Moray Council

Wednesday, 10 March 2021

NOTICE IS HEREBY GIVEN that a Meeting of the **Moray Council** is to be held at **various locations via video conference**, on **Wednesday, 10 March 2021** 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 Items 14 and 15 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. **Minutes of meeting of 18 February 2021** 7 - 14

5. **Written Questions** **

6. **Use of Capital Receipts Fund Transformation** 15 - 18

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

7. **Former Greenbrae Landfill** 19 - 22

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

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. **Realignment of Management Responsibility [Para 1]**

- Information relating to staffing matters;

15 **Living Wage Consolidation [Para 1 and 11]**

- Information relating to staffing matters;
- Information relating to any consultations or negotiations in connection with any labour relations;

Moray Council Committee meetings are currently being held virtually due to Covid-19. If you wish to watch the webcast of the meeting please go to:
http://www.moray.gov.uk/moray_standard/page_43661.html
to watch the meeting live.

*   **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.

Clerk Name: Moira Patrick
Clerk Telephone:
Clerk Email: committee.services@moray.gov.uk

THE MORAY COUNCIL

Moray Council

<u>SEDERUNT</u>

Councillor Shona Morrison (Chair)
Councillor Graham Leadbitter (Depute Chair)
Councillor George Alexander (Member)
Councillor James Allan (Member)
Councillor David Bremner (Member)
Councillor Frank Brown (Member)
Councillor Theresa Coull (Member)
Councillor John Cowe (Member)
Councillor Gordon Cowie (Member)
Councillor Paula Coy (Member)
Councillor Lorna Creswell (Member)
Councillor John Divers (Member)
Councillor Tim Eagle (Member)
Councillor Ryan Edwards (Member)
Councillor Claire Feaver (Member)
Councillor Donald Gatt (Member)
Councillor Marc Macrae (Member)
Councillor Aaron McLean (Member)
Councillor Maria McLean (Member)
Councillor Ray McLean (Member)
Councillor Louise Nicol (Member)
Councillor Laura Powell (Member)
Councillor Derek Ross (Member)
Councillor Amy Taylor (Member)
Councillor Sonya Warren (Member)
Councillor Walter Wilson (Member)

Clerk Name: Moira Patrick
Clerk Telephone:
Clerk Email: committee.services@moray.gov.uk

MORAY COUNCIL

Minute of Special Meeting of the Moray Council

Thursday, 18 February 2021

Various locations via video conference,

PRESENT

Councillor George Alexander, Councillor James Allan, Councillor David Bremner, Councillor Frank Brown, Councillor Theresa Coull, Councillor John Cowe, Councillor Gordon Cowie, Councillor Paula Coy, Councillor Lorna Creswell, Councillor John Divers, Councillor Tim Eagle, Councillor Ryan Edwards, Councillor Claire Feaver, Councillor Donald Gatt, Councillor Graham Leadbitter, Councillor Marc Macrae, Councillor Aaron McLean, Councillor Maria McLean, Councillor Ray McLean, Councillor Shona Morrison, Councillor Louise Nicol, Councillor Laura Powell, Councillor Derek Ross, Councillor Amy Taylor, Councillor Sonya Warren, Councillor Walter Wilson

IN ATTENDANCE

Also in attendance at the above meeting were the Chief Executive, Depute Chief Executive (Economy, Environment and Finance), Depute Chief Executive (Education, Communities and Organisational Development), Head of Governance, Strategy and Performance, Chief Financial Officer, Head of Environmental and Commercial Services, Acting Head of Housing and Property, Transportation Manager and Tracey Sutherland, Committee Services Officer.

1.   Chair

The meeting was chaired by Councillor Shona Morrison.

2.   Declaration of Group Decisions and Members Interests *

In terms of Standing Order 20 and the Councillors' Code of Conduct, Councillors Eagle, Leadbitter and Alexander confirmed that their respective Groups along with members of Budget Development Group had discussed the papers but no whip had been given in regard to any prior decisions taken on how Members will vote on any item on the agenda. There were no declarations of Member's interests in respect of any item on the agenda.

3.   Resolution

The meeting resolved that in terms of 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 11 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.

Para Number of the Minute	Para Number of Schedule 7a

11   Information on proposed terms and/or expenditure to be
                        incurred by the Authority

4.   Charging for Services

Under reference to paragraph 8 of the minute of the special meeting of the Moray Council on 16 December 2020, a report by the Depute Chief Executive (Economy, Environment and Finance) asked the Council to approve revised charges for Council services for 2021/22.

Councillors Creswell and Edwards joined the meeting during the discussion of this item.

During discussion of the item a number of amendments to the recommendations were made and it was agreed that all amendments would be put forward and then Officers would have the opportunity to respond.

Councillor Eagle moved, seconded by Councillor Brown the following:

* B10a Remove the annual maintenance charge for wash/dry toilets
* E1   Reduce the cost of music tuition by 30%
* E3   Decrease the cost of school meals
* G1b   Freeze the cost of Bulky Uplifts

Councillor Bremner, seconded by Councillor Warren proposed freezing the Harbour charges at section I2, a, b, e, g and h.

Councillor Ross moved that the Building Standards Pre-application check cost be increased to £150.

Councillor Macrae, seconded by Councillor Allan moved that all harbour charges due to be increased in the recommendations be frozen at the current rates.

In response, The Head of Environment and Commercial Services advised that the proposal to freeze the increase in Bulky Uplift costs would have no direct operational impact for the Service. He further added that with regard to reducing the costs of school meals, it would be advisable to defer the decision on this until after the Scottish Government election in May as the outcome of the election is likely to have an impact on school meal provisions as he understood that in light of policy developments already indicated by the Scottish Government, compensation would most potentially be available to Councils.

The Chief Financial Officer concurred with the previous comments and said it would be premature to make a decision on school meals at the moment.

In considering the responses from the Head of Environmental and Commercial Services and the Chief Financial Officer, Councillor Eagle confirmed that he was happy to defer the decision on school meals until after the May election.

With reference to reducing the costs of music tuition, the Depute Chief Executive (Education, Communities and Organisational Development) confirmed that if a

reduction of 20% were to be agreed, the costs would be more in line with the average charges other Councils.

In response to the proposals to freeze all or some of the proposed increases in Harbour charges, the Transportation Manager confirmed that she would not recommend freezing any of the charges and referred to a previous decision by the Economic Development and Infrastructure Committee where it was agreed that work would be carried out to make the Harbours self sufficient.

It was agreed to have a short adjournment to allow the groups to discuss the amendments and also to allow Officers the opportunity to obtain answers to the outstanding questions.

Following the short adjournment, the Depute Chief Executive (Economy, Environment and Finance) clarified that the fee for major construction projects requiring Building Standards input to the design process had been introduced following one particularly large development but no requests had been made for that particular service since.

Following the clarification Councillor Ross was happy to withdraw his amendment to increase the price.

The Head of Governance, Strategy and Performance advised the Council that a proposal to approve the charges in the recommendations with the exception of those previously identified would be required and then a vote on each of the amendments could then be taken.

On the advice of the Head of Governance, Strategy and Performance, Councillor Morrison, seconded by Councillor Alexander moved the charges as detailed in the appendix with the exception of the amendments proposed.

As there was no one otherwise minded, the Council then proceeded to deal with each amendment in turn.

Councillor Eagle, seconded by Councillor Brown moved to remove the maintenance charge for wash/dry toilet users.

Councillor Leadbitter, who had sympathy on the wash/dry toilets maintenance charge proposed writing to the Integration Joint Board (IJB) to ask them to review the charge and to report back to the Council prior to the Budget meeting on 3 March 2021, this was seconded by Councillor Bremner.

On the division there voted:

For the motion (11)	Councillors Eagle, Brown, Allan, Feaver, Gatt, Macrae, M McLean, R McClean, Powell, Ross and Wilson
For the amendment (15)	Councillors Leadbitter, Bremner, Alexander, Creswell, Coull, Coy, Cowe, Cowie, Divers, Edwards, A McLean, Morrison, Nicol, Taylor, Warren

Abstentions (0)

Accordingly the amendment became the finding of the meeting and the Council agreed that the Council Leader would write to the IJB to ask them to review the

charge and to report back to the Council prior to the Budget meeting on 3 March 2021.

Councillor Eagle, seconded by Councillor Brown, moved to reduce the cost of music tuition by 30% for 2021/22. As there was no one otherwise minded, the Council agreed to reduce the cost of music tuition by 30% for 2021/22.

Councillor Eagle, seconded by Councillor Brown, moved to freeze the bulky waste charge at 2020/21 prices. As there was no one otherwise minded, the Council agreed to freeze the bulky uplift charge at 2020/21 prices.

Councillor Bremner moved freezing Harbour charges in section I2 a, b, e, g and h only for 2021/22, this was seconded by Councillor Warren.

Councillor Macrae, seconded by Councillor Allan moved that all Harbour charges as detailed in Section I of the appendix are held at 2020/21 rates.

Councillor Alexander said that a decision had been made at a previous Committee to make the harbours self sufficient and therefore proposed agreeing the harbour charges as stated in Section I of the Appendix, this was seconded by Councillor Cowe.

Thereafter, in terms of Standing Order 63(c) following summing up by relevant members at the appropriate points, there being more than one amendment proposed, of which were a direct negative against each other, the Clerk advised that the first amendment proposed by Councillor Macrae would be taken against the second amendment proposed by Councillor Alexander and thereafter the successful amendment would be taken against the motion proposed by Councillor Bremner.

On the division between the first and second amendment there voted

For the first Amendment (13)	Councillors Macrae, Allan, Brown, Cowie, Eagle, Edwards, Feaver, Gatt, M McLean, R McLean, Powell, Ross and Wilson
For the second Amendment (13)	Councillors Alexander, Cowe, Bremner, Creswell, Coull, Coy, Divers, Leadbitter, A McLean, Morrison, Nicol, Taylor and Warren

Abstentions (0)

In terms of standing order 63(a) where there is an equality of votes, the Convener shall have the casting vote. The Convener voted with the second amendment.

The Clerk confirmed that, in accordance with Standing Order 62 (c) the second amendment would now be taken against the motion.

On the division between the second amendment and the motion there voted:

For the Motion (23)	Councillors Bremner, Warren, Allan, Brown, Coull, Cowie, Coy, Divers, Eagle, Edwards, Feaver, Gatt, Leadbitter, A McLean, M McLean, R McLean, Macrae, Morrison, Nicol, Powell, Taylor, Ross and Wilson

For the second Amendment (3)   Councillors Alexander, Cowe and Creswell

Abstentions (0)

Accordingly the motion became the finding of the meeting and the Council agreed to freeze the Harbour charges in Section I 2 a, b, e, g and h.

Councillor Brown left the meeting following the discussion of this item.

5.   Capital Strategy

Under reference to paragraph 7 of the minute of the meeting of Moray Council on 12 December 2018 the Depute Chief Executive (Economy, Environment and Finance) asked the Council to approve the amended Capital Strategy presented in draft as Appendix 1 to this report.

Following consideration the Council agreed to approve the amended Capital Strategy as set out in Appendix 1.

6.   Indicative Capital Plan 2021-22 to 2031-32

A report by the Depute Chief Executive (Economy, Environment and Finance) asked the Council to consider the Council's indicative capital plan for 2021/22 to 2031/32.

Following consideration the Council agreed to:

i) note capital expenditure for 2021/22 to 2031/32 as set out in the indicative ten year Capital Plan in Appendix 1; and

ii) note any amendments to be taken forward as part of the budget setting report to Council on 3 March 2021.

7.   Housing Revenue Account Annual Budget 2021

A report by the Depute Chief Executive (Economy, Environment and Finance) presented the Housing Revenue Account (HRA) Budget and Housing Investment Plan for 2021/22 to the Council for approval.

Following consideration the Council:

i)) agreed the proposed HRA Budget for 2021/22 (Appendix I) and Housing Investment Plan (Appendix II);

ii) noted the results of consultation with tenants on options for the 2012/22 rent increase;

iii) considers the results of the updated rent affordability assessment;

iv) agreed Council house rents increase of 3% for 2021/22;

v) agreed that garage site rents are increased by 7% (this is a two yearly increase);

vi) agreed service developments at a cost of £119k;

vii) agreed that grass cutting charges are increased by 3.5%; and

viii) notes the three year projection to 2023 (Appendix III)

8. Strategic Framework for Recovery and Renewal in Moray - Update Report

A report by the Depute Chief Executive provided an update on progress with recovery, noting that the last overarching update report was provided to the Recovery and Renewal Working Group on 17 November 2020.

Following consideration, the Council agreed to note:

i) feedback from the public engagement on the Strategic Framework (RRSF) summarised in Appendices 1 and 2;

ii) the main issues raised in this engagement and the relevant service responses set out in Appendix 3;

iii) the first draft Recovery and Renewal Action Plan in Appendix 4 and its relationship with developing policy at national and local level, as well as the proposed next steps;

iv) broad progress in terms of the Recovery and Renewal Programme; and

v) work ongoing to ensure that lessons learned in the response phase are considered as services are recovered.

9. Public Performance Report 2019-20

A report by the Depute Chief Executive (Education, Communities and Organisational Development) asked the Council to consider the Public Performance Report 2019-20 in its reporting actions and performances of Council services and progress on Corporate Plan priorities.

Following consideration the Council agreed to approve the Public Performance Report 2019-20 in its reporting of Council performance and progress against Corporate Plan priorities.

10.   Moray Growth Deal - Outline Business Case - Bus Revolution and Early Years STEM

A report by the Depute Chief Executive (Economy, Environment and Finance) informed the Council of the progress on the Bus Revolution and Early Years STEM projects and next steps.

Prior to continuing with the debate, the Chair sought the agreement of the Council to suspend Standing Order 75 to allow the meeting to continue beyond 5.00pm. This was unanimously agreed.

Following lengthy consideration the Council agreed to:

i)   note the executive summaries from the outline business cases provided in Appendices 1 and 2;

ii)   note the governance process associated with Growth Deal Projects for which the Council is the Lead Partner, as set out in paragraphs 3.2 and 3.3; and

iii)   the high level funding requirement for these projects of £1.6m in capital and £500,000 in revenue over the lifetime of the programme from the Council and note the overall project costs shown in the financial implications.

11.   Moray Growth Deal - Programme Plan and Final Deal Documentation

A report by the Depute Chief Executive (Economy, Environment and Finance) informed the Council of the progress on the programme plan and final deal documentation.

Following consideration the Council agreed:

i)   note the following:
    a) the progress made on the Moray Growth Deal since October 2020;
    b) the proposed target date for signing the deal; and
    c) the next steps outlined in Section 6.

ii)   that the terms of the final Deal may be agree in accordance with the Heads of Terms, with additional detail as set out in the Outline Business Cases and supplementary documentation detailed in the report, the Depute Chief Executive (Economy, Environment and Finance) being delegated authority to make such final adjustments as may be necessary to enable signing of the Deal in discussion with Group leaders and the Moray Growth Deal Programme Board.

REPORT TO: MORAY COUNCIL ON 10 MARCH 2021

SUBJECT: USE OF CAPITAL RECEIPTS TO FUND TRANSFORMATION

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

1.   REASON FOR REPORT

1.1   To request Council's approval to use capital receipts to fund a specified range of transformation or service redesign projects, in the terms permitted by Scottish Government as set out in Local Government Finance Circular No 4/2019.

1.2   This report is submitted to Council in terms of Section III (A) (2) of the Council's Scheme of Administration relating to consideration of capital and revenue budgets and long-term financial plans.

2.   RECOMMENDATION

2.1   **It is recommended that Council:**

i)   approves the use of capital receipts to fund expenditure estimated at £220,000 in 2020/21 on the Improvement and Modernisation Programme and Digital Services, as set out in section 4 of this report;

ii)   notes that annual recurring savings of at least £2,121,000 are projected to be achieved from this and the last two years' investment of capital receipts; and

iii)   notes that further reports on the use of capital receipts in 2021/22 will be brought for approval as the details of the Improvement and Modernisation Programme and other proposals for transformation are developed.

3.   BACKGROUND

3.1   Local authorities are required to use capital receipts to fund capital expenditure. Scottish Ministers are empowered by the Local Government Scotland Act 2003 to vary proper accounting practices by issuing statutory guidance. The Cabinet Secretary for Finance, Economy and Fair Work wrote to the COSLA Spokesperson for Resources on 10 December 2018 stating his intention to issue guidance enabling capital receipts to be used to fund service

transformation. The statutory guidance was issued on 28 March 2019 as Local Government Finance Circular No 4/2019.

3.2   The Guidance covers expenditure in the financial years 2018/19 to 2021/22. To be funded from capital receipts, expenditure must be on a transformation or service redesign project where incurring up-front costs will transform service delivery in a way that reduces costs and/or demand for services in future years and generate on-going savings.

3.3   The Guidance requires a report to be presented to Council for approval to use capital receipts to fund qualifying expenditure. The report is required to set out the total estimated cost of each project; the expected savings or service demand reduction; details of the expenditure and the amounts and value of capital receipts to be used. Without the approval of Council capital receipts cannot be used for this purpose.

3.4   Previous reports have been made to Council on 8 May 2019 for use of capital receipts in 2018/19 (paragraph 8 of the Minute refers) and on 12 February 2020 (paragraph 11 of the Minute refers) for use of capital receipts in 2019/20.

4.   USE OF CAPITAL RECEIPTS 2020/21

4.1   Capital receipts of £1,674,000 have been generated in 2020/21 as at 31 January 2020. It is proposed to fund qualifying expenditure in 2020/21 from these receipts as set out below.

4.2   The Council, at a special meeting on 12 December 2018, approved an Improvement and Modernisation Programme (IMP) (paragraph 5 of the Minute refers). There have been regular update reports to Policy and Resources Committee and latterly to Education, Communities and Organisational Development Committee, with the last update to that committee on 18 November 2020 (paragraph 34 of the Minute refers). It is proposed that expenditure incurred on projects forming part of IMP is funded from capital receipts. Expenditure of £313,000 has been incurred to date and current estimates are that expenditure of £146,000 will be incurred in 2020/21, with total savings from IMP currently projected at £716,000 - £776,000 from those areas where savings have been currently quantified.

4.3   In addition to costs directly attributable to IMP, the Council has a Business Change Officer in the ICT service. The cost of this post, including on-costs, is £59,000. The Council is a member of the Digital Office for Scottish Local Government, for an annual membership fee of £15,000. These costs relate to the support for change which digital services can bring about and the postholder has been supporting work carried out in relation to the Education admin review and other work under IMP and it is proposed that these costs in 2020/21 are funded from capital receipts.

4.4   The overall position of proposed investment and forecast savings is summarised in the table below:

Project	Cost 2018 to 2020 £000s	Projected Cost 2020/21 £000s	Actual Savings 2018 to 2020 £000s	Projected Savings 2020/21 £000s	Projected future savings £000s	Total projected savings £000s
IMP	313	146	86	168	522	776
Digital Services	213	74	44	-	-	44
Service restructure	398	-	1,112	-	-	1,112
CAT	53	-	189	-	-	189
Total	977	220	1,431	168	522	2,121

5.   **SUMMARY OF IMPLICATIONS**

(a)   **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))**
Use of capital receipts to fund transformation assists in achieving the Council's priority of being financially sustainable.

(b)   **Policy and Legal**
This report is made following statutory guidance issued by Scottish Ministers under section 12 (2)(b) of the Local Government in Scotland Act 2003, on proper accounting practices.

(c)   **Financial implications**
The financial implications are addressed through the report. One-off investment in transformation totalling £220,000 added to one-off investment of £977,000 in 2018/19 and 2019/20 is currently projected to generate recurring annual savings of £2,121,000.

(d)   **Risk Implications**
There are risks that projected savings are not achieved by the investment in transformation. Risks are mitigated by closely monitoring progress in achieving savings.

(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 implications for equalities or the socio-economic duty arising directly from this report.

(h)   **Consultations**
The Corporate Management Team has been consulted in the preparation of this report.

8. CONCLUSION

8.1 The Council has generated capital receipts of £1,674,000 in 2020/21 to date and retains unused capital receipts from 2019/20 of £1,182,000. This totals £2,856,000, which sum is available to invest in transformation projects, following approval by Council. Expenditure of £220,000 in 2020/21 is recommended. Savings of £1,431,000 have been generated with £168,000 forecast for 2020/21 and a further £522,000 anticipated in 2021/22.

Author of Report: Lorraine Paisey, Chief Financial Officer
Background Papers:
Ref: LP/LJC/

REPORT TO: MORAY COUNCIL ON 10 MARCH 2021

SUBJECT: FORMER GREENBRAE LANDFILL, CUMMINGSTON

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

1.   REASON FOR REPORT

1.1   To inform the Committee of costs for removal of gas extraction equipment from Greenbrae Landfill

1.2   This report is submitted to Committee in terms of Section III (A) (2) of the Council's Scheme of Administration relating to Capital and Revenue Budgets

2.   RECOMMENDATION

2.1   The Council is asked to approve a budget of £90k to remove the gas extraction system at the former Greenbrae Landfill, Cummingston.

3.   BACKGROUND

3.1   The Planning and Regulatory Committee of 25 February 2020 agreed that the Council no longer requires to occupy the land at Greenbrae, Cummingston (para 23 of the minute refers).

3.2   The Committee also approved the removal of the existing gas extraction equipment from the land at Greenbrae Cummingston. This could not be progressed as rapidly as anticipated due to the national Covid-19 lockdown and ongoing continued restrictions.

3.3   Once the restrictions on construction were removed a tender process was undertaken. A quote has been received of around £84,000 to remove the gas extraction equipment from site.

3.4   There is no budget to meet this level of expenditure on contaminated land and the work requires to be funded to allow removal of the gas extraction and allow the Council to cease occupation of the site.

4. **SUMMARY OF IMPLICATIONS**

   (a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))**
   Monitoring and enforcement of contaminated land protects public health

   (b) **Policy and Legal**
   The Environmental Protection (Scotland) Act 1990 introduced a new duty for Local Authorities to address contaminated land.

   Expert legal opinion confirms that Moray Council could argue it is not liable for the actions Moray District Council in relation to the operation of the old landfill.

   (c) **Financial implications**
   A budget of £90k is required for the purpose of removing gas extraction equipment from the former Greenbrae landfill.

   (d) **Risk Implications**
   As with all legal opinion there is a risk of challenge with regard to liability for contaminated land and there is a risk that the landowner will continue to seek financial gain from the situation and this will need to be defended.

   Risk of gas migration will be prevented through ongoing monitoring of gas migration from the site with this monitoring being undertaken off site.

   (e) **Staffing Implications**
   Staff time to prepare the tender, assess submissions and monitor quality of work. It is expected that this can be undertaken within existing Environmental Health staff resources.

   (f) **Property**
   None.

   (g) **Equalities/Socio Economic Impact**
   No Equality Impact Assessment is required for this report.

   (h) **Consultations**
   The Depute Chief Executive (Economy, Environment and Finance), the Head of Economic Growth and Development, the Head Governance, Strategy and Performance, the Equal Opportunities Officer, the Head of Financial Services and Tracey Sutherland, Committee Services Officer have been consulted and comments received have been incorporated into the report.

5. **CONCLUSION**

5.1 **The Greenbrae site and historical action to prevent gas migration and current dispute with the new landowner needs to be resolved by removing the gas collection and flaring equipment from the site.**

5.2 Approval of the budget is required to enable the removal of the gas extraction system.

Author of Report: Karen Sievewright (Environmental Health and Trading Standards Manager)
Background Papers: Committee Report   Planning & regulatory services committee on 25 February 2020, Former Greenbrae landfill, Cummingston
Ref:

REPORT TO: MORAY COUNCIL ON 10 MARCH 2021

SUBJECT: COVID RELATED PRESSURES AND SERVICE PRIORITISATION

BY: CHIEF EXECUTIVE

1.   REASON FOR REPORT

1.1   To provide the Council with an assessment of the impacts of the latest lockdown as a consequence of the national pandemic, including additional Covid-related provisions that are being delivered by Council services, and the affect this is having on staff capacity and service delivery.

2.   RECOMMENDATIONS

2.1   **The Council is invited to:**

   i)   consider and note the additional COVID related services being delivered; pressures that this puts on service delivery as a consequence; and the effect on the services in a specific number of areas;

   ii)   acknowledge the expectation of a scaled down delivery of the non-statutory services outlined in Section 4 of this report; and

   iii)   agree to review the situation in June 2021.

3.   BACKGROUND

3.1   The First Minister's announcement on 19 December 2020 moved Moray from tier 1 to tier 4 restrictions from 26 December 2020. Tier 4 restrictions are likely to last until at least 29 April according to the latest announcement on 23 February 2021. The Council has had to review and reset a range of Council activities and services in accordance with updated guidance and directions. This report sets out the pressures as a consequence.

3.2   Having dealt with the immediate response to Covid-19 and the first government led lockdown, consideration was then given to how the Council could maintain the resilience of critical services, reintroduce other services (where appropriate or nationally directed) and plan for longer term recovery and renewal. Reports detailing work in planning for longer term recovery were submitted to Recovery and Renewal Working Group (RRWG) on 16

September and 17 November 2020 and to a Special Meeting of Moray Council on 18 February 2021.

