interest rates longer term may have an impact on capital projects including the Moray Growth Deal. Continued and/or increased unemployment may have impact on council tax revenues and business failures may create similar pressures on business rates. Increased demand for welfare benefits and money advice services. All of which are factors outside the control of Moray Council but can influence on how the council reacts and plans for the future.	
Lead: Corporate Management Team/ Depute Chief Executive (Economy, Environment and Finance)	
Risk Rating: low/medium/high/very high	Rationale for Risk Rating: Both the current pandemic and exit from the European Union are likely to have both short and long term effects on the local economy. Great uncertainty will make planning challenging and the future economic landscape of Moray is yet to be defined. Moray Council's inputs, both as a driver and supporting force, will be crucial to aiding economic recovery.
<div style="background-color: red; color: white; text-align: center; padding: 10px;"> HIGH Likelihood 4 x Impact 4 = 16 </div>	
Risk Movement: increase/decrease/no change	Risk Appetite: There is a strong appetite for Moray to flourish as a community and economic recovery is a priority for the Council. Works are continuing with the Moray Growth Deal and current efforts are focused on providing support to businesses and other external organisations. Partnership working is also being encouraged to generate a synergy effect and ensure support is delivered efficiently and with optimal impacts.
<div style="text-align: center;">  </div>	
Controls: Moray Growth Deal - Funding for Growth Deal secured bringing total investment to the area of over £100m Partnership working with Highlands and Islands Enterprise, Moray College UHI, Skills Development Scotland and more. Money Advice Service providing support to citizens as required.	Current and Proposed Mitigating Actions: Moray Economic Strategy for 2022-2031 being refreshed with partners post pandemic Recruitment for key project leads in the Early Years STEM, Housing Mix, Cultural Quarter and Bus Revolution projects under way. UK Shared Prosperity Fund, Just Transition Funding and Strategic Priorities Fund opportunities considered and endorsed by Council and applications being submitted. SG Covid Recovery Fund partially allocated for discretionary business support, town centre capital business improvement and startup grants, and in support of the Scotland Loves Local project, the balance targeted at low income households.



<p>Current performance: Service delivery has been concentrated to providing vital and statutory services reacting in response to the pandemic. Pace has begun to pick up on the Moray Growth Deal with key projects now coming on stream in the near future.</p>	<p>Comments: The current situation coupled with future uncertainty will make economic recovery challenging. Key steps have been taken to establish a long term strategy, providing the backbone for the road to economic revival.</p>
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