3.3 This plan, approved by the Emergency Cabinet on 24 June 2020, is formally known as the Recovery and Renewal Strategic Framework (RRSF) and governed initially by the Renewal and Recovery Working Work, now subsumed into Group Leaders. This was a staged programme set out in an Appendix to the RRSF (**Appendix 1**).

3.4 In parallel with planning for recovery and renewal, the Council had commenced revitalising the Improvement and Modernisation Programme and agreed a Best Value Action Plan in October and November 2020 respectively.

3.5 As Members will recall the immediate response to Covid-9 starting in March 2020 had gone on for many weeks. This followed guidance, support and direction issued at national UK Government, Scottish Government and sectoral level. Reports detailing work done in response were submitted to the Emergency Cabinet on 21 May, 3 June, 17 June, 1 July and 12 August 2020.

3.6 As a consequence of being thrown back into lockdown from January 2021, the Council moved into an enhanced response phase for many activities and services and this, combined with ongoing service delivery, renewal and recovery, improvement and transformation agendas, has created significant pressures on an already stretched workforce.

ENHANCED COVID RESPONSE SERVICE PROVISION

Community Asymptomatic Testing

3.7 Asymptomatic testing is being provided to staff in schools and ELC settings and to senior pupils which has required administrative and distribution arrangements to be put in place. Mention is also made on the work to establish and co-ordinate the running of two mobile testing units rotating across Moray for general community testing.

Vaccination Programme

3.8 In support of the vaccination programme, all 32 Councils were requested to identify a single point of contact. Accordingly, the Head of Environmental and Commercial Services has assumed this role which involves regular liaison group meetings locally with NHS and third sector representatives and undertaking a range of tasks including:-

- Arranging additional "Dial A Bus" journeys available for those who cannot access public transport easily to vaccination centres.

- Negotiating a commercial bus service to the mass vaccination centre in Elgin.

- Providing additional gritting where requested.

- ICT support for the vaccination centre at Edgar Road, Elgin.

Return to Education

3.8 In January 2021 during a second phase of lockdown, schools have been open to children of keyworkers and vulnerable children while also providing remote

learning for all pupils. This service will be phased out as normal school attendance resumes. This has required additional planning to enable in person and remote learning, including a further roll out of digital devices. Risk assessments have been reviewed at each stage of change in the provision of and guidance for in-school learning and appropriate measures put in place. Planning for phased recovery starting week beginning 22 February has been completed seeing nursery, P1-3 and small numbers of senior phase pupils returning to settings and schools. All staff and senior phase pupils have been offered the opportunity to opt-in to lateral flow testing and this programme is now underway. The second phase involves nursery partner providers.

Humanitarian Assistance

3.9 The Council's contact centre is undertaking the role of Community Assistance Hub and is handling calls to/from those required to self-isolate and who are shielding, offering support as required. Staff have been deployed from the libraries service to add capacity to this service.

Business Support Grants

3.10 Alongside other agencies the Council continues to administer and distribute business support grants with over £27 million distributed to date. Significant additional grant funding has been allocated for Local Government distribution since the January 2021 lockdown began.

Other

3.11 Free school meals payments continue to be made to those who are eligible on financial grounds while pupils are not able to attend schools.

3.12 Covid related financial benefits are administered by the Money Advice Team, including the flexible food fund and covid hardship payments. An additional temporary resource has been added to the team recently to add capacity given the volume of cases.

3.13 The Licensing team have been providing advice and assistance to licensed premises to help them continue to operate where possible. They are also administering and distributing Scottish Government grant assistance for licenced taxi and private hire drivers.

LIVING WITH COVID

3.14 Services across the Council have had to adapt to operating in a covid safe environment, which can be more resource intensive, take more time and in some cases be less effective.

Enforcement of Compliance and Surveillance

3.15 Capacity has been taken up with responding to requests for advice and guidance on compliance and surveillance of intelligence received from NHS Grampian Public Health; Public Health Scotland and other sources of intelligence received by the Council on an ongoing basis. Police Scotland have also been taking an enhanced role in terms of compliance.

Education/Educational Support

3.16 To enable the safe return of schools there will be ongoing adjustments such as enhanced cleaning, school transport and school meals provision. Use of buildings has been adapted and social distancing and hygiene measures are

in place as required. Covid measures impact on time available and delivery methods for education.

3.17   P1-3 have returned following successful planning and primary schools are preparing to welcome older pupils into school from 15 March. As noted above the covid-19 working environment will continue to present constraints on the delivery of some aspects of the curriculum. However, teaching staff will be assessing progress of learners on their return and adapting and planning accordingly for the rest of the school year.

3.18   In secondary schools, planning is underway for a more extended period of delivery of both remote and in person learning as the phased return for secondary pupils will take longer with 5 April currently the earliest anticipated date of return. Physical distancing between pupils as well as staff is currently to be in place in secondary schools and increased numbers will present challenges in respect of school buildings, transport, class sizes and therefore staffing should that be an ongoing requirement.

3.19   There are immediate pressures in ensuring that there is robust evidence to support assessments for SQA qualifications by the required date of 25 June. Our secondary teams are well prepared through ongoing assessment and monitoring of learning that has been pursued throughout lockdown and it is planned to supplement this over the coming weeks. Pupil wellbeing will also be a factor when pupils return to school, and there is likely to be an increase in demand for support from central Additional Support Needs (ASN)/Inclusion Teams, youth work etc.

Welfare and Wellbeing
3.20   Community support staff continue to work with communities to provide support to those who need it during the pandemic and to work on developing community resilience. There are significantly increased requests to the Council's Money Advice team and it is anticipated that this high level of demand will continue beyond the period of lockdown as people continue to face the financial impacts of reduced employment.

Temporary Changes to HR Policies and Procedures
3.21   The covid pandemic has been an evolving situation and there has been an ongoing requirement to provide guidance and procedures on employment related matters, including considerable pressure on health and safety and risk assessments. Management of employee relations has been a key feature for the HR service with weekly meetings held with trade union representatives.

ICT
3.22   The ICT service has issued devices across the corporate and education digital estate and has experienced a significant increase in requests for support. There will be an ongoing requirement to develop the Council's ICT infrastructure to effectively manage this new digital environment and respond the need for services to be connected to each other and service users remotely.

4   IMPACT ON NON-STATUTORY SERVICE DELIVERY

4.1   Impacts and adjustments on planned work arising from the additional workload and adaptations required to operate in a covid environment are illustrated in the examples below:

Corporate and Strategic Planning
- Development of Local Outcomes Improvement Plan (LOIP) delivery plans – services and partners have struggled to release resources which has extended the timescales for implementation planning
- Corporate plan review and development – would be due around March 2021 as part of annual report. More limited work will be possible and timing delayed.
- Poverty – it has not been possible to develop this policy area during the pandemic. This is a possible area for investment for consideration by the Council.
- Learning Estate Strategy – lockdown has impacted on planned timescales for options appraisal work. This is a priority area that resources will be focussed on to meet an adjusted timeframe.
- Schools Digital Strategy – delayed as staff leading this area are deployed to response and recovery of schools.
- Climate Change Strategy Action Plan – completion and implementation delayed in some areas
- Community Safety Strategy Review – on hold
- Economic Recovery Plan - some aspects delayed

Policy
- Homeworking and Flexible Working – policy and guidance requires development and will now be scheduled over coming 6 months

Improvement and Transformation
- Additional Support Needs review – Priority area but demands on staff are limiting progress. Support has been secured from Education Scotland and plans are being modified to keep as closely as possible to planned timescales. Additional resources are also under consideration to come forward to the Council.
- School Business Support review – lead officer has been required to support covid response and recovery. Project delayed but revised plan in place and agreed by Transforming Learning Board.
- Leisure Services business plan – lockdown impacts on this service area so that it is not possible to progress some aspects until services can resume. Work will continue where possible in the meantime.
- Leadership development – work is continuing at reduced pace, with reduced options and restricted capacity from managers to participate
- Best Value Audit Review Action plan – progress is being made but more slowly than anticipated in a number of areas
- PAMA - delay in progressing while service demand relative to covid adjustments continues to evolve
- Asset Management Change Management Plan - progress delayed

<u>Performance</u>
- Performance Management Framework – performance team have been providing various data and reported for covid and as a result reviewing the format of performance data has been delayed

<u>Other</u>
- Customer services change management – review of access point service delivery has been delayed
- Finalising management structures and recruitment in number of services – management capacity was absorbed during response and recovery with progress being made pre-lockdown 2 and stalling again. This area is moving forward at a slower pace than originally planned.
- Employee Engagement – this has been re-prioritised and is being re-activated with a focus on mental health but there will be reduced options for delivery of some aspects
- Workforce data analysis to inform planning – on hold at present and will resume when capacity allows
- Training – priority is being given to maintaining areas such as social work training and to moving material online where possible, however, other aspects will be slowed as a result e.g. project management
- Web development – ICT resources have been and continue to be focussed on response with reduced capacity in this area
- Regulation of Investigatory Powers (Scotland) Act (RIPSA) – annual reporting to Council delayed

5 IMPACT ON SERVICE DELIVERY GENERALLY

5.1   A number of service functions have been impacted by the following Covid-related factors:

- Restrictions in relation to how normal business is conducted – such as limitations on travel, physical distancing, and new regulations on the operation of certain sectors e.g. construction sites; non-emergency access within Council housing; economic recovery plan actions involving non-essential retail
- Restrictions on productivity caused by reliance on virtual working methods
- Ability of service users to engage with services remotely and consequential impact of virtual methods on effectiveness of communications and engagement activity, for example with Council tenants
- The movement of staff to new Covid related activities – such as over 20 staff deployed to the new Covid Emergency Business Support & Grants function leaving elements of normal business which are not urgent on hold to create capacity.

5.2   These relate to operational matters which are being managed as permitted by the covid lockdown rules, maintaining adherence to legal requirements, and keeping under regular review. Adjustments will be made as the restrictions and impacts of the pandemic lessen so that services can return to normal or near normal as soon as possible. The areas currently under pressure include:-

- Non-critical adaptation of houses for people with a disability – occupational health capacity issues
- Food hygiene and health and safety work – Environmental Health Team have no capacity
- Economic Development work (short term general impact for discretionary and additional grants)

6   OTHER IMPACTS

6.1   There may be possible distortion of performance data as a consequence of the pressures on service delivery as follows:

- Statutory Performance Indicators that may be adversely affected given the restrictions covid has placed on service delivery.
- Ability to maintain levels of performance which will be reflected in the next round of performance reports.
- Potential to affect the delivery of major programmes such as the Improvement and Modernisation Programme and Best Value Action Plan.
- Progress on service plan actions
- To date, there has been no material increase in the number of complaints due to reductions in service capacity to deliver business as usual functions.

7   ADDITIONAL PRESSURES ON SERVICES

7.1   As members are also aware, winter gritting has been an additional challenge during this period, and efforts are being made to supplement gritting to ensure that the impact on the NHS is reduced as much as possible.

8   SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))
The implications are addressed in section 4 of this report.

(b) Policy and Legal
The Council has to operate within the nationally imposed legal restrictions and this has impacted on service delivery across a range of functions.

(c) Financial Implications
Throughout the response to the pandemic and the lockdown etc, financial implications have been the subject of separate reports to Members, either in the form of freestanding reports such as on 17 June and 1 July 2020 or as part of the regular monitoring reports to Members on financial planning.

(d) Risk Implications
The 4 harms of Covid are the direct health impact of the virus, other health impacts, societal impacts, and economic impacts. All pose a significant risk to the Council's overarching strategic objectives; to the delivery of core services; and to the health and wellbeing of our staff and the wider public.

Some of the work that has been delayed or put on hold may have been targeted at managing risks (e.g. learning estate, workforce actions) and it is possible that some of these risks could escalate or new risks could arise as a result of slower progress. Where possible, priority is being given to continuing to progress actions in these areas, as noted above, in order to mitigate the risks.

Finally, there are implications for budget management, both in terms of additional pressures and also lost income making it particularly difficult to predict service budget out-turns. It is not possible for all eventualities to be predicted or mitigated fully.

(e) Staffing Implications
The resource implications set out in this report largely relate to staff capacity. However, it should be noted that the national pandemic has impacted on the ability to generate income across a range of areas and this is reflected in more detail in the revenue budget monitoring report which is being considered separately by the Committee. Due to the number of Primary 3/4 or other combinations of composite classes which have P3 in them, additional staffing will be required in order to support in school and remote learning. In addition some schools will require to secure additional staffing to ensure that the hub provision is fully staffed whilst there is a requirement to offer this service.

(f) Property
There are no direct implications in this report.

(g) Equalities/Socio Economic Impact
Council services have a critical role in supporting businesses and the wider community through the pandemic and this in turn has a positive impact on communities and poverty across Moray. Reduced capacity to deliver a small number of services will not have a differential impact on rural communities or on those with protected characteristics.

(h) Consultations
This report has been prepared in consultation with CMT and Heads of Service.

9 CONCLUSION

9.1 The trajectory of the pandemic requires multiple contingencies to be considered and regularly reviewed.

9.2 Council services will continue to adopt a flexible and responsive approach and attempt to mitigate risk as much as possible whilst maintaining a reasoned expectation of what can be delivered in the current circumstances as they continue to develop.

Author of Report: Roddy Burns, Chief Executive
Background Papers:
Ref: SPMAN-1108985784-595

Programme

Phased approach, each phase will continue to be refined in an iterative way as the context develops, informed by quarterly reviews within each phase:

Stage 1 – **Emergency Response to First Peak** – Activity: provision of critical services and organisational shift to do so – described in response reports to Cabinet.

Stage 2 – **Short term - June 2020 to December 2020** – **Immediate post First Peak** – response, business as usual and recovery all in parallel for a period - focus
on most urgent activity needed locally/directed nationally and early outcomes to be
delivered from this, building resilience and also beginning assessment of medium to
long term actions.

Activity:
1. Agree proposed vision/mission for Recovery and Renewal Plan
2. Agree proposed aims and guiding principles
3. Consider initial phased recovery of services per templates in light of these, but also considering what is still to come – future need must be clear
4. Develop understanding of covid policy and context at all levels inc nationally;gather intelligence on local impacts and learning: seek expert advice and support where required, consider potential responses – work done according to agreed work streams within agreed structure informed by national policy as it evolves
5. Determine priorities for local response guided by vision, principles and aims to create a high level programme from phase 2 to phase 4
6. Engage on 1,2, 4 and 5 – approach TBC in Communications and Engagement Strategy but early and continued engagement crucial, to include community planning partners
7. Create detailed Action Plan for most urgent and highest/red priority recovery activity, referring back to core strategies and accompanying Service Plans to begin thinking on re-engineering these – create transitional/bridging service plans
8. Begin early work on medium to long term action planning to be translated into new Service Plans
9. Review step 3 and organisational arrangements to deliver this phase and repeat for each phase – workforce; spatial etc
10. Begin implementation of phase 2 action plan

Stage 3 – **Medium Term - January 2021- December 2022** – **Moving to New Normal**

Activity:
• Review phase 2 strategic premise as context moves – plans need to be agile

- Refresh/further develop Phase 2 impact analysis with focus on refining options and adding detail to Service Plans for medium term/amber priorities considering high level long term also
- Align phase 3 thinking with existing strategies to reengineer these as pace and change dictates

Stage 4 – Long Term – post 2022 - will be crafted in late phase 3 as context settles but should be guided by reengineered core strategies

REPORT TO: MORAY COUNCIL ON 10 MARCH 2021

SUBJECT: WELLBEING SUPPORT FOR CHILDREN, YOUNG PEOPLE AND
FAMILIES - PROJECT RESOURCES

BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES &
ORGANISATIONAL DEVELOPMENT) AND CHIEF OFFICER,
HEALTH AND SOCIAL CARE MORAY

1.   REASON FOR REPORT

1.1   To ask the Council to approve the recommendation from the Education,
Communities and Organisational Development (ECOD) Committee in relation
to project management staffing requirements for the revised Children's
Services locality planning pilot.

1.2   This report is submitted to Council in terms of Section (A)2 of the Council's
Scheme of Administration

2.   RECOMMENDATION

**2.1   It is recommended that the Council approves the recommendation from
the ECOD Committee to establish a temporary Project Manager post to
facilitate the implementation of the revised locality planning pilot. The
pilot will operate for an 18-month period.**

3.   BACKGROUND

3.1   On the 3 February 2021 ECOD Committee considered a report which
proposed that a streamlined locality planning model be piloted for an 18
month period. This revised model provides an improved infrastructure to
deliver an effective integrated system of early intervention health and
wellbeing support for children and families.

3.2   Public sector staff, commissioned services managers and community
organisations from across the Children's Service Partnership are represented
on the various groupings within the existing locality planning model. They
work in partnership with children and families to ensure their collective
resources are effectively deployed to respond to emerging trends and meet
population needs in localities

3.3   At the start of the COVID19 pandemic, it was recognised that the existing
locality planning arrangements were unable to respond quickly to the
escalating wellbeing needs of individual children and families. The further

development of locality planning processes was therefore prioritised in order to ensure that Children's Services across Moray could rapidly and effectively plan together to support individual children and their families, focussing on early intervention for the greatest long term impact. A wellbeing workstream, consisting of representatives from across the partnership was established to develop, trial and evaluate a suitable delivery model, based on the GIRFEC staged intervention process.

3.4   As a result of the COVID19 pandemic emergency response, two locality planning processes started operating in tandem during the initial lockdown period. Collectively they provided a coordinated partnership approach to identify and address the wellbeing needs of local communities, as well as individual children, young people and families. Whilst these locality planning arrangements were successful in meeting needs across Moray, they are resource intensive and cannot be sustained in the long term.

3.5   Both locality models were evaluated by key stakeholders across the Children's Services Partnership to understand the risks and benefits of the two strands. Whilst both strands were seen to be delivering positive outcomes there was a recognition that the arrangements could be better connected

3.6   A streamlined model (see fig. 1) has been co-produced with key stakeholders. It incorporates the benefits of the existing approaches and learning from national best practice. The aims are :-

- More efficient and sustainable model to respond to increasing demand.
- Co-ordinated packages of early intervention support are delivered in a more efficient and timely manner.
- Structure and process is in place to identify, quantify, address and escalate gaps in wellbeing provision and capacity issues.
- Evidence is collated which will assist the partnership to access external funding to design and deliver services and supports which meet the identified needs of children and families.
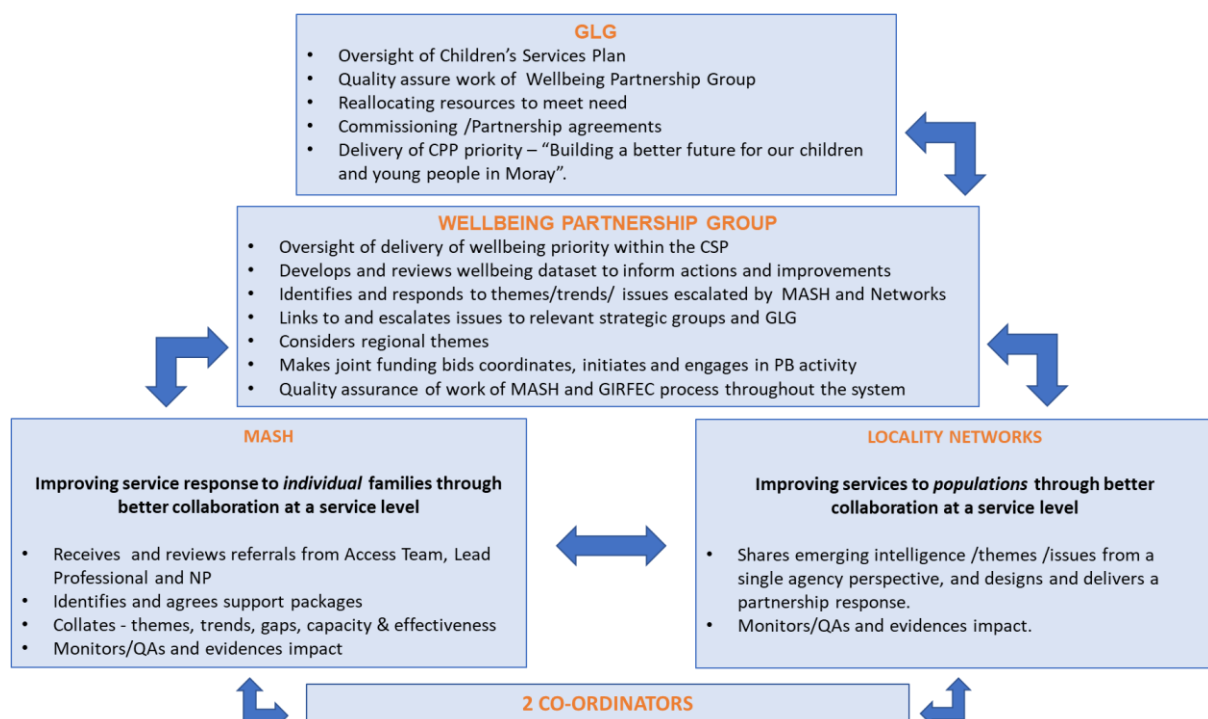
This streamlined model allows priorities and impact of service provision to be escalated through the system to inform commissioning priorities and the delivery/monitoring of partnership strategic plans i.e. Children's Services Plan (2020-23) and LOIP.

3.7   The ECOD Committee were extremely supportive of the proposal to pilot this model and highlighted its potential to transform the delivery of early intervention support to children and families in Moray. The need to appoint a strategic Project Manager to oversee the implementation and evaluation of the pilot was considered to be critical to its success. The postholder will also undertake the broader GIRFEC functions which link to this model and support the delivery of the Children's Services Plan.

3.8   The key responsibilities of the Project Manager will be :-

   - To coordinate the implementation of the locality planning pilot, including the design and delivery of the external evaluation.
   - To facilitate the development of the wellbeing dataset.
   - To address the issue of lack of access to wellbeing supports for children, young people and families in Moray.
   - Line management responsibility for Network Co-ordinators (see fig 1 above).
   - To undertake all relevant GIRFEC related responsibilities which link to this model and support the delivery of the Children's Services Plan.

4.   **SUMMARY OF IMPLICATIONS**

   (a)   **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)**
         This report relates to the following priorities; 'Provide opportunities where young people can achieve their potential to be the best they can be' from the Corporate Plan, 'Improving the wellbeing of children, young people and families' from the Children's Services Plan (2020-23) and 'Building a better future for our children and young people in Moray' from the LOIP.

   (b)   **Policy and Legal**
         No additional policy or legal implications follow from this report.

   (c)   **Financial implications**
         The cost of the Project Manager post at grade 12 is £74,910 for the 18 month pilot period.

         £272,000 additional general revenue grant was received in 2020/21 to support the mental health and wellbeing of children, young people and their families. The full amount has not been used and ECOD committee agreed to allocate £200,426 of this slippage to support this pilot. This includes funding for the Project Manager post.

   (d)   **Risk Implications**
         If there is no project management resource in place there is a risk that the pilot will not be implemented and evaluated effectively.

         The risks of not progressing the pilot are detailed below

Risks to children and families in Moray	• Existing unmet need escalates - existing needs cannot be adequately met with current resource. • Slow response time to emergent need further destabilises family and individual situations. • Slow response to need increases risk. • Inequity of access to resources and supports. • Complex systems are barriers to securing additional support and resources.
Risks to the children's services partnership	• An un-coordinated, silo working approach to delivering and monitoring the Children's Services Plan emerges • Failure to shift resources on a partnership basis to early intervention. • Benefits of the responsive case management in the existing model is lost. • Case practice remains reactive rather than planned and responsive. • Delayed response to emerging intelligence • Areas of unmet need will not be identified in as timely a manner. • Scarce resources will continue to be allocated in the wrong place. • Maximising the potential for levering in additional funding based on need is lost
Risks to single agencies	• Single agency resource continues to fail to meet demand as it remains focused on high level /crisis management. • Burn out of staff. • Single agency priorities/ responsibilities are not met. • Increased demand on adult services as needs continue into adulthood.

(e) Staffing Implications
It is proposed to create a temporary Project Manager post for an 18-month period.

(f) Property
None

(g) Equalities/Socio Economic Impact
None from this report. However, this proposed pilot project will help ensure the needs of children and families are addressed in a systematic and timely way. Gaps in provision and inequitable access to existing provision will be identified and addressed. Learning from the pilot will shape the delivery of equitable early intervention support in the longer term

(h) Consultations
The Depute Chief Executive (Education, Communities and Organisational Development), the Chief Officer, Health and Social Care Moray, the GIRFEC Leadership Group and Tracey Sutherland, Committee Services Officer have been consulted and their advice incorporated into this report. There were wider consultations on the report to the ECOD Committee.

5. CONCLUSION

5.1 The 18 month pilot of the streamlined locality planning system within Children's Services requires to commence at pace to enable the delivery of an effective and efficient integrated system of early intervention health and wellbeing support for children and families across Moray. This cannot be achieved without sufficient resource in place to coordinate the implementation of the pilot and to ensure that all GIRFEC related processes and practice requirements are met.

Author of Report: Susan Leonard, QA and Localities Manager
Background Papers: Ref:

REPORT TO: MORAY COUNCIL ON 10 MARCH 2021

SUBJECT: BEST VALUE ASSURANCE REPORT STRATEGIC ACTION
             PLAN - PROGRESS REPORT

BY: CHIEF EXECUTIVE

1.   REASON FOR REPORT

1.1   To inform the Council of progress on the Best Value Assurance Report
      Strategic Action Plan.

1.2   This report is submitted to Council in terms of Section 103E of the Local
      Government (Scotland) Act 1973, as amended by the Local Government
      (Scotland) Act 2003.

2.   RECOMMENDATION

**2.1   The Council is asked to consider and note progress made on the Best
      Value Assurance Report (BVAR) Strategic Action Plan.**

3.   BACKGROUND

3.1   The areas of improvement recommended in the Controller of Audit's report
      and endorsed by the Accounts Commission in terms of the Commission's
      findings were integrated into a plan of strategic actions submitted to a special
      meeting of Council on 7 October 2020. It was agreed at that meeting a short
      life member/officer working group be established to further develop the Plan
      and bring it back to Moray Council for approval (para 3 of Minute refers).

3.2   The Action Plan was approved at the meeting on 28 October 2020 (para 18 of
      Minute refers) and this is the second iteration of a progress report to Council.

4.   SUMMARY OF IMPLICATIONS

   (a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan
      (LOIP))**
      The Council is committed to delivering better public services year on year
      through Best Value and its key principle of continuous improvement.

   (b) **Policy and Legal**
      The Council has a legal duty to deliver Best Value and to address findings
      arising from any Best Value Assurance Reports.

(c) Financial Implications

The Council has committed £3million of earmarked reserves for transformational change which will require to be drawn upon to develop the capacity to deliver the action plan.

(d) Risk Implications

Inspections involve a considerable amount of time and effort diverting attention from the delivery of priorities and day to day services and whilst scrutiny is invaluable in driving improvement, on balance it is in the Council's interest to maintain performance levels such that the number of scrutiny activities can be minimised.

As the Council operates with small teams/specialists there is an ongoing risk associated with workforce issues. Accordingly it will be important that the actions in the Action Plan are resourced properly and/or other work reprioritised given the tight resourcing across current services. Failure to do this is likely to introduce other risks.

There is a considerable risk that delayed progress in some of the significant actions has a substantial impact on the Council's future financial position.

There is also a considerable risk that lack of progress towards making the significant changes in the Council to produce the required improvements in performance and outcomes may result in further intervention.

Returning to responding to the demands of another lockdown has created a range of concurrent risks and responsibilities. These take the form of community testing and the vaccination programme. This is in addition to managing expectations of business as usual; improvement and transformation of council services; future levels of additional investment and the implications of Brexit all whilst dealing with the pressure of such an absolute priority. References also made to the report to this meeting of Council on Covid Related Pressures and Service Prioritisation.

These concurrent risks and responsibilities give rise to a concern of things going wrong, and it is critical this risk is understood by the council. In order to manage these concurrent risks and responsibilities and to mitigate the risk will require practical measures such as changing the ranking of priorities in service plans and reviewing performance indicators amongst others.

(e) Staffing Implications

There are no implications arising directly from this report. The development of the officer capacity to deliver the required improvements related to the various actions will require to be costed as the actions are considered and initiated. Management capacity to lead and direct this is compromised at present due to the response to the Covid pandemic and this may impact on progress to planned timescales as indicated in the report. References also made to the report to this meeting of Council on Covid Related Pressures and Service Prioritisation.

(f) Property
None.

(g) Equalities/Social Economic Impact
This is covered in terms of the inspection regime itself and the Council's duty to deliver Best Value.

(h) Consultations
CMT and SMT have been consulted.

5. **CONCLUSION**

5.1 **This report provides progress to date of the high level strategic objectives of the Action Plan approved at the end of October last year and covers the strategies, plans and projects which have been integrated into the Plan in order to establish and maintain clear focus on delivery of the Plan and to ensure it is sufficiently embedded, if the change and transformation envisaged, is to be delivered.**

5.2 **The current situation regarding Covid-19 is expected to remain at the current level for the medium term. This situation is likely to continue to have a significant impact on the council's current strategic and corporate capacity and capability given the level of concurrent risks and responsibility the council is carrying. This will need to be effectively managed by reviewing and resetting a number of strategic and corporate priorities of which the Action Plan is one, with actions to mitigate in the short to medium term.**

Author of Report: Roddy Burns
Background Papers: BVAR Action Report 001 (20.01.2021)
Ref: SPMAN-1108985784-600
                       SPMAN-1108985784-603

BVAR Strategic Summary Progress Update	
Committee Report Ref:	MC 002
Report Date:	01/03/21
Committee Date:	10/03/2021

Key	Not Started	Concern	Caution	On Target	Complete

RAG	% Completed	Target Date	Lead	Priority	Workstreams (BV Recommendations)	Status Update	Decisions Required/Made by cmt/smt
	70	May 2021	DCE (ECOD)	1	Increase the pace of Transformational Change	Work on investment options has advanced and is being framed in the context of the IMP transformation programme to present to council as next stage if IMP with focus on Education which was identified in the original IMP but is now being developed. Main risk is lack of resource for transformation as a result of vacancies. Overall progress has also been impacted and slowed as resources were diverted to Covid response and normal annual budget processes. As a result there are change request for timescales and the position will require ongoing monitoring review while resourcing is resolved. (Note: progress % excludes learning estate which is a major project on its own)	1.3.21: Change target date to May 2021
	50	July 2021	H/GSP	2	Improve Performance Management reporting/Improve the quality and clarity of Service Performance reporting	Reasonable progress has been made towards the target dates set and getting a revised structure in place. Restrictions on the time of senior officers and RIO's (due to Covid-19 response) have meant that there has been some slippage in these target dates and the quality of material produced is not as high as it could have been. There has also been slippage in the production of a national Local Government Benchmarking Framework (LGBF). It is anticipated that targets will substantially met although there will still be scope for further ongoing improvements.	
	35%	Feb 2022	DCE (EEF)	1	Financial Planning	Interim update drafted for council meeting 3 March 2021. Outline approach to balancing budget included and updated. Budget gap for next two years - medium to long term strategy under development - no firm figures to put against themes yet. Planned use of ear-marked reserves will link to priorities as very little spend to save.	
	30	Oct 2021	H/HR ICT & OD	3	Implement the Elected Member Development Strategy	Engagement with elected members well progressed with all offered 1 to 1 session with 70% participation rate. Draft activity plan prepared with a calendar of activity set out. This will be made available to EMs in conjunction with implementation of the development framework.	
	50	April 2021	H/GSP	4	Continue to progress the Governance Review	Good progress has been made in the review. All of the issues and options have been identified with the timing of decision making having been interrupted by the wider Covid-19 response. A further workstream, review of second tier governance documents has been identified and can be progressed meantime.	
	40	June 2023	H/E	2	Improve Educational Attainment	Progressing in all areas through a covid lens. Continuation of work within Education in relation to school improvement and improving education attainment, including key priorities, risks, actions and next steps arising from constant response to national guidance and directions on Covid-19 lockdown, recovery and return. Remote Learning continues with e-form survey issued to gather engagement/participation/entitlement information and outcomes to inform next steps in developing strategy. National e-learning offer continues to be developed with planned work for Easter 2021. Scoping for possible Easter 2021 Study Support sessions underway.	
	30	Dec 2021	H/H&P	5	Improving satisfaction levels in Housing	Good progress being made. Require to amend target date for learning from other councils as all councils busy dealing with impact from current lockdown.	1.3.21: Maintain overall timescale but extend target date from June to August for learning from other councils.
	60	April 2021	CEx CPP		Continue working with CPP to determine clear outcomes and milestones and Performance reporting	CPP planning work is difficult to prioritise due to other pressures although effective working is continuing on the ground (e.g. in locality groups). An update report has been provided to the CPB indicating that draft delivery plans have been prepared and presenting the Child Povery Action plan. The aim is to present final plans to the next CPB in April.	
	50%	Oct 2021	CEx	1	Accounts Commission Findings: Need for clear committed and decisive leadership	Following research and benchmarking exercise, leadership development proposals will be drafted and presented for discussion to CMT. Joint Leadership / Members programme drafted with timeline and Finalise sequence and timings of implementation of the joint programme	

Key	Issues (I)	Major Risks (R)	Change Request (C)

	Issues / Major Risks / Change Requests		Targets for Next Period
1	(I) Increase the pace of transformational change: main issue is the emerging work which may need to be prioritised over the existing IMP programme	1	Increase the pace of transformational change: Lead officers to continue to define benefits and report via Boards; consideration of Investment Templates; flexible working group to meet and develop detailed actions for plan; report to council 24/3 on next phase IMP to determine prioritisation of programme of work; resolve resourcing for H/svc post and progress appr for Learning Estate
2	(R) Increase the pace of transformational change: vacancy for H/Transformation and Inclusion Manager - impact on specific projects and overall programme	2	Improve performance management reporting: Detailed plan finalised and agreed, first development sessions scheduled; finalise format for Q4 (annual) service plan/performance reports; annual corporate plan report format prepared; establish a clear calendar and annual reporting cycle
3	(R) Continue to progress the goverance review: Covid-19 response has delayed a final decision on committee structure.	3	Financial Planning: Draft prioritisation of investment templates
4	(R) Impact on Senior Phase attainment through lack of long term clarity on expectations regarding provisional grades and any associated national moderation and appeals processes. Lack of clarity regarding National ACEL data collection and time available for robust assessment and moderation within the BGE.	4	Implement the Elected Member Development Strategy: CMT input to corporate development needs obtained
5	(R) Wellbeing of all learners, their parents and staff on full return in order to reorientation and engage fully in learning and teaching activities, improving attainment.	5	Continue to progress the governance review: Proceed with review of second tier governance documents.
6	(C) Improve satisfaction levels in Housing: Extend completion date for the "Learn from other Councils with higher satisfaction results" from June 2021 to August 2021. The return to lockdown has restricted the service and other authorities availability to respond to requests for information.	6	Continue work with CPP to determine clear outcomes and milestones and performance reporting: Finalise delivery plans for April Board; consult/engage with partners on poverty governance
7		7	Improve satisfaction levels in Housing: Complete procurement assessment and tender documentation for a consultant to carryout the next tenant satisfaction survey
8		8	
9		9	
10		10	

Programme Summary

There is progress in all areas but timescales have been revised in a number of workstreams in light of ongoing challenges in relation to the national pandemic.
Members' attention is also drawn to the separate report to this meeting of Council on covid related pressures and the impact on council services.

REPORT TO: MORAY COUNCIL ON 10 MARCH 2021

SUBJECT: 2019/2020 PROCUREMENT ANNUAL REPORT

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

1.   REASON FOR REPORT

1.1   To provide the Council with an update report on Procurement activity in Moray
      on in particular report on the procurement performance in 2019/2020.

1.2   This report is submitted to Council in terms of Section III B (28) of the
      Council's Scheme of Administration relating to procurement arrangements

2.   RECOMMENDATION

**2.1   It is recommended that the Council considers and notes the overall
      procurement performance for 2019/2019 set out in the Annual Report in
      APPENDIX 1 and in Section 4 below.**

3.   BACKGROUND

3.1   The Procurement Reform (Scotland) Act 2014 ("the Reform Act") introduced a
      number of significant duties for all public bodies, including the publication of a
      Procurement Strategy and subsequent Annual Report, which outlines
      performance against that Strategy.

3.2   The Reform Act dictates the format and content of the Annual Report. This
      now includes a prescribed set of performance measurements as Appendices
      to the main report.

3.3   The Procurement Strategy for 2020/21 was a light touch review of the
      Procurement Strategy 2019/20, in the light of the pandemic. As approved by
      Policy and Resources Committee on 8 May 2018 (paragraph 7 of the Minute
      refers) this strategy has not been reported to members. However, significant
      revisions will be made in developing the Strategy for 2021/22, to reflect the
      Climate Change Strategy once approved and to reflect the growing
      importance of Community Wealth Building as an agent of economic recovery,
      and the revised strategy will be reported to Council in early course.

4.   2019/2020 PROCUREMENT PERFORMANCE

4.1   The report assesses performance against a number of categories including:

i)   Summary of regulated procurements (volume)
ii)   Review of procurement compliance
iii)   Assessment of progress against the strategic action plan
iv)   Non cash benefits

4.2   The main action and learning points from the 2019/2020 report are:

i)   The volume of live contracts continue to grow year on year from 476 in 2017/2018 to 599 in 2019/2020. Whilst much of this is due to an increasing awareness of the benefits of the procurement process, it also highlights the Council's use of frameworks and subsequent call offs (which form an individual contract). Many of the Council developed frameworks have been let to local suppliers (planned and reactive repairs and small works).

ii)   Unplanned work, (a problem identified in the Annual Report for 2018/2019) has reduced slightly due to a change in focus in the Departmental Procurement Action Plan process

iii)   Despite the continuing problem of resources, there have been some successes in 2019/2020. This includes the support we have provided to Supplier Development Programme (full membership pilot) and the four local events that took place during the year. In addition, the team continues to support the development of service tenders that can deliver on change that results in an improved user experience.

iv)   Contrary to our expectations, the procurement savings reported for 2019/2020 remains high at £1.805M for the year and £1.909M for recurring years. Maintaining this level of saving is difficult given the maturity of our procurement portfolio and the need to ensure that savings are not made at the expense of quality and performance.

Cash Savings 2019/20 (2018/19)		
Category of Saving	Recurring Savings £ million	Adjusted savings for year £ million
1 Budget not adjusted	0.835 (1.309)	0.755 (1.068)
2 Budget adjusted	1.074 (0.658)	1.050 (0.645)
Total	1.909 (1.967)	1.805 (1.713)
6 Capital		0.190 (3.567)
		0.030 (0.024)

v)   We continue to see a steady increase in the volume of non-cash benefits that are now included in our contracts but we know that this is an area that does need constant consideration as the tender process is developed.

vi)   Progress on the strategic action plan has been slow due to resources. A review of the structure noted the change and increase in workload since the establishment had been created in 2010 and recommended a change in team responsibilities. With this new structure and the recent recruitment for an additional procurement officer to support the Moray Growth Deal, the team are confident that they can start to take on the development work that has been put to one side due to workload.

5.   **SUMMARY OF IMPLICATIONS**

   (a)   **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))**
         The work undertaken by the procurement teams assists the Council achieve its local outcomes detailed for the Councils priorities in the Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan)

   (b)   **Policy and Legal**
         The Council policy on procurement was agreed by Policy Committee on 29 August 2001 (paragraph 11 of minute refers)

   (c)   **Financial implications**
         Details of savings are shown in paragraph 4.2 (iv) of this report. The procurement savings make a considerable contribution to the Council's ability to balance its budget whilst preserving levels of service.

   (d)   **Risk Implications**
         If the Council fail to implement the annual Procurement Strategy this may impact on its ability to achieve additional savings and procurement benefits in the future.

   (e)   **Staffing Implications**
         Whilst the volume of unplanned work and the increased workload has impacted on the team's development performance, work has been done to review the structure of the team, to allow the procurement officers to concentrate on tender development. An additional procurement officer post has also been approved to support the anticipated work expected from the Moray Growth Deal.

   (f)   **Property**
         There are no property issues arising directly from this report.

   (g)   **Equalities/Socio Economic Impact**
         Equality impact assessment was carried out on the procurement process August 2016.
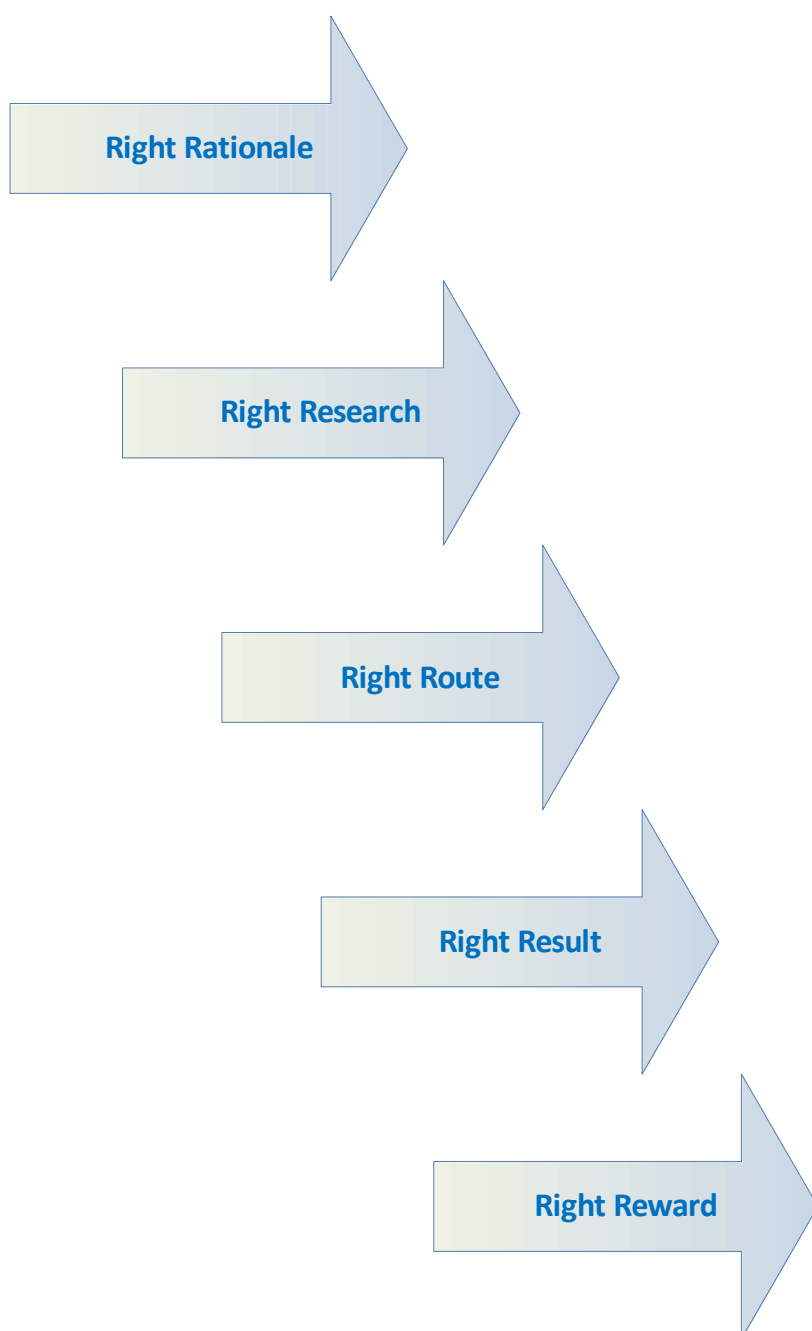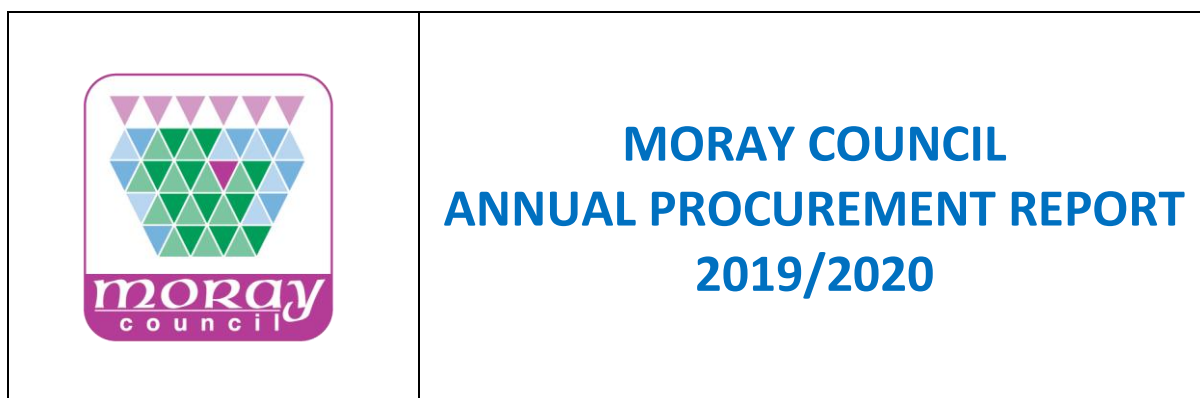
   (h)   **Consultations**
         Information in the Departmental Procurement Action Plans (DPAP) agreed with Heads of Service has been used to create the future regulation procurement summary. Efficiency savings are calculated in consultation with Paul Conner, Principal Accountant and agreed by the Chief Financial Officer. Corporate and Senior Management teams and Tracey Sutherland, Committee Services Officer have been consulted on the content.

6.   **CONCLUSION**

6.1   **The Annual Procurement Report summarises procurement progress during 2019/2020. This shows areas of progress and good performance and also identifies areas for further improvement with action for continuing improvements in the Council's procurement arrangements contained in the action plan.**

Author of Report: Diane Beattie, Payments Manager
Background Papers:
Ref:

MORAY COUNCIL
ANNUAL PROCUREMENT REPORT
2019/2020

Right Rationale

Right Research

Right Route

Right Result

Right Reward

2

The Procurement Reform (Scotland) Act 2014 (the Act), requires the Council to publish its Procurement Strategy each year and in order to report compliance with this Strategy and the Act itself, the Council must publish an Annual report.

In addition to the required information set out in the Act, this report also includes performance against a number of strategic indicators which were introduced in order to measure progress on the new duties introduced by the legislation.

In order to evidence our progress against our strategic targets, the published Annual Report requires some form of measurement. The statistics presented in this report provide the evidence which should, over time, show how the Council is progressing against both the national and local objectives. The following sections provide both the statistical information and a commentary on performance *(in italics)*.

SECTION 1 – SUMMARY OF REGULATED PROCUREMENTS

TABLE 1 highlights the summary of live contracts (2019/2020) by category.

TABLE 1

Contract Type	Number	Estimated Contract Annual Value £000
Category A (national)	29	7,812
Category B (sectoral)	128	20,688
Category C (local single supplier)	240	42,635
Category C (framework)	16	10,723
Category C1 (local collaboration)	13	1,781
Category O (other)	77	18,363
Non advertised	96	31,649
2019/20 Total	**599**	**133,651**
2018/19 Total	**522**	**168,614**
2017/18 Total	**476**	**142,891**
Quick Quotes (transactions under £50K)	66	4,303
PIN Quick Quotes (supplier selection via Prior Information Notice)	1	292

In total there are 599 live contracts listed in the Council's contract register; of these 240 were awarded or added to the register in the year 2019/20

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To present a complete picture Quick Quotes (QQ) and PIN Quick Quotes (PIN QQ) are now being added to the contract register with effect from April 2018.

Commentary on performance:

From 2017/18 there has been a year on year increase, this highlighted the Councils increased use of frameworks that allow for project mini competitions and direct awards. For example, the planned framework, which has a high proportion of local suppliers, had 96 mini competitions in 2019/20.

The Annual report for 2018/19 did highlight a growing problem for the procurement team of unplanned projects with 68% of all work being in this category. We have seen a slight improvement in this area with a reduction to 59% of the total workload arriving as unplanned; we hope to build on that by including the annual procurement action plan process a focus on uncertain but potential projects.

SECTION 2 – REVIEW OF REGULATED PROCUREMENT COMPLIANCE

APPENDIX 1 provides the performance results against the Council's Procurement Strategic Action Plan for 2019/2020, which is split between the Procurement Commercial Improvement Programme (PCIP) objectives and the Procurement Strategy measures. An update and comment on performance is given and where improvements are still required, the relevant actions have been identified.

Commentary on performance:

For the second year, the team's ability to meet their strategic targets has been restricted due to the increased workload and a short-term reduction in procurement resource within the team.

Of the nine targets that were set for the year (see APPENDIX 1), five have seen little or no progress.

We have had some notable successes in 2019/2020:

- *Made best use of the Council's full membership of the Supplier Development Programme and supported the four events that have taken place locally.*
- *Support was provided for a number of strategic tenders within the care and education sector that resulted in a significant change in service delivery and positive outcomes for service users.*

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Section 2 of the action plan concentrates on measurements that will support the delivery of the Procurement Strategy.

Despite the increased workload, the team have still managed to secure a high level of savings (see Section 4 for the detail). For the first time we have seen the budget adjusted savings (1.074M) overtake the non-budget adjusted savings (0.835M) for recurring years, which secures the savings.

Table 2 provides a high level view of the non-cash benefits that have been included in the contracts awarded in the year (comparison to previous year). This matrix is wider than just the social, environmental or economic factors (also referred to as Community Benefits) required by the Act and incorporates other added value benefits such as process efficiencies and price stability. The use and measurement of this type of benefit is in its infancy and we have now developed a tool that will support the consideration and inclusion at an early stage in any procurement project.

TABLE 2

Benefit Category	No of contracts	Sub category
Collaboration/tender process	206 (133)	181 savings in procurement development time 25 digital process
Community	29 (25)	8 apprentices 8 Community Benefit Clause (wide ranging) 6 school visits 7 training
Cost Avoidance	22 (10)	3 added value 6 price increase rejection 10 price versus market savings 3 process redesign
Environmental	21 (17)	5 energy 7 greenhouse gases 6 sustainable construction 3 waste
Purchase to Pay Process	4 (6)	2 e- invoicing 2 consolidated invoices
Demand/Rationalisation	5 (4)	4 specific contract issues 1 rationalised list
Social	23 (25)	8 fair work issues 8 other – wide ranging 1 public social partnership 2 local subcontracting programme

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		3 Participatory budget 9 Other
Living Wage (new part way through year)	20	5 Accredited 3 Working to accreditation 11 Paying living wage 1 Neither paying or accredited

Commentary on performance:

The Council's method of recording non-cash benefits was introduced in 2015/2016 and we have seen a year on year improvement- total live contract with non-cash benefit:
2017/18 – 182
2018/19 – 220
2019/20 – 335
As the maturity of our procurement portfolio grows it has made it more difficult to achieve financial savings and so we are starting to see a switch in focus to the non-cash added value benefits although on a small scale due to the lower value range of contracts we have. Non-cash benefits are recorded for all contracts, this may result in some duplication where a framework allows for mini competitions as both will have non benefits recorded on the contract register.

Table 3 considers the potential use of supported businesses. Public organisations can reserve the right to participate in procurement for the award of a public contract/framework to a supported business (explanation below).

TABLE 3

Reserved Supplier	2019/20 Turnover £
Scotland Bravest Manufacturing Company	1,028
Moray Desktop Publishing Ltd	35,490
Moray Reach Out	325,483
Out of Darkness Theatre	94,847
Living Ambitions	351,679

Commentary on performance:

The second group of suppliers in the above table are not formally contracted as supported businesses but we believe that our use of these companies goes some way to meet the Reform Act requirement to support such enterprises. To meet the required criteria

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supported businesses the main aim of the organisation has to be the social and integration of disabled or disadvantaged persons and where at least 30% of those employed and engaged with the programme are disabled or disadvantaged. These companies however cannot meet the "employment" criteria but certainly do meet the "engagement" element.

SECTION 3 - FUTURE REGULATED PROCUREMENT SUMMARY

The Procurement team work with Heads of Service to develop a Departmental Procurement Action Plan (DPAP) for their service which identifies the Council's procurement activity for the coming year. In addition to this internal forward planning the Act requires the publication of a summary of future regulated procurements in the next two years.

The plan for Moray Council from January 2021 to January 2023 totals:

Number 318
Estimated value of contracts £341,193,062
Estimated annual value £79,974,002

The detail of this forward plan can be found in our published contract register - Contract Register - Moray Council

Commentary on forward plan:
The above statistics are taken from the contract register. This list contains all contracts with an end date between 2021 and 2023; however it should be noted that some may be subject to possible extensions and some may not be re-let. Decisions around the direction for each requirement are taken during the annual DPAP planning process with Service Heads.

SECTION 4 - MORAY UPDATE

Although the information contained in the above and linked appendices highlights the performance in areas covered by the Act, there has been considerable development activity throughout the year to consolidate and build on previous improvements.

Supplier Development Forum – this Council group includes representatives from Economic Development, Business Gateway, PCS and Procurement. The previously developed Action plan has been updated and new tasks identified to support the development of suppliers in this area and beyond.

Supplier Development Programme - The Forum supports the work down by the Supplier Development Programme (SDP) a national body jointly funded by the Scottish Government and Local Authorities who are charged with supporting and training Scottish SME suppliers to engage in public procurement. Moray Council became a full member of SDP in 2019 and a programme of local events were undertaken in Moray. The membership launch in October 2019 was attended by 83 local businesses who were asked to complete a snap survey to find out what support was most needed. Using the survey responses to determine content, two training sessions were carried out in Elgin, a third was scheduled but unfortunately cancelled due to the COVID-19 lockdown. In addition to the face to face training workshops delivered by the SDP there is also a suite of webinars available to suppliers on a range of procurement topics. In response to the pandemic SDDP has quickly moved from the previous mix of face to face and online events to totally virtual, continuing to provide the support for SME's, this includes virtual meet the buyer events.

Moray is represented on the SDP Board by the Payments Manager who presented at the Meet the Buyer North event in Aviemore (September 2019) and attended the two training sessions. A total of 153 Moray attendees have participated in the SDP events and webinars in 2019.

Going forward the SDP will be utilised to support the Moray Community Wealth and Moray Growth Deal programmes.

Moray Council Procurement Savings – The Council has a process for recording the impact of contracts on the council – this includes cash and non-cash benefits. The cash savings have been categorised as follows:

1. Cash saving anticipated – but budget not adjusted
2. Cash saving anticipated – budget adjusted
3. No baseline – savings cannot be established, review of contract on anniversary of award to reassess
4. No savings anticipated

With Local authority finances becoming increasingly more complicated the team have developed a number of new categories of savings to try to measure the outcomes from any procurement project:

5. Non cash benefits
6. Capital – projects delivering savings against estimate/budget, total saving taken in the year the project was awarded
7. Rebate – centralised collection of contract rebates
8. Spend to Save – phased return on investment

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Table 4 provides the results for 2019/20 and the previous year (comparison).

TABLE 4

Cash Savings 201920 (2018/19)		
Category of Saving	Recurring savings £ million	Savings for year (adjusted for start and end date) £ million
1 Budget not adjusted	0.835 (1.309)	0.755 (1.068)
2 Budget adjusted	1.074 (0.658)	1.050 (0.645)
Total	1.909 (1.967)	1.805 (1.713)
6 Capital	N/A	0.190 (3.567)
7 Rebate	N/A	0.030 (0.024)
8 Spend to save	N/A	Nil recorded

Commentary on savings achieved:
For some time we have been expecting the savings achieved to start to decline given the maturity of our procurement portfolio and although we can see a slight drop in recurring savings we can see an increase in the adjusted figure for the financial year.

Procurement Commercial Improvement Programme (PCIP) – a national evidence based audit for all public organisations, which considers a wide-ranging set of competencies. Normally carried out every two years the programme has been suspended due to COVIC-19. Moray Council's last assessment was in March 2018, this resulted in a score of 64%, which took us from Level 2 to Level 3 (silver) but left us short of the national Local Authority average of 70%. This is due to the lack of resources for development work.

Team Structure - In order to address the resource issue within the team, a review of the structure was undertaken to see what changes could be made, without increasing the establishment and therefore the budget. This concluded with a change to the responsivities of the Payment Officers (Procurement) to include contract assessment work for national (cat A) and sectoral contracts (cat B). Moving this work from the small team of Procurement Officers has allowed them to concentrate on tender development whilst the new post of Procurement Assistant means that we can adopt and mobilise category A & B contract much quicker.

The significant, year on year, improvements evidenced by the PCA (predecessor to PCIP) - 19% 2009 to 64% 2014 and PCIP 60.4 2016 to 64% 2018 have now stalled, mainly due to resources and although we continue to improve it is at a much slower pace than previously recorded.

This should be viewed in context as the increased workload for the team is evidence of the continued focus on compliant procurement that continues to deliver quality contract outputs and significant savings for the Council.

The Council has recognised this position and anticipating the additional workload that will also come from the Moray Growth Deal an additional procurement officer post has been approved and will be filled by February 2021

APPENDIX 2 is the Sottish Government's Annual report template for the statistics required by the Act. A number of the measurements are not currently recorded as they would involve a significant change to our process which is already burdensome and heavily reliant on human intervention.

MORAY COUNCIL STRATEGIC PROCUREMENT ACTION PLAN (SPAP) 2019/2020

SECTION 1 - PCIP Measurements

Data Warehouse

Action	Timetable	Aim	Update
1.1 Development of supplier spend data for Category A & B contracts. To match contract register information with supplier spend to identify variances	December 2019	To ensure that we are maximising the use of the contracts available To sense check the estimated annual value used on the contract register To increase accuracy of date reporting	*Work had started to compare Moray spend data with that provided by Scottish Procurement and Scotland Excel. Some discrepancies were investigated but the project stalled at that point due to available resources*
1.2 To develop existing contract register to maximise on required functionality	October 2019	Functionality requests submitted to ICT to improve access to data and ease of use	*With ICT*
Leadership & Governance			
1.2 Operational improvement programme: • To carry out qualitative checks on team outputs • Report to Service head on outcomes as part of the quarterly combined procurement DPAP update (pending delivery of point 1.4)	Throughout the year	To focus on the procurement outputs produced by both the team and departments to deliver consistent approach To ensure that actions identified by the review are actioned	*A vacancy and new recruitment at Assistant Procurement Manager for a large part of the year made this action impossible to achieve*
1.3 DPAP review	December 2019	To consider the structure and content of current process and report To reduce the volume of unplanned work for the team To ensure that Service Heads have the information they need to monitor progress against plan	*The process for the DPAP has been reviewed and the documentation developed to focus on the wider aspects of procurement activity, planning, training, potential projects and off contract spend.*

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1.4 Health &Social Care (MIJB) Support	Ongoing	Targeted support to develop infrastructure for MIJB Support the development of responsibility matrix Develop the structure of support requests	*A contract time line has been developed to allow procurement to track contract actions and to try to align with the commissioning teams priorities*
1.5 ICS Commissioning Project	June 2019 August 2019 Dependent on service October 2019 October 2019	To develop the mandate based around the Transformational action To update contract register on all ICS placements and contract developments To support the service (when ready) to procure contracts for new service ethos To consider commissioning structure options To develop business case	*The project nearly completed and service took over from Procurement as part of its on-going development.*
1.6 Supplier Development Programme (SDP)	April 2019 Sept 2019 Throughout the year	To support Economic Development in the localised support for suppliers with a pilot year of full membership of SDP through the Moray Supplier Development Forum To support local event/s To maximise procurement training for Moray suppliers	*Procurement Manager supported the SDP Board, regional group and short term strategic group. Attendance and presentation at Meet the Buyer and Moray membership launch. Attendance at the training sessions to provide council prospective to the workshop*
Development & Tender			
1.7 See 1.2 re operational improvement plan Quality checks to be carried out on finalised tenders	Throughout the year	To monitor tender quality To develop action plan based on findings.	*See 1.2*
Contract			
1.8 Post award implementation improvements: Checklist/structure/pack for meeting	Throughout the year	To ensure that contract awards are subject to a full implementation plan with all stakeholders involvement as part of the operational improvement programme	*As for 1.2 it proved difficult to carry out this review due to resources*

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Key Purchasing Processes			
1.9 Support the corporate stores project	As dictated by corporate project	To assess the various systems currently in place To consider consolidation or new procurement	*Support was provided as required*

SECTION 2 – Procurement Strategy Measurements. 2019/20

a. **Savings**			
The measure	**Target**	**2019/20 (2018/19) Results**	**Will Demonstrate** *Comments*
A1 Percentage of all council expenditure covered by contracts Total commercial spend – contract register annual estimated values for live contracts in year	95%	94.73% (95.53%)	Greater contractual exposure
A2 Value of procurement savings achieved through contracts live during the year	£1M	1.909M (£1.967M)	The financial results from contracts *Slight decrease in the recurring savings but an increase in the Adjusted year figure. See comments in Section 4 Table 4 or the report*
A3 Number of collaborative contracts awarded as a percentage of all commenced in year	40%	38.80% (38.79%)	Successful collaboration *Increase in localised contracted and call off from frameworks has reduced the % but the number for live collaborative contracts remain constant - 227 (2018) and 247 (2019)*
A5 Percentage of contracts commenced in year that contain a contract benefit (all categories)	15%	90.83% (76.50%)	Increasing focus on non-financial benefit *The majority of our contracts will have some from processing benefits*

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b. **Contracts**

The measure	Target	2019/20 (2018/19) Results	Will Demonstrate *Comments*
B1 Percentage of planned activity taken to award during year	75%	78.36% (67.74%)	Improved procurement planning *Planned activity increased from 104(2018) projects to 134 (2019) with 105 being taken to award in 2019*
B2 Percentage of unplanned to planned activity during the year	25%	39.18% (69.00%)	Measure to try and keep unplanned to a minimum *Percentage affected by overall increase in workload from 200 in 2018 to 342 in 2019*

c. **Compliance**

The measure	2018/19 Target	2017/18 (2018/19) Results	Will Demonstrate *Comments*
C3 Percentage of Account Payable transactions with a Purchase Order (where relevant ie non-recurring) number during year	75%%	76.83% (75.49%)	Compliance management

d. **Accessibility**

The measure	2018/19 Target	2018/19 (2017/18) Results	Will Demonstrate *Comments*
D1 Percentage of contracts commenced during year to SMEs	30%	30.83% (50.32%)	SME access to our business – volume *In addition to the 74 new contracts awarded to SMEs which is reflected in this result, we have also awarded an additional 141 mini comps and direct awards to SMEs, this changes the result to 90.42%*

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The Measure	55%	46.77 (49.74%)	SME access to our business – by value
D2 Percentage value of annual spend with SMEs for year	55%	46.77 (49.74%)	SME access to our business – by value
D3 Percentage value of spend with Moray, Highland and Aberdeen council areas	50%	37.69 (38.56%)	"local" access to our business – value
D4 Number of "events" held or participated in during year	10	9 (8)	Supplier engagement

e.   **Community Benefits** -

The Measure	2018/19 Target	2018/19 (2017/18) Results	Will Demonstrate *Comments*
E1 Percentage of commenced contracts within the year that have a community benefit (category 7)	20%	5.83% (9.28%)	Sustainable duty performance *Result is affected by the increase in volume of workload*
E2 Percentage of collaborative contracts commenced in the year that have a community benefit (category 7)	20%	4.58% (18.30%)	Sustainable duty performance

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f. Sustainability

The measure	2018/19 Target	2018/19 (2017/18) Results	Will Demonstrate *Comments*
F1 Percentage of contracts commenced in the year that have incorporated a sustainable target (category 5)	20%	6.25% (7.10%)	Sustainable duty performance
F2 Score on Flexible Framework	Level 3	(Level 3)	Sustainable duty performance *As for previous year, we have reviewed our processes and adopted some of the level 4 practices but cannot meet all of the required outcomes.*
F3 Prioritisation tool used to assess Service priorities	100%	(100%)	Sustainable duty performance *Embedded as part of the Dept Proc Action Plan process as such will remove this from the report for next year*

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APPENDIX 2

Annual Procurement Report – Required Data

1. Organisation and report details	
a) Contracting Authority Name	Moray Council
b) Period of the annual procurement report	April 2019 to March 2020
c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report? *(Yes / No)*	Yes
2. Summary of Regulated Procurements Completed	
a) Total number of regulated contracts awarded within the report period	240
b) Total value of regulated contracts awarded within the report period	£53,172,347
c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period	420
i) how many of these unique suppliers are SMEs	326
ii) how many of these unique suppliers how many are Third sector bodies	Not recorded
3. Review of Regulated Procurements Compliance	
a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy	Not recorded
b) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy	Not recorded
4. Community Benefit Requirements Summary	
Use of Community Benefit Requirements in Procurement:	
a) Total number of regulated contracts awarded with a value of £4 million or greater.	3
b) Total number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements.	1
c) Total number of regulated contracts awarded with a value of less than £4 million that contain a Community Benefit Requirements	33

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Key Contract Information on community benefit requirements imposed as part of a regulated procurement that were fulfilled during the period:

d) Number of Jobs Filled by Priority Groups *(Each contracting authority sets its own priority groups)*	Not recorded
e) Number of Apprenticeships Filled by Priority Groups	Nor recorded
f) Number of Work Placements for Priority Groups	Not recorded
g) Number of Qualifications Achieved Through Training by Priority Groups	Not recorded
h) Total Value of contracts sub-contracted to SMEs	Not recorded
i) Total Value of contracts sub-contracted to Social Enterprises	Not recorded
j) Total Value of contracts sub-contracted to Supported Businesses	Not recorded
k) Other community benefit(s) fulfilled	Not recorded

5. Fair Work and the real Living Wage

a) Number of regulated contracts awarded during the period that have included a scored Fair Work criterion.	Not recorded
b) Number of unique suppliers who have committed to pay the real Living Wage in the delivery of a regulated contract awarded during the period.	Not recorded
c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract awarded during the period.	Not recorded
d) Number of unique suppliers who have signed up to the Scottish Business Pledge and were awarded a regulated contract awarded during the period.	Not recorded

6. Payment performance

a) Number of valid invoices received during the reporting period.	66418
b) Percentage of invoices paid on time during the period ("On time" means within the time period set out in the contract terms.)	87.31%
c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains.	Not recorded
d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts.	None

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7. Supported Businesses Summary

a) Total number of regulated contracts awarded to supported businesses during the period	1
b) Total spend with supported businesses during the period covered by the report, including:	£1,000
i) spend within the reporting year on regulated contracts	Not recorded
ii) spend within the reporting year on non-regulated contracts	Not recorded

8. Spend and Savings Summary

a) Total procurement spend for the period covered by the annual procurement report.	£144,888,551
b) Total procurement spend with SMEs during the period covered by the annual procurement report.	?
c) Total procurement spend with Third sector bodies during the period covered by the report.	Not recorded
d) Percentage of total procurement spend through collaborative contracts.	48.14%
e) Total targeted cash savings for the period covered by the annual procurement report	£1,805M
i) targeted cash savings for Cat A contracts	£0.149M
ii) targeted cash savings for Cat B contracts	£0.114M
iii) targeted cash savings for Cat C contracts	£1,512M
f) Total delivered cash savings for the period covered by the annual procurement report	Not recorded
i) delivered cash savings for Cat A contracts	Not recorded
ii) delivered cash savings for Cat B contracts	Not recorded
iii) delivered cash savings for Cat C contracts	Not recorded
g) Total non-cash savings value for the period covered by the annual procurement report	Not recorded

9. Future regulated procurements

a) Total number of regulated procurements expected to commence in the next two financial years	318
b) Total estimated value of regulated procurements expected to commence in the next two financial years	£341,193,062

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REPORT TO: MORAY COUNCIL ON 10 MARCH 2021

SUBJECT: CLIMATE CHANGE STRATEGY 2020 - 2030

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

1. REASON FOR REPORT

1.1 This report seeks the agreement of the Council to adopt the Climate Change Strategy for 2020-2030.

1.2 The report is submitted to Committee in terms of Section II (13) of the Council's Scheme of Administration relating to the approval of Council Reports and Strategies of a corporate nature including Local Development and Housing Plans.

2. RECOMMENDATION

2.1 It is recommended that Council:-

i) **approves and adopts the Climate Change Strategy 2020 -2030 in APPENDIX 1, subject to delegation to the Head of Economic Growth and Development to amend and publish the Climate Change Strategy and Action Plan as outlined in Section 5 and in consultation with the Chair of the Climate Change Working Group;**

ii) **approves current draft action plan in APPENDIX 2 noting the further developments proposed in this report and noting the need for further development work for key actions in relation to hydrogen, buildings and transport;**

iii) **approves the budget and staffing resources proposals, in summary**
- **Revenue budget of £20,000**
- **Staffing budget of £164,746 (subject to job evaluation);**

iv) **notes a request for a consultancy budget as set out in paragraph 7.8 is to be submitted through the Transformation funding review process;**

v) **agrees that the Head of Economic Growth and Development reports progress to the appropriate Council Committee on a 6 monthly basis;**

vi) **agrees to embed Climate Change and Biodiversity considerations within Council/Committee reports through the inclusion of a dedicated paragraph in the Summary of Implications with effect from August 2021, once staffing is in post;**

vii) **agrees that the actions for 2021/2022 are added to service performance reports and included in individual service plans at the next review point; and**

viii) **notes the proposed next steps contained within Section 8.**

3. BACKGROUND

3.1 Climate change is the biggest challenge that we face in our lifetime and for future generations. There is clear scientific evidence that change is accelerating quicker than expected and action is needed now to combat the direct and current impact and to agree a pathway for a sustainable future.

3.2 On the 27 of June 2019 the Council made a Climate Emergency Declaration which recognised that climate change is an ecological emergency, and the Council needs to be serious about taking necessary actions to protect our area, country and planet (para 6 of the Minute refers).

3.3 The draft strategy is the response to commitments made in the declaration, specifically:

- That the strategy will set a goal of being carbon neutral by 2030 and that the Council, its officers and members will work with others across Moray to deliver that goal.

3.4 The agreed approach to be taken as per the stated Vision of the Strategy, namely that it aims to achieve the following:
- Supporting a just transition to a low carbon economy;
- A carbon neutral Council by 2030 with an ongoing reduction in greenhouse gas emissions from the Council area as a whole (from homes and business);
- Ensure the Council, and its partners, are better prepared to deal with the current and future impacts/consequences of climate change;
- Work to retain, protect and enhance biodiversity across Moray;
- Identify on-going activity that contributes to climate change mitigation and adaptation and develop new policy and actions to address any gaps in our approach;
- Embed climate change mitigation and adaptation action throughout the organisation to ensure it becomes integral to the operation of the Council;

- Ensure the climate change agenda is acknowledged in departmental service planning and integrated into Council decision-making processes;
- Seek to have the strategy endorsed by the community partners with commitments to joint action where possible; and
- Work pro-actively with the wider community to promote and facilitate local action on Climate Change.

3.5 Since June 2019, members of the Council's Climate Change Group (which has included cross-party member representation) worked together to develop a draft Climate Change Strategy. The strategy has taken account of the environmental, economic and social aspects of climate change and sustainability and also provides a strategic direction for the Council to follow over the next 10 years.

3.6 At its meeting on 2 September 2020 Moray Council (para 7 of Minute refers) agreed:-

    i. the draft Climate Change Strategy 2020-30 in **APPENDIX 1** for public consultation and engagement from 3 September to 30 October 2020;

    ii. to note the draft Action Plan in **APPENDIX 2** which gives an early indication of the actions currently proposed to implement the strategy, noting that these require further development and to be reviewed in light of the consultation feedback on the strategy itself; and

    iii. to note that a final Strategy and Action Plan would be presented to Council on 20 January 2021.

3.7 It is important to note that due to the impact of the Covid-19 pandemic and its related work pressures on Council operations, the ongoing development of the Strategy and Action Plan has been detrimentally impacted. A revised development timeline, proposing a revised committee date of 10 March 2021, was provided to the Climate Change working group in November 2020, and approved, but due to Covid pressures neither the strategy nor the current action plan are yet in their final format. Rather than delay approval of these documents further however, as is set out in more detail below, it is proposed that authority to make the final (limited) adjustments to the strategy is delegated allowing publication later in the year, with the action plan recognised as the current version of a document which will continue to be developed.

4. **PUBLIC CONSULTATION**

4.1 The public consultation on the Moray Council draft Climate Change Strategy took place over an 8-week period from 4 September to 30 October 2020.

4.2 The consultation of the strategy centred around 3 key strands:
- Public Consultation;
- Online Webinars; and
- Children & Young People Survey.

4.3   An overarching Executive Summary report (**APPENDIX 3A**), together with more detailed individual Feedback Analysis reports for each strand, was prepared and submitted to the Climate Change Working Group for consideration, which has informed the ongoing development of the Strategy.

4.4   The consultation also included a request for suggestions for additional actions, which could be considered. These have been collated and considered by the working group, and responses to each suggestion provided in the associated report. (**APPENDIX 3B)**

4.5   Key themes and feedback from the consultation are:
- 60% of respondees agreed that the strategy captured the key climate change and sustainability related issues and challenges faced in Moray;
- 65% of respondees agreed that the ambitions of the draft vision and vision statement for Moray met their expectations;
- 71% of respondees considered the draft actions to be suitable in addressing the identified issues; and
- 70% of respondees agreed with the proposed Council approach to ensure a "Just Transition" to a low carbon economy.

4.6   From the Children & Young People survey:
- 92% have heard about Climate Change (CC) and know either a lot or a bit about the subject;
- 87% believe that CC is happening, 2% do not;
- 51% are very worried or fairly worried by CC;
- 57% thought their school was very good or good at helping the environment, 30% neither good nor bad, 8% bad or very bad;
- To the statement "All schools should be encouraging and helping pupils like me to do things to help the environment", 95% agreed a lot or a bit; and
- 70% thought their school should be generating renewable energy.

4.7   Strong feedback was received on the need:
- for community leadership and collaboration;
- to act quickly; and
- for climate change to be reflected across policies including planning and Economic Development.

This feedback reflects the view emerging nationally, that local authorities have a vital role in leading local efforts on climate change.

There was a common theme on communication, education and awareness raising, including provision of information in formats that can be understood by all residents. In response to this request, an "easy-read" version of the Strategy will also be made available, in conjunction with the updating of the Strategy for ongoing policy updates (ref Section 5).

4.8   Across all consultation strands, there was a clear request for the Strategy to go further when it comes to the wider community. Not that the council should do everything, but rather for the Council to help others to help themselves, through leadership, education, empowerment, encouragement etc. This request has been supported by the working group and has been taken account of in the ongoing development of the Strategy.

4.9   In particular, it is worthy to note that tsiMORAY launched Moray's Climate Assembly on the 4 February 2021, to highlight existing, and stimulate new activity in Moray to tackle climate change. Moray Council were represented at both Member and Officer level at the initial meeting and will continue to work with the Assembly moving forward.

4.10   Consultants were commissioned in December 2020 to provide an updated carbon emissions inventory and assessment tool for Moray, with work completing in February 2021. This updated information has been incorporated into the Climate Change Strategy document and details a refined accurate evaluation of the extent and origin of carbon emissions within Moray for varying sectors, and for the Council for service provision and energy.

4.11   The tool will be updated on an ongoing basis and will be used as a key monitoring and reporting tool throughout the life of the Strategy. Additionally, it will allow graphics of varying designs to be produced periodically, suitable for a variety of audiences, including residents and businesses. Examples of the resulting data are given below:

Emission sources Moray Council Area 2018 (excluding LULUCF), with Council contribution for buildings, transport and waste separated out.
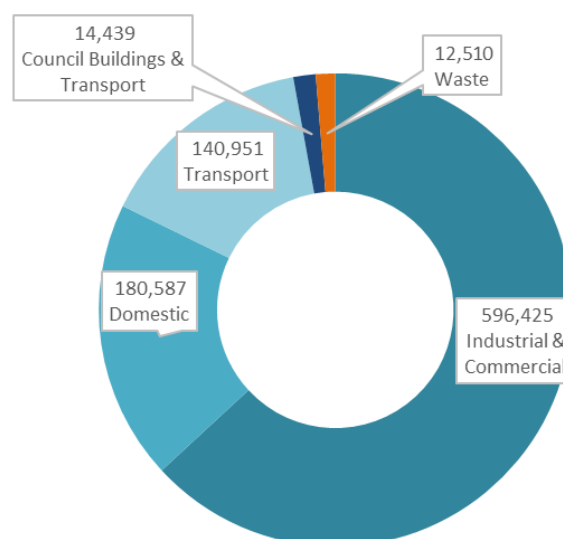
Breakdown of Council emissions into component parts highlights the majority of emissions (>90%) arise from waste, buildings and transport.
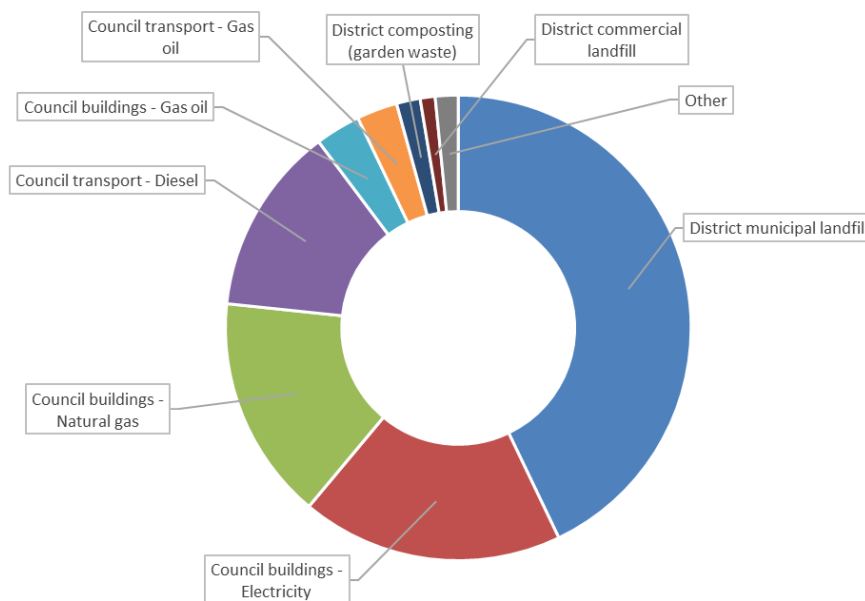
Performance of Moray Council in 2018/19 and 2019/20 together with the Business-as-Usual projection with a linear projection from 2019 to 2030 highlighting the notional pathway required to meet the net zero target.
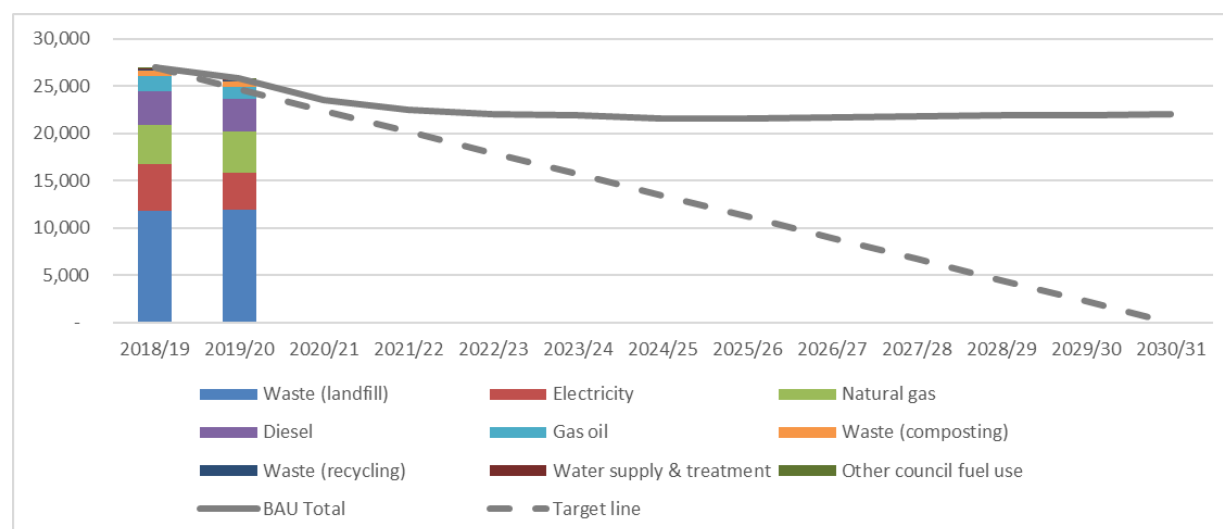
4.12 The final strategy has been revised to reflect the strong feedback from the public consultation which includes providing greater emphasis on:-

- A commitment to providing leadership in Climate Change through education, empowerment and encouragement;

- Recognise the role of the community and business in addressing climate change issues;
- Working collaboratively where appropriate to achieve wider benefits in meeting climate change targets across Moray;
- Updating the graphics and data and baseline information associated with the carbon inventory and emissions data tool; and
- Developing additional action identified in Appendix 3b relating to active travel.

5. POLICY AND DATA UPDATE

5.1 In December 2020, the Scottish Government published the following;

- Climate Change Plan Update: the roadmap for 2018–2032, which included 100 new policies and proposals to support Scotland's green recovery and help deliver a just transition to net zero.
- Climate Emergency Skills Action Plan: setting out a pathway for the reorientation of the skills system, and signals the role that businesses, communities and individuals across Scotland will play in achieving this.
- Hydrogen Policy Statement: along with accompanying research: the Scottish Hydrogen Assessment Report, the report of the study into Deep Decarbonisation Pathways for Scottish Industries (considering hydrogen and electrification) and the Scottish Offshore Wind to Green Hydrogen Opportunity Assessment.

5.2 In January 2021, the Scottish Government published the following:

- Draft Heat in Buildings Strategy which encompasses updates to the 2018 Energy Efficient Scotland Route Map and 2015 Heat Policy Statement.

5.3 In January 2021, Adaptation Scotland published a new climate projections summary, which provides an overview for Scotland of the most up to date UK Met Office Climate Projections.

5.4 National Planning Framework 4 (NPF4) and indicate Regional Spatial Strategy (iRSS) – In September 2020, the Council approved an iRSS which is a new statutory requirement and will feed into NPF4 when it is published in autumn 2021. NPF4 and the iRSS have a strong focus upon carbon reduction and the iRSS highlights a number of strategic land use opportunities including a hydrogen corridor in Moray, opportunities for extensive woodland planting and peatland restoration as well as a network of 20-minute neighbourhoods encouraging less car usage in preference to walking, cycling and public transport for people to access most of their daily needs.

5.5 The Strategy has been revised to reflect these policy updates where possible. However, because these significant policies are recent and ongoing, it is proposed to review the strategy to ensure each update links properly and amend these where necessary. This work would also incorporate the development and production of an easy-read version of the Strategy.

5.6   Due to the uncertainties of Covid, it is proposed that the review of the Strategy
        will be undertaken by August 2021. It is highlighted that this review does not
        impinge on the approval of the Strategy nor the commencement of work in
        this area.

6.   DELIVERING THE STRATEGY

6.1   The initial phase has been to develop a corporate Climate Change Strategy
        and Action Plan. Upon approval of the Strategy, going forward Phase 1 of
        delivery will include embedding climate change across the Council,
        implementing those actions that can be accommodated within existing
        resources, appointment of additional staff and appointment of specialist
        consultants as detailed later in this report. Phase 2 will consider the
        consultants recommendations and resources for implementing further
        transformational climate change measures.

6.2   Consideration has been given to the resources required to achieve the
        ambitions of the strategy. The nature of climate change action and activity
        means it is cross cutting: it will feature heavily in NPF4 and deal with land use,
        strategic energy plans, building standards and strategic transport issues and
        economic opportunities.

6.3   In line with consultation feedback (Section 4.4), that the Strategy should
        include the wider aspects associated with reducing carbon in the community
        and across Moray, it is recognised that structure and resources need to be
        redefined appropriately to support this.

6.4   It is therefore proposed that responsibility for the Climate Change Strategy
        should be with the Head of Economic Growth and Development within the
        Strategic Planning and Development team.

6.5   For the Strategic Planning and Development team to lead and co-ordinate
        implementation and monitoring of the Climate Change Strategy and additional
        associated work (relating to indicative Regional Spatial Strategy, Land Use,
        Carbon conscious masterplans, Hydrogen Strategy, NPF4 requirements e.g.
        20-minute neighbourhoods), community engagement on climate change and
        local heat and energy efficiency strategies, a budget of £20k would be
        required for communications, materials, and project development; and 3
        permanent staff consisting Principal Officer (Grade 11), Project Officer (Grade
        9) Project Officer (Grade 8) with the roles as described below (subject to job
        descriptions and job evaluation procedures).

        • Principal Officer grade 11 - Climate Change - overall strategy
          implementation, monitoring and lead for CC across the Council, specialist
          input to large projects and lead on large CC project e.g., hydrogen
          corridor, reporting to Council, CPP, will liaise closely with Housing and
          Property and other services across the Council supporting the culture
          change needed to embed CC. Will link with Development Planning in
          terms of Regional Spatial Strategy, 20-minute neighbourhoods,
          Community Wealth Building, LDP policies, Carbon conscious Masterplans.

- Project Officer grade 9 - assist Principal with strategy delivery and monitoring, will lead on smaller scale projects in the Strategy, research and analysis this will include assisting other service areas in developing their projects and action delivery.
- Project Officer grade 8 - monitoring, funding applications, awareness raising, partner and community relationships, communications, digital media, some research and analysis- the outreach aspect trying to change behaviours and co-ordinate the wide range of targeted awareness raising that is taking place, will link into wide network of organisations working on climate change, information exchange, keeping strong communications presence through digital media.

6.6 Recruitment of the Principal Officer would commence as quickly as possible, with recruitment of the Project Officer posts following shortly thereafter, allowing the new Principal Officer an opportunity to be involved in recruiting the team.

6.7 In addition, services across the Council will have to proactively deliver on the actions assigned to them in the climate change strategy where this is to be done in existing resources, with support from the CC team.

6.8 If the draft Climate Change Strategy is approved, other key strategic plans will require review and climate change actions added where appropriate. The main plans that fall into this category include:

- Local Development Plan 2025
- Local Housing Strategy 2019-2024
- Departmental Management Plans
- Service Plans per individual service.

6.9 All climate change actions that are relevant to individual services that are to be initiated in 2021/22 will be added to existing Service Plans at the next review point and meantime tracked through the Pentana performance monitoring and reporting software and reported in service performance reports.

7. ACTION PLAN

7.1 Due to the overarching nature of climate change and how it impacts on all aspects of the council's operation, co-operation and input has been sought across all services to discuss and agree actions. The implementation of the Action Plan will require to be appropriately phased and integrated over the period of the strategy with further actions coming on-stream as scoping and preparatory work is progressed. Consideration to other council priorities and workstreams will be undertaken on an on-going basis to ensure that efficiencies, both financial and operational, are realised wherever possible.

7.2 It should be recognised that there are many variables which have the potential to impact upon the delivery of the Action Plan, including external factors such

as funding programmes, timescales, technology development, service delivery, amongst others.

7.3　Action descriptor forms are being completed for all actions to ensure all necessary information, in line with SMART objectives, is captured to permit ongoing assessment using Pentana.

7.4　The Action Plan contained in **APPENDIX 2** has been updated to reflect the proposed Climate Change Team staffing structure and identifies which actions will be delivered by the Climate Change Team and which reside with individual services, as summarised below

Service Responsibility	No of Actions
Climate Change Team	29
Housing & Property	8
Environmental & Commercial Services	11
Finance	5
Education	2
HR, ICT & OD	2
Total	**57**

7.5　Since the initiation of the original draft Action Plan a number of actions have already been completed, including:

- Embed the targets, aims and aspirations of the Climate Change Strategy within Moray Council's Corporate Plan;
- Make school meals more sustainable with a reduced carbon impact. Develop and promote more vegetarian options, e.g., 'meat free' days and vegan options;
- Develop integrated land use spatial framework for Moray identifying opportunities for food production, renewable energy and woodland planting (currently these are done individually);
- Include policy on coastal change in Local Development Plan;
- Prepare additional guidance on sustainable design and construction and seek to have policy incorporated into NPF4 and Building Standards and introduce a Planning Condition for developers to report on their actions taken to reduce the carbon emissions from the build and from the completed development; and
- Complete Switched-on Towns and Cities feasibility study for Elgin and implement outcomes.

7.6　Due to the impact of Covid-19, original dates for completion/initiation of some actions have been missed. Where applicable these are highlighted in red type in column headed "Completion Target".

7.7　Although many of the actions in the draft strategy and current action plan are identified as being delivered within current resources, nearly all of these can be considered as business as usual. They help embed climate change across policies and curriculum. Moray Council has lagged on many of these functions

relative to other authorities and departments/sections will need support to address the required changes proactively. This may lead to future requests from Services for additional resources to progress certain actions where these are shown as red or amber in the plan. Most of these changes will help to address climate change by reducing carbon emissions and provide the foundations for action but will not significantly impact the carbon associated with buildings and transport.

7.8   Actions associated with Council buildings and Council transport require additional and, as yet, unquantified resources and this places a significant risk on the commitment to be Carbon Neutral by 2030. To address this, funding for consultancy services would be needed for the purpose of developing a carbon reduction programme for Council buildings, developing a carbon reduction programme for Transport and for developing a hydrogen strategy for Moray. It is proposed that this funding would come from the Council's Transformation fund. It is understood that this will be considered by a separate Council meeting as one of a number of proposals for Transformation funding.

8.   **NEXT STEPS**

8.1   In finalising the Climate Change Strategy and the commitment to be a "Carbon Neutral Council by 2030", it is important that the work done in the first phase, to create a platform for change, is recognised, but also that there remains a significant risk to this ambition until the programmes for Buildings and Transport are developed, approved and funding sources identified – in effect the second phase of our journey towards 2030. This second phase must effect a step change in the Council's activities, but has and will continue to require significant advance planning and external funding support.

8.2   The proposed phasing for the Climate Change Strategy is as follows:-

Phase 1

- March 2021
    - o Final Strategy, outcomes from consultation, proposed amendments and resource requirements reported to Committee for approval and approval of resources for staff and budget.
    - o The Head of Economic Growth and Development becomes responsible for the Council's Climate Change Strategy.
    - o Consideration of consultancy funding for Hydrogen, Transport and Buildings from council transformation funding (timing to be confirmed).
    - o Commence implementation of actions identified for 21/22 in the strategy across all Council services for which each Head of Service will be accountable.
- June 2021
    - o Appointment of Climate Change Principal Officer.
- July/August 2021
    - o Proposed procurement of consultancy for Hydrogen, Transport and Buildings.

- o Establish operational delivery group.
- o Strategy actions included in service performance reports.
- o Develop communications strategy.
- o Appointment of climate change project officers.
- o Review of Action Plan by Climate Change Team.
- o Publication of final Strategy document and easy read version.
- October 2021
  - o 6-month performance update on Strategy delivery to Committee.

Phase 2

- March/April 2022
  - o Annual update on Strategy delivery.
  - o Incorporate strategy actions into individual service plans at next review point.
  - o Recommendations on programmes for decarbonising Council Buildings and Transport.
  - o Recommendations for Hydrogen development, approval of action plan for 2022/23.
  - o Identify potential schemes for land use and carbon offset that may be needed to become Carbon neutral based on forecasted Buildings and Transport programmes.
- October 2022
  - o Strategy progress report.
- March 2023
  - o Annual update on Strategy and recommendations for Carbon offset and any additional actions to reduce carbon.

8.3 Staff Resources and Covid Impacts

Immediate response to the pandemic alongside delivery of essential services must take priority at this time and whilst sustainability including protecting our environment is a principle within the draft Recovery and Renewal Strategic Framework, staffing resources are expected to remain under significant pressure particularly during phase 1 as set out above and this may introduce a degree of delay in the anticipated timetable which services are unable to control or effectively mitigate against.

9. **SUMMARY OF IMPLICATIONS**

(a) **Corporate Plan 2019-2024 and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)).**
The draft Climate Change Strategy 2020-2030 supports the priorities set out in the Corporate Plan 2019-2024. The Council has declared a climate change emergency and the measures set out in the draft strategy seek to create a resilient, biodiverse, fair and more sustainable future for everyone within Moray".

The strategy is aligned to deliver the priorities:
- Ensuring a just transition for all in the shift to a low carbon economy;

- Addressing inequalities of fuel poverty;
- Empowering individuals and communities through education and information provision to make informed choices with respect to climate change;
- Protecting and enhancing the world we live in to protect it for the future; and
- Being innovative in identifying solutions for cost reduction and income generation opportunities.

(b)   Policy and Legal

Climate Change (Scotland) Act 2009 places a duty on public bodies to act in a way they consider most sustainable and in the way best calculated to deliver emission reduction targets set in the Act.

Climate change is increasingly being embedded in all government policies ranging from Infrastructure delivery, energy policies and NPF4 and these will influence the majority of council policies moving forward.

(c)   Financial Implications

To achieve a position of net zero carbon emissions by 2030 will require significant capital investment. It is recognised that progression of certain actions will only be possible through the provision of external funding, initiatives led and/or supported by others (e.g., Transport Scotland) and sufficient expertise and skills being available.

If Climate Change is to be a priority it will need significant resources as highlighted in this report. Without these staffing levels and budget requirements the Council will fall short of the Commitment of being "A carbon neutral Council by 2030 with an ongoing reduction in greenhouse gas emissions from the Council area as a whole (from homes and business)" by a long way.

To progress implementation and development of the Strategy as detailed within this report, the following resources are required:

- Revenue budget of £20,000 for communications, materials and project development;
- Staffing budget of £164,746 (subject to job evaluation);and
- Consultancy budget of £130,000 (to be determined separately as part of transformation funding).

Depending on council finances, Climate Change may need to be prioritised over other services in terms of any future budget savings. Transformation of the fleet, buildings and carbon offset, e.g. through tree planting, will require significant amounts of future capital funding.

(d)   Risk Implications

Climate change is arguably the biggest challenge that we face in our lifetime and for future generations. It poses significant risks to our health, our

economy, our environment, and endangers the wellbeing of future generations.

With respect to Council operations, climate change could impact on supply chains, resource supplies and infrastructure, as well as more reactive challenges relating to changes in temperature, extreme weather and heavy rainfall. This will have consequences for service delivery, creating new demands on emergency response services, the maintenance of buildings and longer-term health issues.

The Scottish Government has committed to a 'green recovery' from Covid-19, one which captures the opportunities of a just transition to net zero. Without a Climate Change Strategy in place, with associated actions identified and developed, there is significant risk that external funding and investment opportunities will not be attainable.

(e)   Staffing Implications
Staffing implications linked to climate change are as detailed within this report, including support within all services and in particular the creation of a Climate Change Team to lead, co-ordinate and support the Strategy

- 3 permanent staff consisting Principal Officer (Grade 11), Project Officer (Grade 9) Project Officer (Grade 8).

(f)   Property
There will be property implications linked to the Climate Change Strategy. The Strategy will impact on council housing, corporate buildings and the Learning Estate. These implications will be set out in more detail as the key actions relating to Property are progressed.

(g)   Equalities/Socio Economic Impact
Climate Change will impact on every service area delivered by the Council. It has the potential to impact on Equalities for example in respect of support for active travel and fuel poverty and will also have a socio-economic impact.

(h)   Consultations
Consultations have been undertaken with the Chief Executive, the Deputy Chief Executive (Economy, Environment and Finance), the Deputy Chief Executive (Education, Communities and Organisational Development), all Heads of Service, Equalities Officer and the Chair of the Climate Change Working Group. Where comments have been received, these have been included within the report.

10. **CONCLUSION**

10.1 **On the 27 of June 2019, the Council made a Climate Emergency Declaration which recognised that climate change is an ecological emergency and committed to developing a Climate Change Strategy with a goal of being carbon neutral by 2030 and that the Council, its**

**officers and members will work with others across Moray to deliver that goal.**

10.2 **This strategy is the response to commitment made in the declaration, and:**

- **provides the strategic direction that our climate change and environmental initiatives and goals will be aligned to over the next 10 years.**
- **has been developed taking in to account the important role the council plays in protecting and improving the lives and livelihoods of its residents, communities and businesses.**
- **has been consulted upon with the residents and businesses of Moray, and feedback received has shaped the development of the final strategy and action plan.**
- **recognises that our work and activities should be undertaken in such a way as to ensure the benefits of climate change action are shared widely, while the costs do not unfairly burden those least able to pay, or whose livelihoods are directly or indirectly at risk as the economy shifts and changes.**

Author of Report: Ronnie Macdonald, Energy Officer
                      Jim Grant, Head of Economic Growth and Development
Background Papers: With Author

CLIMATE CHANGE STRATEGY
2020-2030
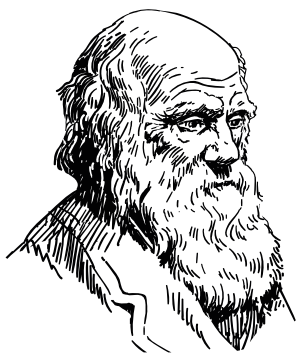
"Only those who adapt to change survive"

– Charles Darwin

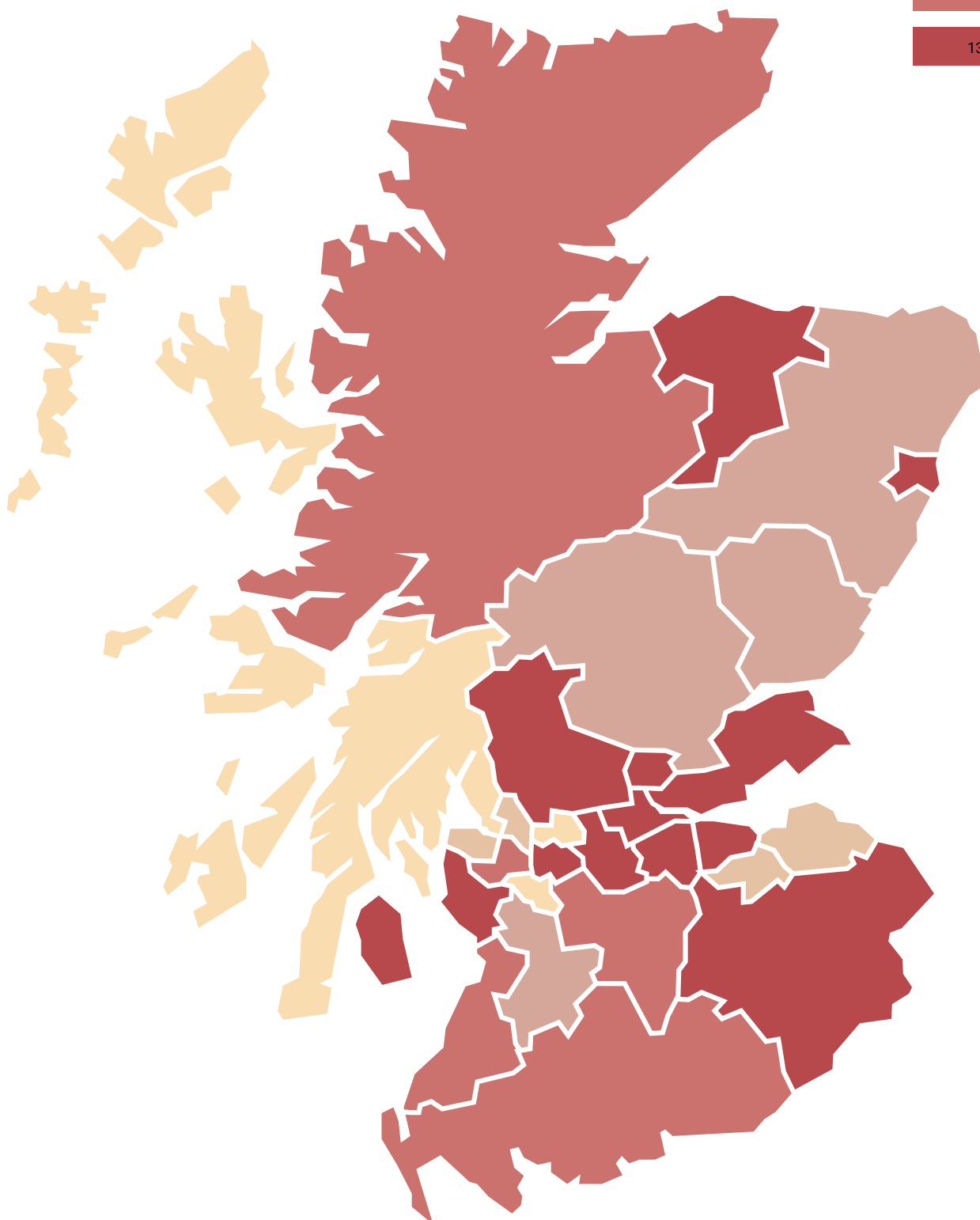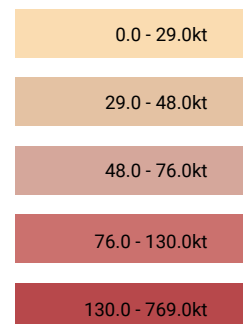Local authority areas with colours indicating levels of CO_2 emission (kt).

	0.0 - 29.0kt
	29.0 - 48.0kt
	48.0 - 76.0kt
	76.0 - 130.0kt
	130.0 - 769.0kt

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Foreword

Moray Council is committed to improving the quality of life for people in Moray, and making this the best possible place to live, work and do business. Climate change presents a major challenge to deliver this commitment. Already local impacts are already being felt with water shortages, wildfires and rising sea levels all occurring in recent times. Climate change impacts are predicted to increase in magnitude under all forecast scenarios and this will affect Moray. The Council has already been active in responding to this task with over ¬£200 million invested in flood protection measures, however we recognise that more needs to be done.

Our response to this evolving challenge is the introduction of this **Climate Change Strategy** which, together with our Local Development Plan, is designed to provide a co-ordinated and appropriate response to help all with Moray to deal with the challenges that climate change is expected to bring.

On the 27 June 2019, Moray Council declared a **Climate Change Emergency**. It was agreed that a **Climate Change Strategy** and action plan would be prepared and adopted with the aim of Moray Council becoming carbon neutral by 2030. Further that the Council would work with the wider community to promote and facilitate local action on Climate Change.

Climate change is the biggest challenge we face in our lifetime and for future generations. There is clear scientific evidence that indicate that it is accelerating quicker than expected and action needs to be taken now. Not just to combat the direct and current impact, but we need to use common sense and follow a clear vision to create a sustainable future.

The **Climate Change Strategy** marks our commitment to take action on climate change locally. It provides a framework for our actions aimed at reducing carbon emissions and preparing for the unavoidable impacts of changing weather patterns through the period 2020-2030 and beyond.

Efforts to lessen the impact of climate change can also bring opportunities, such as cost savings from reduced energy bills and making better use of our resources. New business and employment opportunities. Supporting healthier, more sustainable lifestyles and making our communities more resilient. The strategy aims to make sure Moray is well placed to benefit from these opportunities.

No single person or organisation can tackle climate change alone, so we are asking partners, businesses, community groups and individuals to embrace the changes that must take place. There are many small changes we can all make that, together, will help secure a better future for everyone in Moray.

Cllr Louise Nicol

Chair of Climate Change Working Group

Roddy Burns

Chief Executive
Climate Change Corporate Champion

Introduction

There are a growing number of people and organisations in Moray taking action on climate change. We already know many of the things we need to do to tackle climate change; but we need to do them more widely and faster. Many of these actions will make Moray a better place: healthier, less polluted, more accessible and self-reliant.

Whilst climate change is a global problem, it is in local communities, our workplaces, our early years settings & schools, our families, where the impacts are felt. It is here on the, 'front-line' where many solutions lie.

This **Climate Change Strategy** identifies the key areas that the Council will prioritise within available resources to not only help reduce its own impact on the environment, but how it will seek to influence and encourage the wider community. To ensure it is appropriate and suitable for Moray a public consultation was undertaken during October 2020/21 to allow residents and businesses of Moray to have a voice in shaping the Strategy. Feedback received has been taken into account in the development of the Strategy and associated Action Plan.

The Strategy and Action plan detail a range of measures that will contribute directly to achieving key outcomes. Details of how the key actions will be delivered, along with timescales, targets and resource requirements, will be further developed and defined, and be subject to regular review.

This **Climate Change Strategy** comprises the council's response to the national and international priority of tackling climate change and shall be taken account of in all future planning and policy work undertaken by Moray Council.

Background

> **There is a global climate emergency. The evidence is irrefutable. The science is clear.**

Climate change is defined as a change in global or regional climate patterns, in particular a change apparent from the mid to late 20th century onwards and attributed largely to the increased levels of atmospheric carbon dioxide produced by the use of fossil fuels. Carbon dioxide, together with other greenhouse gases such as methane and nitrous oxide, stop heat escaping from the Earth into space. An increased greenhouse effect can lead to global warming and climate change.

Relevant impacts of climate change for Moray include:

- Changes in rainfall patterns – Moray has suffered serious flooding in recent years.

- Increase in sea levels – Moray includes coastal towns and villages. Coastal flooding continues to have a negative impact in some of these communities.

- Pollution from burning fossil fuels (coal, oil, gas) is a contributory factor for asthma and other respiratory diseases – based on the 2011 census, Moray has a population of 93,295 and the council and other public bodies have a duty to protect their health and wellbeing.

Climate change is a complex global issue; however, the following graphic [www.climate-lab-book.ac.uk/2018/warming-stripes/] highlights in clear terms how annual global temperatures have changed since 1850. The colour of each stripe represents the temperature of a single year, ordered from the earliest available data to 2017. The colour scale represents the change in global temperatures covering 1.35°C

Due to the delay in cause and effect of carbon emissions, it is predicted that even if carbon emissions were brought to zero tomorrow, the earth will still increase in temperature for the next 40 years [climate.nasa.gov/faq/16/is-it-too-late-to-prevent-climate- change/].

If greenhouse gas emissions are reduced early and rapidly, the extent and impact of climate change can be mitigated to an extent. However, if emissions continue unabated, the implications grow more severe, posing even greater risks. In view of the threat and risks of inaction, it is essential that public bodies put climate change strategies in place and act sustainably to address climate change in Scotland.

Figure 1 – Annual global temperatures from 1850-2017
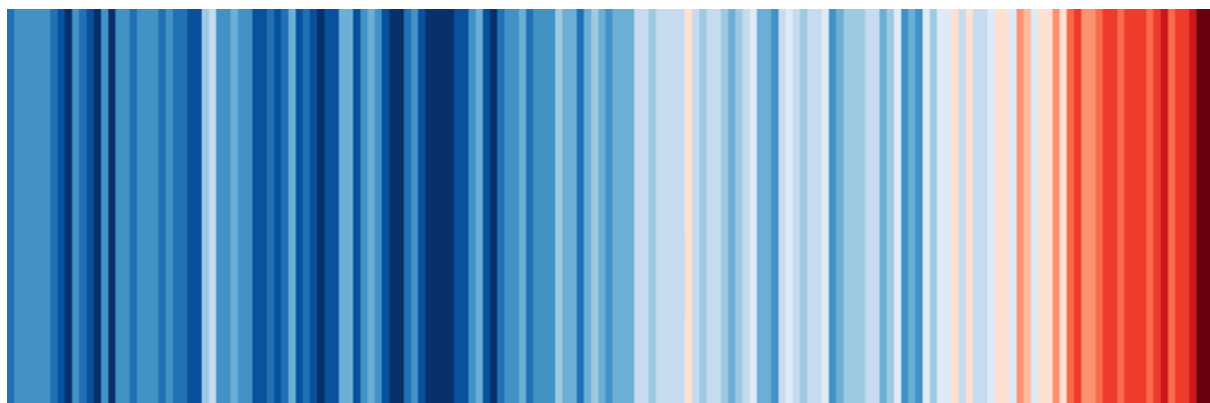
Vision

This Strategy aims to achieve the following:

- Supporting a just transition to a low carbon economy

- A carbon neutral Council by 2030 with an on- going reduction in greenhouse gas emissions from the Council area as a whole (from homes and business)

- Ensure the Council, and its partners, are better prepared to deal with the current and future impacts/consequences of climate change

- Work to retain, protect and enhance biodiversity across Moray

- Identify on-going activity that contributes to climate change mitigation and adaptation and develop new policy and actions to address any gaps in our approach

- Embed climate change mitigation and adaptation action throughout the organisation to ensure it becomes integral to the operation of the Council

- Ensure the climate change agenda is acknowledged in departmental service planning and integrated into Council decision-making processes

- Seek to have the strategy endorsed by the community partners with commitments to joint action where possible

- Work pro-actively with the wider community to promote and facilitate local action on Climate Change
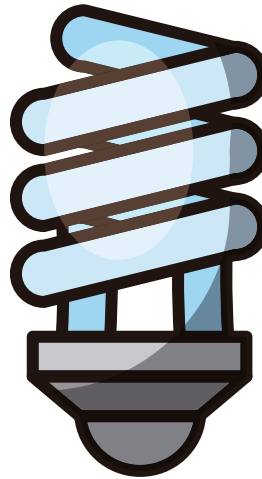
Vision statement

The council's vision for tackling climate change is summarised as:

66 A resource efficient, carbon neutral council that works with partners to mitigate the worst effects of Climate Change to create a resilient, biodiverse, fair and more sustainable future for everyone within Moray. 99

This strategy is hoped to be an inspiration to our community planning partners, businesses and everyone who lives or works in the area. We all have an important part to play in ensuring the Moray area is a safer, wealthier, fairer, healthier and greener place for the generations to come.

Strategy development

Climate & ecological emergency declaration

In June 2019, Moray Council's Elected Members unanimously agreed to declare a **Climate Change Emergency**. Following consideration, we:

- recognised that climate change is an ecological emergency and needs to be serious about taking necessary actions to protect our area, country and planet;

- agreed to form a Climate Change Group made up of officers and elected members, to direct and scrutinise the climate change strategy currently being prepared and the need for increasing biodiversity;

- agreed to appoint an Elected Member to be a Climate Change Champion;

- agreed to consider and approve a final climate change strategy and action plan and ensure it is adopted and informs policy for all departments; and

- agreed that the strategy will set a goal of being carbon neutral by 2030 and that the Council, it's officers and members will work with others across Moray to deliver that goal.

HUMAN CHANGE NOT CLIMATE CHANGE

Climate Change Strategy Working Group

A working group with cross-party member and key service representation was initiated and has co-ordinated the development of this **Climate Change Strategy** and associated action plan.

The strategy has been developed with consideration to the environmental, economic and social aspects of climate change and sustainability. The key actions identified have been arrived at by thinking of the council as:

- Carbon Emitter: consumption of energy in council properties, schools, management of council fleet vehicles, waste management etc.

- Developer: design of new council properties such as affordable housing, installation of renewable energy generation.

- Customer: sustainable procurement and whole lifecycle costing.

- Enabler: leadership, education, advice and guidance, land use policy, business support.

- Protector: to our community, landscape and biodiversity.

The strategy has been designed to mainstream climate change action within our organisation and make it a natural part of decision-making processes, with the aim of keeping associated potential costs as low as possible.

It is expected that this strategy will evolve over time: through engagement with the people of Moray, as new opportunities are discovered, as new initiatives come forward, and as understanding and technology advances. The strategy is therefore a starting point, rather than an exhaustive list of opportunities.

The **Climate Change Strategy** will be used to promote conversation on sustainability, both internally and externally. Some of the key objectives will only be effectively achieved by a range of partners, such as the Community Planning Partnership and Highlands & Islands Enterprise, working together with a common understanding of what sustainability looks like and what we are aiming to achieve. It is also recognised that the realisation of carbon reduction for some actions will be in part dependent upon external factors, e.g. the generation of all electricity requirements from renewable sources and the provision of external funding to support projects and initiatives. The council can lead on this in a variety of different ways, including making the issue locally relevant, and also through the specific actions outlined within the strategy.

Context

Moray Council

The council sets out its purpose in strategies, policies and action plans. As the council has a legal obligation to build climate change and sustainable development into all of its work, it is important that these are considered in a full, transparent and auditable manner. Policies, developments and decisions must be prepared and considered with due regard to their environmental impacts.

Activities identified within the strategy will drive change in areas such as procurement, waste production/disposal, travel & transport, and asset management. The council continues to operate in a sustained period of fiscal constraint, combined with increasing energy costs and environmental levies.

Projects and initiatives with a capital expenditure or resource requirement will be evaluated on a case-by-case basis and business cases developed. Available resources shall be prioritised following assessment against factors relevant to the project mandating process.

Although it is a time of intense pressure on resources, it is recognised that the expanding green economy also presents an opportunity to set a positive agenda. For example, the use of renewable and low carbon technologies can stimulate jobs, reduce reliance on fossil fuels with associated harmful carbon emissions, reduce energy costs, and create an income to the council through government initiatives such as the Renewable Heat Incentive.
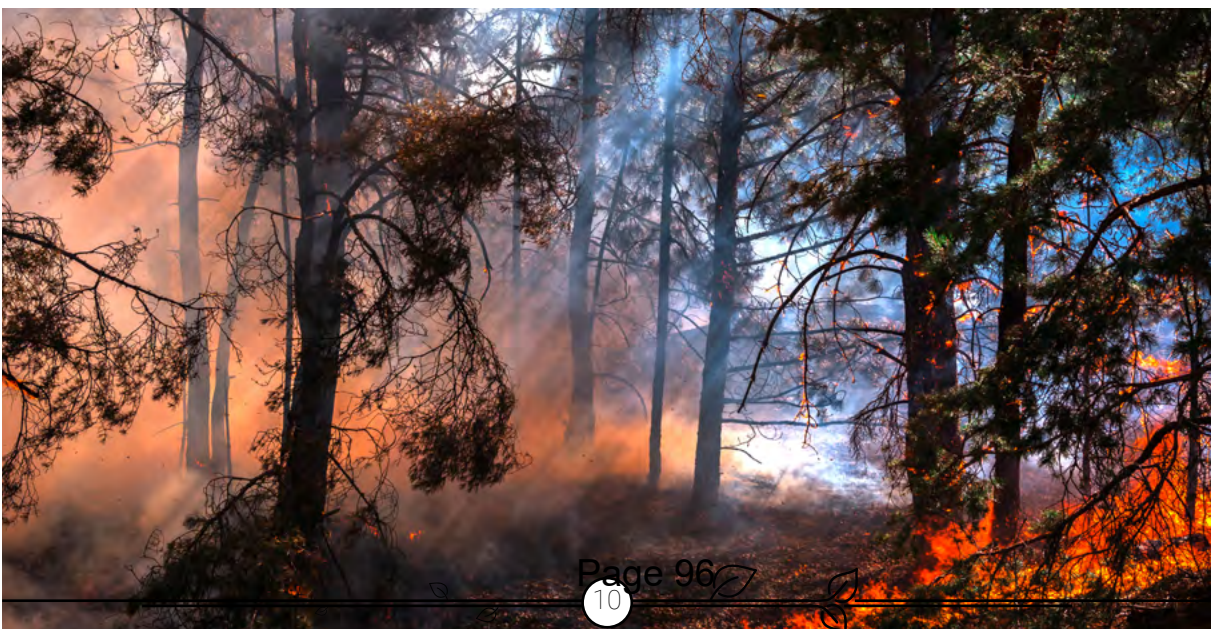
Council plans

Local Outcome improvement Plan (LOiP)

The overarching aim and purpose of the Moray 10 Year Plan is Raising Aspirations through expanded choice, improved livelihoods and well-being, with the four priorities identified within the plan being:

• Building a better future for our children and young people in Moray

• Empowering and connecting communities

• Growing, diverse and sustainable economy

• Changing our relationship with alcohol

Corporate plan

Moray Council Corporate Plan 2019-2024 sets out the council's priorities, including how we will meet the priorities areas set out in the Local Outcome Improvement Plan. The priorities of the Corporate Plan are as set out below.

• 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

The Corporate Plan identifies the environment as a key principle in the delivery of the council's priorities.

Environment – look after the world we live in to protect it for the future, and for Moray Council to be resource efficient, carbon neutral council that works with partners to mitigate the worst effects of Climate Change, to create a resilient, fair and more sustainable future for everyone within Moray.

Moray's Changing Climate

An independent assessment [www.theccc. org.uk/publication/scottish-climate-change-adap- tation-programme-an-independent-assessment-for-the-scottish- parliament/] in 2016 by the Adaptation Sub-Committee of the UK Committee on Climate Change of Scotland's Adaptation Programme (SCCAP) highlighted that Scotland's unique geography creates both resilience and vulnerabilities to the impacts of extreme weather and climate change. Scotland's iconic industries, including forestry, fisheries and whiskey, rely on climate-sensitive natural resources. Changes in weather patterns and sea level rise will test our transport, communication, fuel, and energy networks and challenge the delivery of health and social care services.

The effects of a changing climate are already beginning to be seen in Moray with increasingly frequent severe weather events requiring responses from the council, the emergency services and our Community Planning Partners. Even if all greenhouse gas emissions were stopped now, past and current global emissions mean that some level of climate change will still occur.

Relevant impacts of climate change for Moray include:

• Food supply security

   Warmer temperatures might mean that Moray could grow more food. However, the threat of pests, diseases and invasive non-native species could result in damage to some food production.

• Increased risk of droughts

   Summer droughts may occur more often, causing water quality and supply issues - as suffered during a prolonged period in 2018 in Moray.

   Reduced rainfall increases the risk of wildfires, as experienced recently with numerous gorse fires and a very large heather fire near Knockando.

   Competition for water may increase to meet domestic, agricultural and industrial demands, as our climate warms and rainfall patterns change.

- Increased risk of flooding

   Climate change is likely to alter rainfall patterns and bring more heavy downpours, causing more flooding in the future. Moray has suffered serious river flooding in recent years which caused serious problems for people, businesses, communities and our

- Rising sea levels

   Coastal habitats can help to protect us from rising sea levels, storm surges and associated flooding events. Moray contains many towns and villages and coastal flooding continues to have a negative impact in some of these communities

Details of recent past changes in climate and projected changes in climate for Moray over the next 100 years are shown below. The main changes of importance to Moray include an overall rise in temperature, a decrease in summer rainfall and an increase in winter rainfall. There will also be an increased likelihood of experiencing extreme weather events.

Climate projections – projected changes in climate

Moray's climate is projected to change significantly over this century. Table 2 describes projected changes in Scotland's temperature and rainfall.

The graphics overpage are based upon UKCP18 climate projections for Scotland showing change in mean temperature and precipitation from 1961 – 2100 under a high emission scenario. These are probabilistic projections: the dashed line is 50% central estimate; inner shading 25-75%; middle shading 10-90%; outer shading 5-95%. All values are compared to a 1981-2000 baseline average.

UKCP18 by Met Office Hadley Centre:
ukclimateprojections.metoffice.gov.uk

Table 2 : Projected changes in temperature and rainfall in Scotland.

Summer & Winter changes by 2070

Key

Low Emission Scenario

High Emission Scenario

Summer precipitation change
11% dryer
14% dryer

Winter precipitation change
8% wetter
18% wetter

Summer Temperature change
1.4°C hotter
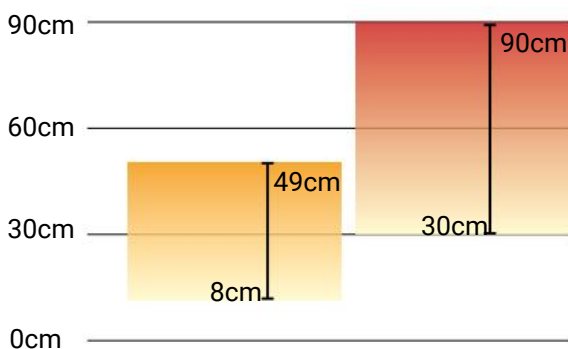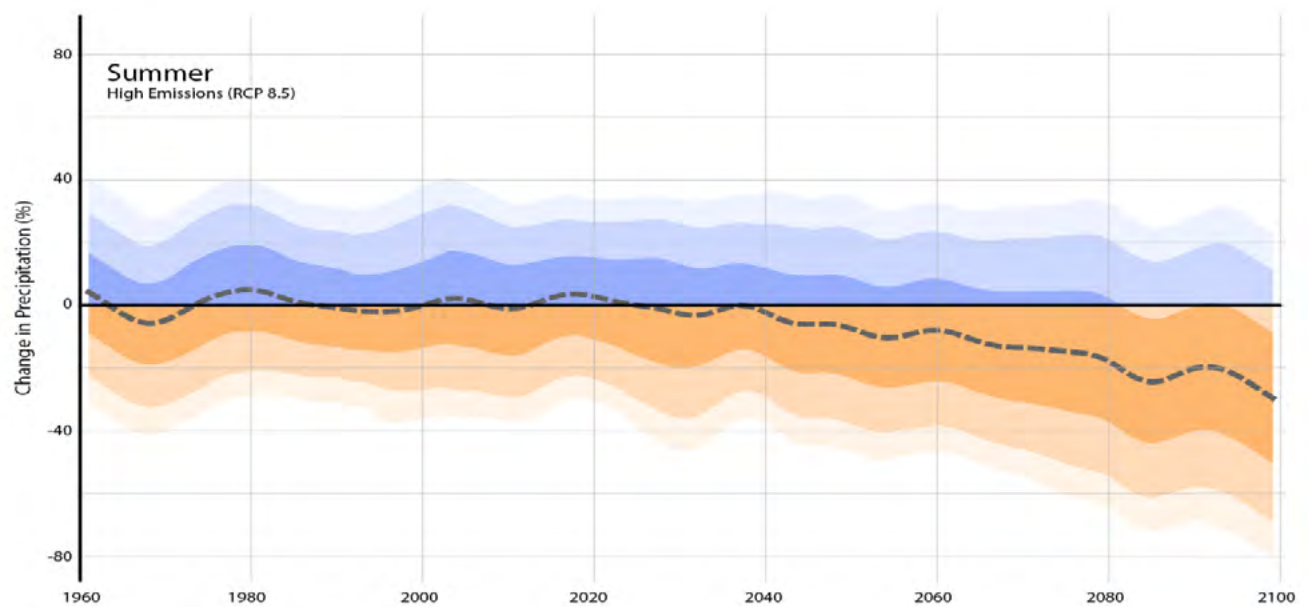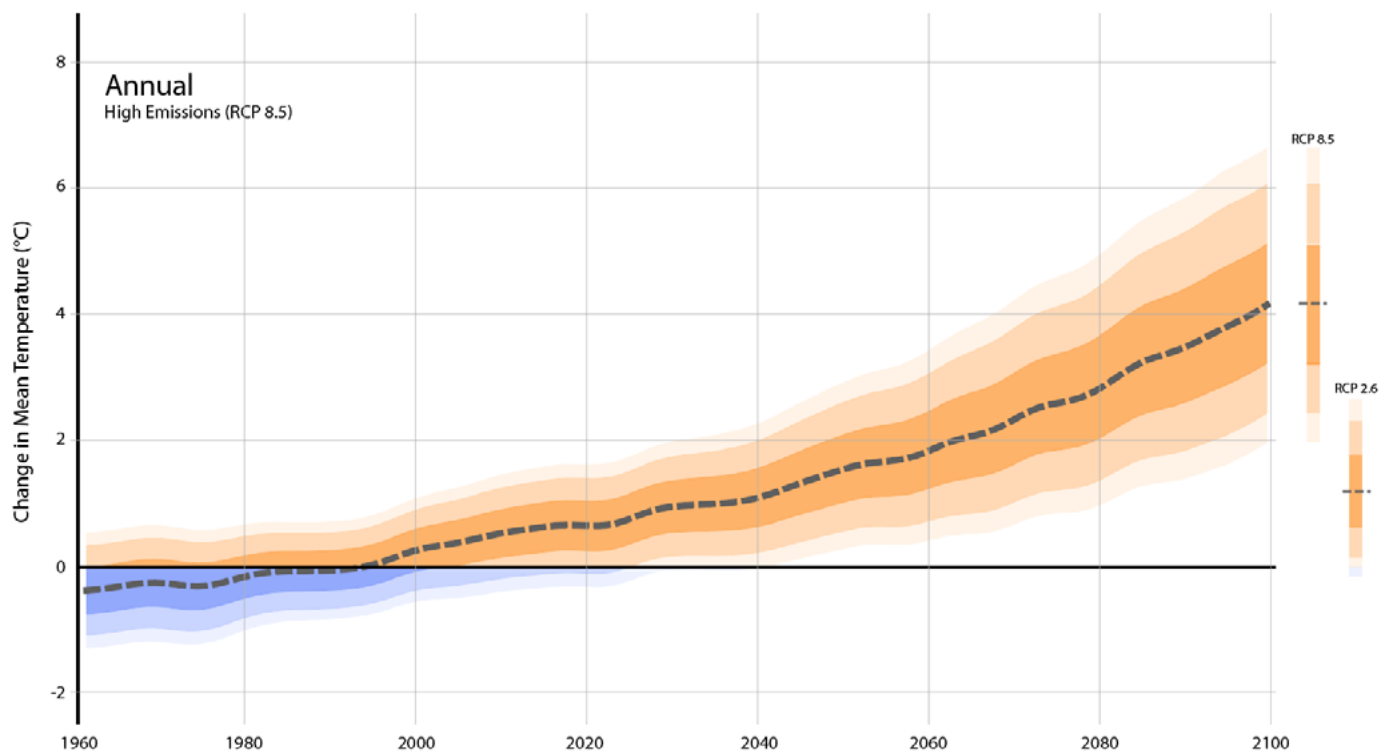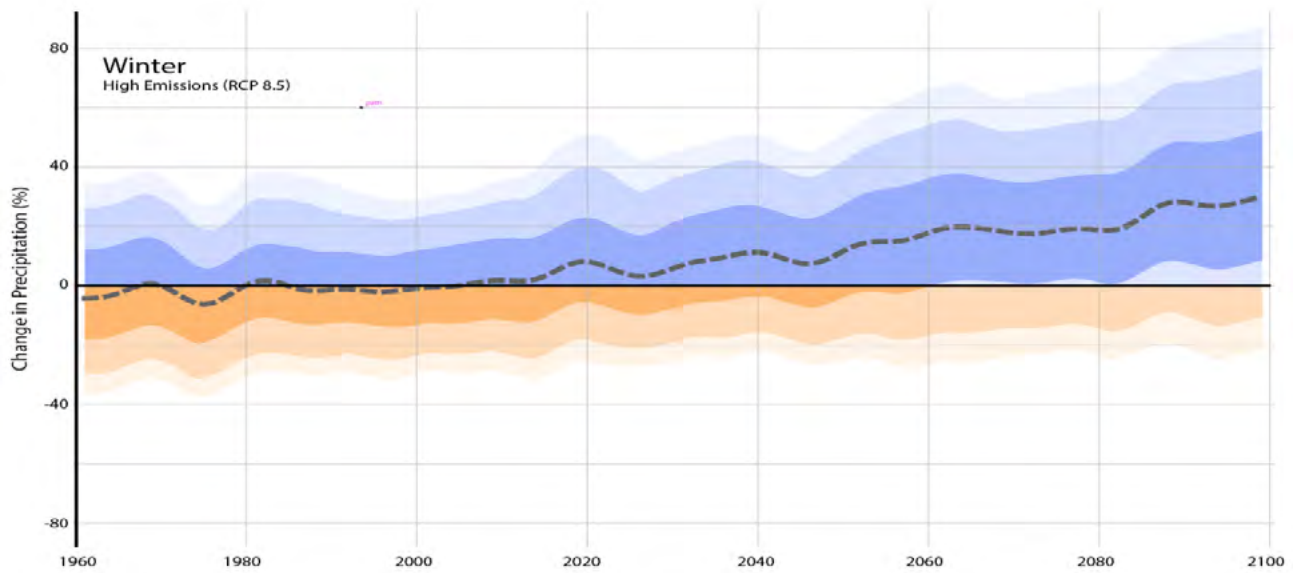2.6°C hotter

Winter Temperature change
1.0°C hotter
2.2°C hotter

Sea Level Rise

90cm
60cm
30cm
0cm

49cm
8cm
90cm
30cm

Winter
High Emissions (RCP 8.5)

Annual
High Emissions (RCP 8.5)

RCP 8.5

RCP 2.6

Summer
High Emissions (RCP 8.5)

Climate Change legislation

The Climate Change (Scotland) Act 2009 is the centrepiece of the climate change framework and supports the transition to a sustainable low- carbon economy. It requires that actions are taken in relation to both climate change mitigation and adaptation.

Climate Change duties

The Act place duties on the Public Sector and requires that a public body must, in exercising its functions, act:

- in the way best calculated to contribute to the delivery of the Act's (national) emissions targets

- in the way best calculated to deliver any statutory adaptation programme

- in a way that it considers the most sustainable

The council acknowledges the targets and duties of the Climate Change Act and aims to:

- Raise awareness of climate change locally

- Share and communicate good practice on carbon reduction measures and ways of adapting to climate change

- Show leadership, by working within the council's sphere of influence and control, to:

  Examine ways to reduce carbon emissions and their impact within Moray.

  Help Moray respond proactively to predicted climate changes.

Local Authority specific

The guidance to the Act recommends public bodies embed climate change action in all core corporate and business planning processes and report on their progress annually. The scope of the duties are summarised in the guidance as:

- All public bodies are required to comply with the climate change duties.

- Public bodies are encouraged to take a broad approach when complying with the duties and include all direct, indirect and influenced emissions.

- Climate change action should address (the three aspects of the duty) ‚Äúmitigation, adaptation and acting sustainably‚Äù and be embedded across all departments via corporate planning.

- Public bodies should know the national targets and trajectory and think about how they can assist in meeting these objectives.

Climate Change Plan

The Plan is designed to set out the path to a low carbon economy while helping to deliver sustainable economic growth and secure the wider benefits to a greener, fairer and healthier Scotland in 2032.

The plan sets out the context for the Scottish Government's climate change proposals and policies. It shows the emissions reductions pathway to 2032 and identifies key roles that will be played by local authorities, the wider public sector (including the planning system), communities and individuals. It also addresses the impacts on the economy of both action and inaction.

An update to the Climate Change plan was published in December 2020 which sets out the new and revised policies and actions.

Within the Plan, the Scottish Government details their expectations with regard to Scotland's public bodies; specifically, to lead by example in combating climate change and make a valuable contribution towards achieving our emissions reduction targets. The public sector is viewed as critical to the successful delivery of the Climate Change Plan: influencing and enabling positive behaviours; driving change; and acting as an exemplar of climate action and low carbon innovation.

Climate Change adaptation programme

In September 2019, the Scottish Government published the statutory Climate Change Adaptation Programme. Covering a five-year period, it is designed to address climate risks for the country, with actions centred around communities, climate justice, infrastructure and the environment.

Scottish Energy Strategy

The Strategy is designed to guide the decisions that the Scottish Government, working with partner organisations, needs to make over the coming decades. It will support work already planned or underway to achieve long-term climate change targets, and to address the impact of poor energy provision.

The Strategy sets out the Scottish Government's vision for the future energy system in Scotland, to 2050. It articulates the priorities for an integrated system-wide approach that considers both the use and the supply of energy for heat, power and transport.

The Strategy sets two new targets for the Scottish energy system by 2030:

- The equivalent of 50% of the energy for Scotland's heat, transport and electricity consumption to be supplied from renewable sources.

- An increase by 30% in the productivity of energy use across the Scottish economy.

Further, as the legislation continues to evolve the council may be required to incorporate changes to existing plans and policies.

The Scottish Government recognises the importance of energy efficiency in achieving climate change and fuel poverty objectives and has accordingly designated it a National Infrastructure Priority. The cornerstone of this is the Scottish Energy Efficiency Plan (SEEP), which, when fully operational, is intended to significantly improve the energy efficiency of domestic and non-domestic buildings, as well as decarbonise the heat supply of buildings.

Environment Strategy for Scotland

Published in February 2020 the strategy created an overarching framework for strategies and plans on the environment and climate change. It sets out a 2045 vision for restoring nature and ending Scotland's contribution to climate change, highlighting the wider benefits this will create for our wellbeing, economy and global citizenship.

Targets – international & national

International bodies and national governments have responded to the climate change emergency by setting increasingly ambitious targets. The following summarises the most significant targets arising from international, EU, UK and Scottish sources.

International

The main targets are:

- Paris Agreement 2015: sets a target to keep the global temperature rise below 2¬∞C above pre-industrial levels and to attempt limiting the overall increase to 1.5¬∞C.

- United Nations Sustainable Development Agenda 2030: Goal 13: Climate Action – sets the requirement for nations to 'Take urgent action to combat climate change and its impacts' by 2030.

United Kingdom

To deliver its international obligations and comply with EU legislation, the UK Government has set a target to be carbon neutral by 2050, with the introduction of the Climate Change Act 2008. This includes both carbon and other greenhouse gases.

Scottish

The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, which amends the Climate Change (Scotland) Act 2009, set new targets to reduce Scotland's emissions:

- Net-zero greenhouse gas emissions by 2045

- New interim targets, to reduce greenhouse gas emissions – 56% by 2020, 75% by 2030, and 90% by 2040

The updated Climate Change plan includes several actions and targets on a sector-by-sector basis including:

Buildings

- Introducing a standard requiring all new homes consented from 2024 to use zero emission heating;

- Introducing minimum energy efficiency standards for the domestic private rented sector;

- Introducing regulations for all buildings to achieve a good level of energy efficiency;

- Establishing a new net zero carbon standard for new public buildings;

- Bringing forward the review of the existing Energy Efficient Standard for Social Housing to conclude in 2023.

Transport

- Reduce car kilometres by 20% by 2030;

- Phase out the need for new petrol and diesel cars and vans by 2030 (bringing this ambition forward from the 2018 plan by 2 years);

- Work with public bodies to lead the way by phasing out the need for new petrol and diesel light commercial vehicles by 2025;

- Scotland's rail services to be decarbonised by 2035.

Waste

- Continue to embed circular economy principles in to the wider green recovery and take steps to reduce food waste through the Food Waste Reduction action plan;

- Ending landfilling of biodegradable municipal waste by 2025 and recycling 70% of all waste by 2025.

Our emissions

Moray's carbon footprint

Data published by the Department for Business, Energy & Industrial Strategy provides CO2 emission estimates at local authority and regional level covering industry, commercial, domestic, road transport and land use emissions. The figures from 2005 to 2018 (Table 1 below) indicate that emissions have generally decreased across Moray.

Table 1: Department for Business, Energy & Industrial Strategy − Local Authority CO_2 emissions estimates 2005-2018 (kt CO_2) − Sector Totals.

Year	Industry and Commercial Total	Domestic Total	Transport Total	N.LULUCF Net Emissions	Net Total	Population ('000s, mid-year estimate)	Per Capita Emissions (t)
2006	557	274	160	-271	721	90.8	7.9
2007	548	267	165	-262	718	91.4	7.9
2008	551	269	159	-288	691	92.8	7.4
2009	492	245	155	-296	596	93.2	6.4
2010	524	264	153	-281	660	93.7	7.0
2011	490	228	149	-278	589	93.5	6.3
2012	553	241	148	-206	736	92.9	7.9
2013	571	231	148	-251	700	94.4	7.4
2014	470	200	152	-264	558	94.8	5.9
2015	491	193	155	-269	571	95.5	6.0
2016	475	184	160	-271	549	96.1	5.7
2017	431	167	166	-275	488	95.8	5.1
2018	444	169	165	-264	514	95.5	5.4

The following graphic shows the breakdown of emissions by key sectors and highlights the substantial contribution from Industrial and Agricultural sectors.

Figure 1: Emission sources Moray Council Area 2018 (excluding LULUCF)

145,266t Transport

192,219t Agriculture

12,510t Waste

124,943t Buildings

320,665t Industry

149,186t Electricity
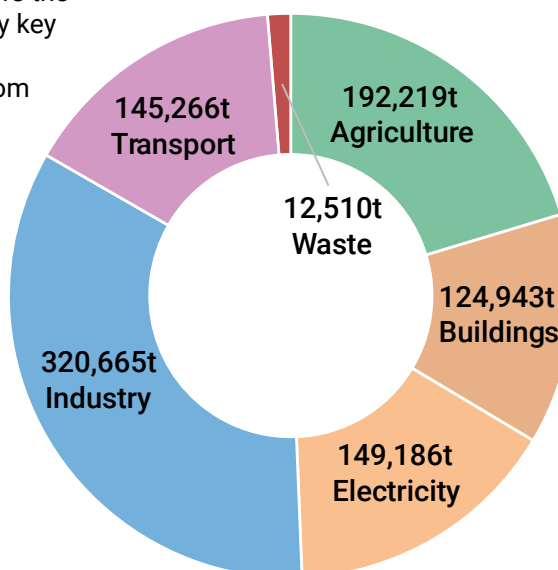
Chart 1: Department for Business, Energy & Industrial Strategy – Local Authority CO$_2$ emissions estimates 2005-2018 (kt CO$_2$) – Sub-Sector Totals.

Legend:
- A. Industry and Commercial Electricity
- B. Industry and Commercial Gas
- C. Large Industrial Installations
- D. Industrial and Commercial Other Fuels
- E. Agriculture (fuel)
- F. Domestic Electricity
- G. Domestic Gas
- H. Domestic 'Other Fuels'
- I. Road Transport (A roads)
- K. Road Transport (Minor roads)
- L. Diesel Railways
- M. Transport Other
- N. LULUCF Net Emissions: Forest
- O. LULUCF Net Emissions: Cropland
- P. LULUCF Net Emissions: Grassland
- R. LULUCF Net Emissions: Settlements
- Net Total

Since 2015, emissions have decreased in 370 out of the 391 Local Authorities (95 per cent). The main drivers of the decrease in UK emissions has been a change in the fuel mix for electricity generation, with a decrease in the use of coal and more use of gas and renewables.

However, with respect to CO_2 emissions within the scope of influence of Local Authorities, as defined by the Department for Business, Energy & Industrial Strategy, per capita emissions of Moray are the highest of any Local Authority in Scotland. This is attributable in large part to Industry and commercial emissions per capita, 7.9t CO_2 per person, compared to the Scottish average of 4.9t CO_2 per person, and more specifically – the consumption of gas. These high relative emissions are assignable to Moray's whisky distilling sector, food producers and two MOD military facilities.

It is noteworthy that Moray is the 5th largest local authority carbon sink, primarily through its extensive forestry coverage, as demonstrated in the graphic below.

Figure 2: Moray's LULUCF Net Emissions, 2005-2018, according to the BEIS Local Authority CO_2 dataset only.

N. LULUCF Net Emissions: Forest
O. LULUCF Net Emissions: Cropland
P. LULUCF Net Emissions: Grassland
R. LULUCF Net Emissions: Settlements
LULUCF Net Emissions
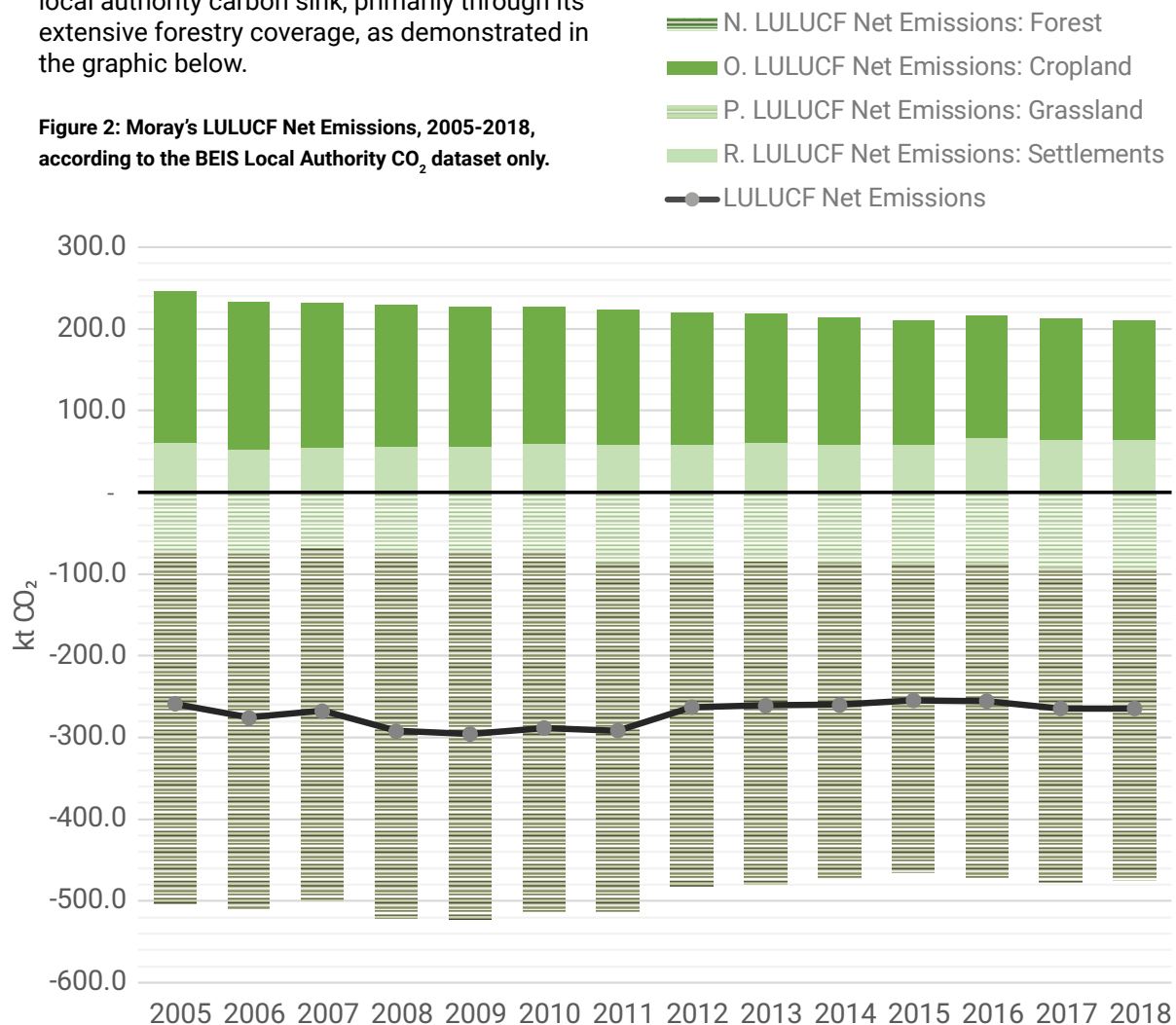
With respect to the contribution of the Council to Moray's overall emissions, it amounts to approximately 3% of the total, as shown below.

Figure 3: Emission sources Moray Council Area 2018 (excluding LULUCF), with Council contribution for buildings, transport and waste separated out.

14,439
Council Buildings & Transport

12,510
Waste

140,951
Transport

180,587
Domestic

596,425
Industrial & Commercial
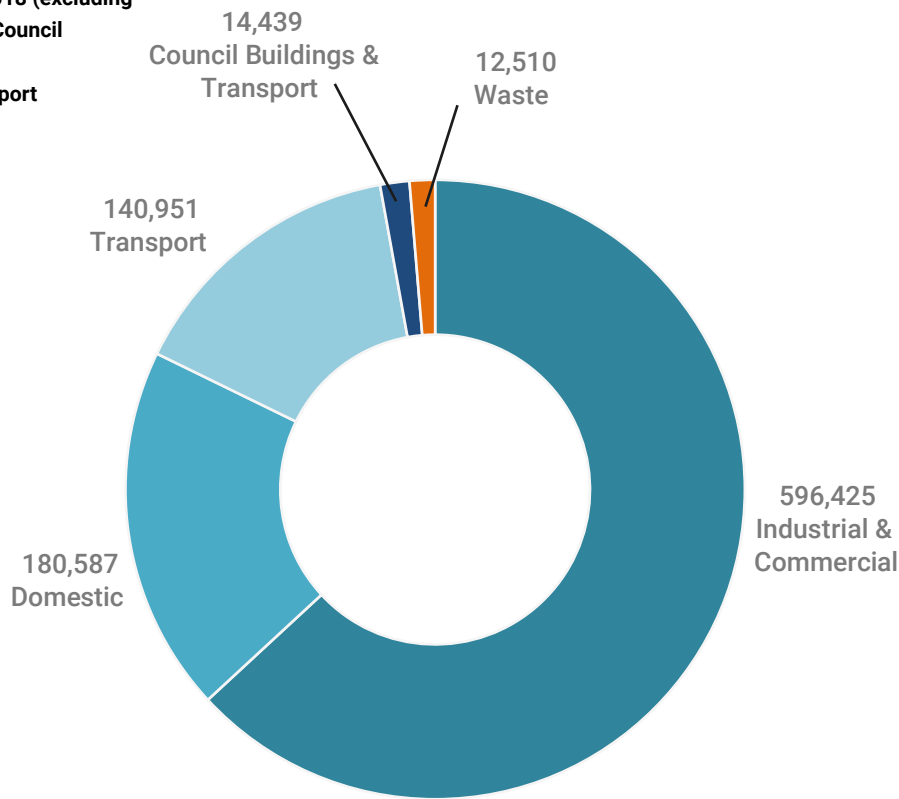
The Scotch Whisky Association is aiming for the sector to become carbon neutral by 2040

Commitments in the Scotch Whisky industry's Sustainability Strategy include:

- A commitment to reach Net Zero emissions in its own operations by 2040, five years ahead of the Scottish Government's 2045 Net Zero target and 10 years ahead of the UK Government's target

- By 2025, all new product packaging will be reusable, recyclable and compostable.

- A commitment to play an active role in the wider conservation and restoration of Scotland's peatland to deliver environmental benefits for the common good by 2035.

- Continue to use water efficiently – so that all producers are within a responsible water use range by 2025.

Moray Council's carbon footprint

Emission Scopes

Emissions-releasing activities are classified into three groups known as scopes. These are defined in the GHG Protocol Corporate Standard and are described below.

Scope 1 – direct – Emissions that occur directly from sites or assets owned or controlled by the organisation (e.g. gas boilers within buildings, fleet vehicles)

Scope 2 – indirect – Emissions from purchased electricity, heat or steam.

Scope 3 – indirect other – Emissions that occur due to the organisation's activities / products / services, but at assets not owned or controlled by us (e.g. travel in employee-owned vehicles or public transport, purchased goods and services)

The following figure graphically depicts the key sources of carbon emissions from council activities and identifies their associated scope.

Scope 3 emissions are typically more complex and fragmented to account for, and additionally the required data often lies with other organisations.

As a result, there is a higher degree of estimation for scope 3 categories. With respect to emissions associated with Procurement, it is the intention to incorporate these into the council's reporting footprint when availability and consistency of information permits.

Figure 3 – Moray Council Carbon Footprint

Treatment

Supply

Garden

Food

Compost

Landfill

paper

Metal

Carbon Footprint Emission Sources

Business
Transport
Water
Waste
Building
Recycling
Electric
Direct Fuel Use
Procurement
Out of Boundary
Pool Vehicles

Aviation
Taxi
Bus
Train
Petrol Vehicles
Diesel Vehicles
Electric Vehicles
Refrigeration
Staff Commute
Services
Goods
Out Source
Natural Gas
Biomass
Generation
T&D Losses
Glass
Plastic
Car

Carbon Footprint Emission Sources

Breaking down the Council's emissions into component parts highlights the majority of emissions (>90%) arise from waste buildings and transport.

This Strategy commits the Council to reduce its own carbon emissions to net zero by 2030. Meeting the target will be challenging and there are a number of external factors that will impact on this, including UK and Scottish government policies and initiatives already referenced. A key factor will be the decarbonisation of the electricity supply grid where energy from fossil fuels is replaced with renewables.

The following chart shows the performance of Moray Council in 2018/19 and 2019/20 together with the Business as Usual projection (assuming application of known national initiatives, (primarily decarbonisation of the electricity grid), It also shows a linear projection from 2019 to 2030 highlighting the notional pathway required to meet the net zero target.
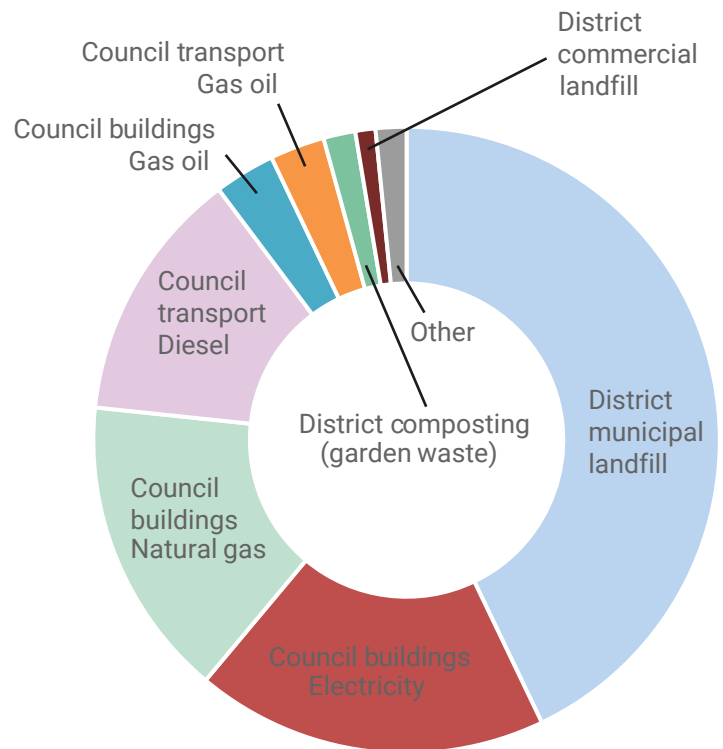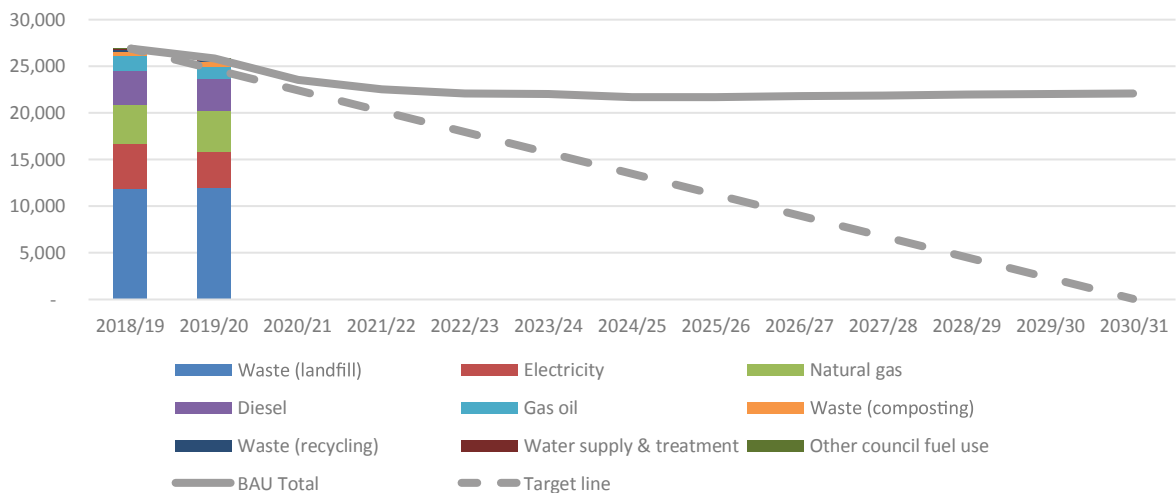

Figure 4: BAU emissions for Moray Council Estate

Strategy themes

This strategy provides the strategic direction that our climate change and environmental initiatives will be aligned to over the next 10 years. The strategy has been developed taking in to account the important role the council plays in protecting and improving the lives and livelihoods of its residents, communities and businesses.

The strategy is also intended as a foundation for considering how council policies, programmes, plans and strategies can contribute to the delivery of the council's main climate change themes, as set out below:

- leadership, governance & policy

- communication, training & awareness

- energy, buildings & digital connectivity

- transport

- waste

- land use, biodiversity & adaptation

Just Transition

Common throughout all themes is the recognition that our work and activities are undertaken in such a way as to ensure the benefits of climate change action are shared widely, while the costs do not unfairly burden those least able to pay, or whose livelihoods are directly or indirectly at risk as the economy shifts and changes.

Actions to support these themes are contained within the accompanying Action Plan, which details measures to deliver on these aspirations.

Prioritisation of actions will be based on factors and contexts including:

- inequality and poverty

- return on investment

- on-going service delivery

- organisational priorities

Leadership, governance & policy

Through the strategy, the council will work to pursue equality of opportunity in ways that also promote environmental benefits, including reducing fuel poverty and stimulating green jobs and skill development. Global equalities will also be considered, recognising the impact that we have on the wider world, especially the poorest countries, and ensuring that those we depend on are given a fair deal in return for the goods and services they provide us with.

The council, together with partners who hold shared agendas (such as Highlands and Islands Enterprise), will look to continue to encourage the start-up and retention of successful local businesses through supportive policies, provision of infrastructure and sound purchasing decisions. As part of the common commitment to economic development, various services are provided to support new and existing local businesses. There is scope to further improve these services to better link them to environmental and social goals; to encourage socially responsible business models and adoption of circular economy principles across the business community and will lead by example by demonstrating efficiency in its day-to-day operations.

Approach:

❝ **Integrate and mainstream climate change considerations into day-to-day council business.** ❞

Community engagement, training & awareness

The council will continue to promote health and wellbeing within the workforce and in the wider community and will do this in a way that is joined- up with environmental objectives including active travel and provision of high-quality greenspace that protects and enhances the environment.

Engaging with young people is recognised as vital. Many schools have developed eco-councils. Working with children and young people through eco-councils, managers from early years settings, and head teachers from schools, we will look to develop the idea of school climate change and environment strategies and link these to future skills provision, improving careers advice and guidance and building behavioural change.

Creating a sustainable future and quality of life for young people must involve the voices of, and engagement with young people. A key element of the public consultation for this strategy purposely involved consulting directly with young people within the schools of Moray. Current and future generations are inheriting a changing climate as a result of fossil fuel combustion worldwide and will experience even greater impacts of more extreme weather in their everyday lives, to that which we are experiencing today. The infrastructure developed now: housing, transport, energy and digital, will shape the way young people live their lives.

Education, from early years provision through to schools, colleges and universities, is working hard to equip young people with the knowledge and skills on climate change impacts and preparing them for their future responsibilities. Tomorrow's decision makers, engineers and technologists already exist and it will be important to bring their new ideas and ambitions into the infrastructure we are designing and decisions we are taking now. Planning the transition from today's workforce to the future workforce needs development, ensuring the skills and knowledge are in place to make a successful and happy succession.

Approach:

❝ **Educate, train, inform and communicate with pupils, staff, people, businesses and organisations across Moray.** ❞

Energy, buildings & digital connectivity

To mitigate climate change, carbon reduction will be pursued by applying the energy hierarchy, (see below) particularly in relation to the built environment. This will include identifying and implementing opportunities to reduce carbon emissions, increasing renewable energy generation, specifying appropriate low carbon design in future work and encouragement of similar measures in the wider community through partners such as the CPP and HIE.

The council will seek to use materials that minimise environmental harm, including consideration of embodied energy 4and chemicals known to be harmful, particularly in the construction and refurbishment of buildings.

For capital investment decisions the consideration of whole life costing will be evaluated as the standard metric to encourage that low initial capital costs are not favoured at the expense of higher on- going carbon emission and running costs.

The council will seek to reduce the carbon footprint of its information and communications technology infrastructure through increased use of the virtual environment and associated ways of working. A council wide digital approach to communication and business interaction will be supported by enhanced flexible and mobile working opportunities which will continue to be developed and expanded in line with advancing technology.

Approach:

66 **Raise the standards of the built environment and associated infrastructure to net zero carbon.** 99

Keener
Energy Efficiency
better appliances,
lower energy losses

Greener
Renewables
sustainable energy
production

Meaner
Conventional
sources of last resort,
offset to compensate

Leaner
Energy Saving
switch off,
eliminate waste

Cleaner
Low Emission
low carbon generation,
carbon capture
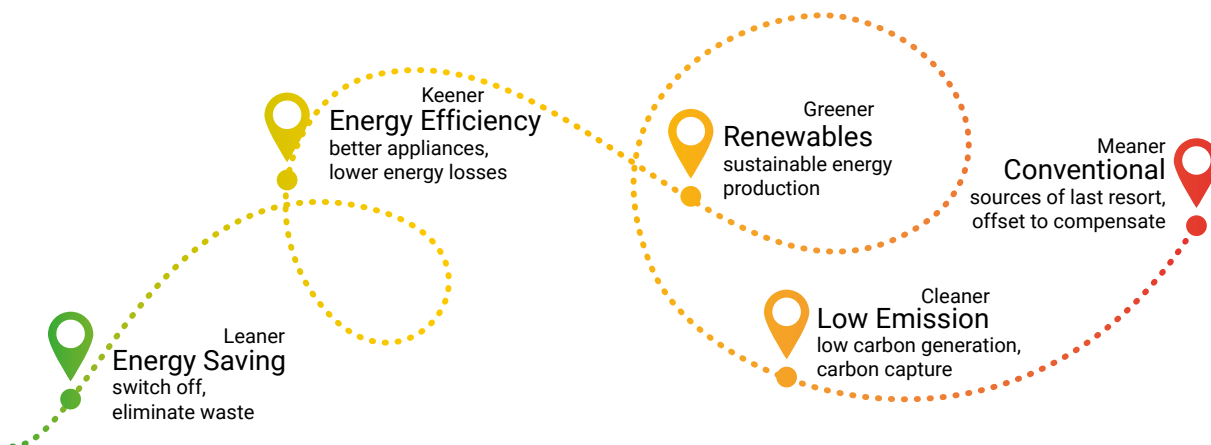
Land use, biodiversity & adaptation

From dramatic mountain scenery, to fertile agricultural land, to a world-famous and award-winning coastline, Moray has a rich and varied biodiversity. The council, in conjunction with its delivery of statutory duties, will protect and enhance the local natural environment to help to maximise the variety of native species and habitats.

Through the Local Development Plan, supported by supplementary guidance prepared on Sustainable Design and Construction, we will protect and enhance the environment and improve resilience of the natural and built environment to climate change. For example, a greater priority being placed upon the re-use of brownfield land over greenfield and town centre master-planning to promote behavioural change. Work will be undertaken to better understand the likely impacts, on service providers and users and on the wider community, arising from changes in weather patterns, and action will be taken to reduce risk and increase resilience to the anticipated future effects of climate change.

The forthcoming National Planning Framework 4 will require planning authorities to further actions impacting on climate change when it is published in 2021.

An indicative Regional Spatial Strategy (iRSS) for Moray was approved at the meeting of the Planning and Regulatory Service Committee on 15th September 2020. Proposals contained within include several actions which support and compliment the aspirations of the **Climate Change Strategy**.

A strategic level spatial framework considering opportunities for woodland expansion, onshore wind and food production will be incorporated into the Regional Spatial Strategy which will be included in the National Planning Framework (NPF4).

Approach:

66 Protect and enhance the environment. Improve the resilience of the natural and built environment to climate change. 99

Waste

Reduction of landfill and protection of the natural environment will also be recognised for their role in reducing carbon emissions. The Council will stimulate a reduction in the amount of materials being used and disposed of by supporting the ‚Äòzero waste Scotland' vision, which describes a Scotland where all waste is seen as a resource; Waste is minimised; valuable resources are not disposed of in landfills, and most waste is sorted, leaving only limited amounts to be treated.

Approach:

66 Encourage the reduction of waste and increase recycling rates. 99

Transport

Transport is the fastest-growing contributor to greenhouse gas emissions. Moving away from carbon-intensive, private transport towards decarbonised, more efficient, more active forms of travel offers a wide variety of benefits environmentally, socially and economically. Shift of focus.

Approach:

66 Transition to non-fossil fuel transport system. Promote, develop and encourage active travel. 99

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Delivering the strategy

Action Plan

The Action Plan details the significant changes and challenges required to achieve a net zero carbon council by 2030. It demonstrates the scope and extent of the direction the council needs to take to realise its stated targets and deliver upon the aspirations contained within this Strategy.

Due to the overarching nature of climate change and how it impacts on all aspects of the council's operation, co-operation and input has been sought across all services to discuss and agree key actions.

With respect to the Council's role in influencing, encouraging and educating the wider Moray community, a key component of the public consultation exercise was a request for additional suggested actions. These have been reviewed and considered and where appropriate incorporated into the action plan.

The implementation of the Action Plan will require to be appropriately phased and integrated over the period of the strategy. Consideration to other council priorities and workstreams will be undertaken on an on-going basis to ensure that efficiencies, both financial and operational, are realised wherever possible.

It is acknowledged that there are many variables which have the potential to impact upon the delivery of the Action Plan, including external factors such as funding programme timescales, technology development, service delivery, amongst others.

Whilst this makes it difficult to forecast accurately over the life of the strategy, the uncertainty strengthens the need to develop a detailed action plan to ensure that the Council is aware of potential scenarios and can take decisions with long-term consequences with an appreciation of issues which may lie ahead.

It is recognised that close collaboration, particularly with the Community Planning Partnership, is vital to the successful delivery of the strategy, and its associated benefits, throughout the wider community. It is also acknowledged that progression of some actions is reliant upon external funding and/

Delivering the strategy

or legislation, and engagement with external bodies will be actively pursued in support of the progression of these actions.

The Action Plan is intended to be a living evolving document which is able to account for Climate Change related legislative and societal changes expected over the coming years. As such it will be subject to annual reviews to ensure it remains fit for purpose and appropriate.

The overall target and individual target for each action are to provide the performance management framework for the strategy. Progress will be monitored 6-monthly through the appropriate Council Committee

Ownership and governance of the strategy

The Policy and Resources Committee will have overall ownership of the strategy and will act as the lead committee for co-ordination, monitoring and management. The arrangements will include responsibility for identifying and ensuring delivery of the council's climate change outcomes, and assessing, informing and influencing progress on actions and targets.

A Moray Councillor will be designated to undertake the role of Elected Champion with a responsibility to provide Political Leadership and representation on Climate Change.

The Chief Executive will be the corporate champion and have responsibility to promote the **Climate Change Strategy** at Corporate and Community Planning level.

The Depute Chief Executive (Economic Development, Planning and Infrastructure) will be the lead officer for co-ordination and management of the Strategy internally within the council.

Due to the wide scope of climate change and climate change related activities, Heads of Service will have responsibility and accountability for climate change actions and targets within their service area, although they may delegate their responsibility to third tier managers to ensure that day to day management responsibilities are clear and that delegated decision making is undertaken at the appropriate level.
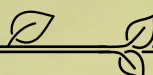
Corporate integration

Each key service area will have a lead officer with the following areas of responsibility:

- Setting, monitoring and reviewing the actions and interim targets for mitigation of, and adaptation to, climate change.

- Disseminating Climate Change activities and initiatives to service areas including through management and team meetings.

- Ensuring that climate change and sustainability understanding, and action, is embedded in all core corporate and business planning processes across the council.

- Promoting the implementation of climate change actions and projects and removing obstacles to successful implementation.

- Reviewing and championing plans for the financial provision of climate change projects.

- Promoting a culture of low carbon and sustainable behaviour within the council as a whole and amongst staff at all levels.

- Supporting the council's budget strategy through reducing the cost and impact of the council's use of resources, including water, energy, and transport fuel.

All members, managers and staff will be responsible for implementing the strategy through relevant actions within the Action Plan and ensuring that Council policies, decisions, projects and procurement are delivered in line with the priorities in the Strategy.

For elements of the strategy and action plan which relate to activity outwith the direct control of the council, these will be undertaken in conjunction with partners such as the Community Planning Partnership and Highlands & Islands Enterprise.

The Strategy will support the delivery of the (LOIP) and Moray Council's Corporate Plan 2024, which established the following vision:

66 Life of opportunity for all. Where people can thrive in vibrant communities and we work together to enrich our future. 99

The strategy is aligned to deliver the priorities:

- Ensuring a just transition for all in the shift to a low carbon economy.

- Addressing inequalities of fuel poverty.

- Empowering individuals and communities through education and information provision to make informed choices with respect to climate change.

- Protecting and enhancing the world we live in to protect it for the future.

- Being innovative in identifying solutions for cost reduction and income generation opportunities.

The **Climate Change Strategy** does not seek to replicate work already being undertaken, but rather draw together and focus attention on the key areas where the council needs to do more, to achieve an enhanced cross- service response and to maximise best value.

It is recognised that successful delivery will also depend on integration with other council and partner strategies, management and action plans. The key linkages within the council are:

- Corporate Plan
- LOiP – Poverty Priority
- Property Asset Management Strategy
- Local Development Plan and associated Supplementary Guidance
- Local Flood Risk Management Plans
- Moray Economic Strategy
- Open Space Strategy
- Procurement Strategy
- Local Housing Strategy
- Moray Food Growing Strategy
- Moray Woodlands Strategy
- Draft School Estate Strategy
- Service Plans
- Active Travel Strategy
- Vehicle Asset Management Plan

Performance and Review

To ensure the Strategy remains relevant and accounts for ongoing national policy development, it will be subject to review at 3-year intervals.

Outcome measures have been identified for all actions which are proposed to be the primary method for monitoring progress on climate change objectives and targets. These indicators will be reviewed annually to ensure they are fit for purpose to monitor progress on actions for the lifespan of the strategy. Progress will be reported to and monitored by the appropriate Council Committee.

The following actions have been identified as key CCS KPIs and will be reported upon throughout the life of the strategy:

- Progression to net zero carbon emissions for council activities.

- Moray-wide carbon emissions.

- Conversion of council fleet to ULEV.

Statutory reporting under the Climate Change (Scotland) Act 2009 on Public Bodies Climate Change Duties commenced in 2015/16. Annual progress reports require to be submitted by the following November of each financial year.

New developments and solutions in monitoring and reporting carbon emissions will also be explored, including modelling forecast tools, to permit monitoring of actions for progress and evaluate the quantifiable reductions in carbon emissions where possible.

National performance framework

The National Performance Framework provides a vision for Scotland with measures of national wellbeing covering a range of economic, health, social and environmental indicators and targets. Of the eleven national outcomes, the **Climate Change Strategy** is expected to contribute positively to five of the outcomes.

Strategy benefits

Beyond the direct reduction in carbon emissions, it is recognised that delivering the outcomes of the Moray's **Climate Change Strategy** can also bring a range of benefits for the council, partners and the wider community.

Wider benefits

For the council and partners:

- Financial and non-financial savings (RES estimate savings of¬£2.9 billion in Scotland alone from making more efficient use of our resources).

- Supports informed decision and policymaking.

- Compliance with legal requirements.

- More efficient working, making best use of resources.

- Recycling and preparing waste for re-use reduces costs for the council, generates an income and stimulates business.

- External funding opportunities for climate change related projects.

- Large scale projects have potential to reduce costs significantly (e.g. district heating in council buildings).

- Income generated from renewables such as solar PV and cost savings from reduced grid electricity consumption.

For householders:

- Financial savings (reduced energy bills and more affordable heating).

- Supports healthier lifestyles.

- Helping to reduce risk to well-being and home security – reduces fuel poverty.

For businesses:

- Financial savings (reduced energy bills).

- Increased efficiency /productivity.

- Economic opportunities in sectors such as low carbon technology, renewables and the rural economy, tourism and recreation.

- New market opportunities and increased sales (e.g. waste by-products – linked to the circular economy).

- Competitive advantage and reduced risk For council taxpayers.

- Improved value for money.

- Reliable council services which are resilient to changes in climate.

- Infrastructure improvements (e.g. sustainable transport options to reduce congestion and improve access to jobs and services).

For the local environment:

- Healthier ecosystems and cleaner air.

- Species and habitats resilient to the changing climate.

- Promotes the redevelopment of brownfield land providing opportunities in close proximity to goods and services.

- Encourages the sustainable design of new buildings.

For future generations:

- A stable and secure future less exposed to risk.

Item 12.

Overall Action No	Description of Action	Planned Outcome	Outcome Measures	Completion Target	Service Lead	Delivery Indicator
1	Review of standard (weighted) sustainability tender question To create a wide suite of non-cash benefits categorisation to include the detail sustainable topics.	All relevant tenders include the standard question, resultant contract impact statements to include the non-cash benefit categorisation.	To allow consideration during tender evaluation of the contractors approach to sustainability. To record the outcome as a procurement non cash benefit. To have the ability to report on the sustainable outcomes (as a categorisation)	Sep-20	Finance	1
2	**Review and develop further the sustainable procurement section of the Annual Procurement Strategy**	To ensure that goods and services are procured responsibly, with due consideration to ethical, carbon and sustainable factors, including through the supply chain and sub-contractors	Policy approved and adopted	Mar-22	Finance	1
3	**To further develop Sustainable Procurement guidance (and training module) and embed within the Council's tender process to reflect priorities and actions of the Climate Change Strategy**	To support and inform departmental lead officers through the new process Improvement of sustainability aspects and responses within tender process	Greater awareness of the various sustainable issues Increase in the number of sustainable measures noted and incorporated in tender submissions	Mar-21	Finance	1
4	Carry out Sustainability Prioritisation exercise during current round of Dept Proc Action Plan process, undertake analysis and subsequently roll-out to departmental officers to complete.	Provision of appropriate sustainability priorities to services/teams for on-going integration into procurement activity.	Increase in Services specifying carbon and sustainability criteria in specifications and tenders	Mar-21	Finance	1 & **
5	**Develop carbon assessment tool and report on performance in relation to the procurement of goods and services**	Services able to efficiently monitor and report carbon impact associated with procurement of goods and services	% of appropriate procured goods and services assessed for carbon impact	Apr 2025 and ongoing	Finance	3
6	**Investigate the implications of introducing carbon budgets**	Carbon emissions by Services are managed and monitored from a financial model of scrutiny? Reduction of emissions would be phased in line with CCS targets	Carbon budgets allocated to Services	Mar-22	Climate Change Team	1
7	**Develop detailed targets, costings, milestones, reporting and KPIs for all actions.** **Assess and define baseline position with respect to carbon emissions**	Fully developed and costed Climate Change Strategy action plan	Definition of route-map to net zero carbon emissions by 2030	Mar-21	Climate Change Team	1
8	**Apply zero and low carbon objectives as a factor in all investment decisions in relation to budgets and the Capital Plan**	Carbon impact is a key component of all investment decisions and has been considered as a factor within the Capital Plan. Whole Life Costing applied as part of design development process and project appraisals.	No of investment decisions incorporating carbon factors. No and type of resultant mitigating actions % of projects evaluated using WLC	Ongoing to 2030	Climate Change Team	1
9	Work with our partners, including the Scottish Government, to source and focus specific funding, measures and resources to support the Climate Change Strategy at local level.	Increased external funding for Climate Change projects and initiatives.	No of projects that benefit from funding Value of funding leveraged	Ongoing to 2030	Climate Change Team	**
10	Work with all Council Service Areas and key partners including the Scottish Government to improve the integrity of our emissions data and reporting mechanisms.	Comprehensive, accurate data and reporting system in place	Corporate emissions publicly reported	Ongoing to 2030	Climate Change Team	**
11	Embed the targets, aims and aspirations of the Climate Change Strategy within Moray Council's Corporate Plan	Incorporation of Climate Change priorities and actions within relevant plans	Priorities and actions incorporated	Complete	Climate Change Team	0
12	Ensure the Climate Change Strategy and associated Action Plan are living documents and remain fresh and valid until 2030.	CCS reviewed after 12 months, and subsequently every 3 years. Action Plan reviewed Annually	Reviews undertaken in line with defined schedule	Ongoing to 2030	Climate Change Team	2
13	**Include a Climate Change and Biodiversity assessment as part of all committee papers**	Relevant council decisions are made with reference to Carbon and Biodiversity implications	Carbon & Biodiversity assessment in place	Oct-20 to 2030	Climate Change Team	1
14	**Introduce consideration of carbon implications in staff related policies and training**	Mainstream consideration of carbon implications in all future activity	Review of relevant policies and training requirements	Mar-20	Climate Change Team	1
15	Undertake promotional staff campaign. Provide Climate Change awareness training as part of staff induction process. Develop e-learning module on reducing your carbon footprint, for all Council employees; explore options to make this available to community / third sector organisations, via the wider e-learning platform.	Improved employee awareness and understanding	Number and range of communication and engagement activities Staff awareness levels through pulse surveys	Mar-21	Climate Change Team	1
16	Establish network of staff climate change champions	Ongoing promotion of climate change and energy efficiency to encourage colleagues to adopt improved habits at work and home.	E-module developed and included in corporate e-induction	Mar-21	Climate Change Team	1
17	**Develop a Communications Strategy for the Climate Change Strategy to consult, raise awareness, communicate and engage with staff, people, businesses and organisations across Moray**	Effective Communications Strategy in place. Reduced Carbon emissions in Moray	No of households and businesses who engage with Communication Strategy.	Ongoing to 2030	Climate Change Team	2

Overall Action No	Description of Action	Planned Outcome	Outcome Measures	Completion Target	Service Lead	Delivery Indicator
18	Support and help to promote national campaigns, including the Scottish Government's 'Greener Scotland' campaign, to consider the carbon footprint of our everyday lifestyle and behaviour choices.	Increased awareness and engagement of Climate Change issues	Improved results in Moray-wide emissions as calculated by BEIS	Ongoing to 2030	Climate Change Team	**
19	Establish effective governance for Climate Change priorities in partnership with the CPP, including public, private and community organisations, and implement a system for monitoring and reporting progress. Seek to embed CCS priorities within the Local Outcome Improvement Plan	CPP supportive of CCS with appropriate leadership in place and engagement with a wide range of stakeholders. Monitoring and reporting system in place	Improved results in area-wide emissions as calculated by BEIS CCS included within LOIP as a priority	Apr-22	Climate Change Team	2
20	**Make school meals more sustainable with a reduced carbon impact. Develop and promote more vegetarian options, e.g. 'meat free' days and vegan options**	Increase in the use of locally sourced food and produce. Increase in the provision of vegetarian and vegan options available.	Percentage of food and produce sourced locally Percentage of meal options offered that are vegetarian or vegan	Complete	Environmental & Commercial Services	0
21	Early learning and childcare settings and schools will be supported to engage with pupils, parents/carers and their local community on the climate emergency and the actions which can be taken to tackle it, ensuring that all early learning and childcare settings and schools are aware of and engage with the Climate Change strategy.	Increased awareness of Climate issues	No of training/CPD sessions delivered to staff	Ongoing	Education	1
22	**Increase opportunities for Learning for Sustainability within the curriculum for children and young people. Managers of early learning and childcare settings and head teachers of schools will ensure that children and young people have their entitlement to learning for sustainability education, delivered through curriculum for excellence's four contexts of learning.**	All early years settings and schools have Learning for Sustainability (LfS) within their curriculum	No of early years settings/ schools with Learning for Sustainability (LfS) in their curriculum	Rolling programme to 2025	Education	2
23	Moray Council will work closely with schools, local colleges and universities to build the skills and capacity for a greener economy, including a focus on new low carbon technologies and the circular economy, ensuring the provision of green apprenticeships and other opportunities.	Increased provision of relevant skills and knowledge	No of college, university courses with a green economy focus, development of awareness, knowledge and skills within our schools	Ongoing to 2030	Climate Change Team	1
24	Participate in the Scottish Government's Local Heat and Energy Efficiency Strategy (LHEES) pilot and prepare for the introduction of a statutory framework for LHEES in Moray	Delivery of output report Development and deployment of Statutory framework	Accepted recommendations incorporated into on-going considerations. Moray Council meets Statutory obligations	Report March 21 and ongoing	Climate Change Team	1
25	Engage with local communities to facilitate information provision and discussion for local renewable energy schemes / Community Energy Schemes with local benefits, following on from LHEES pilot	Increase in provision of advice and engagement with community	Increase in number of renewable and community energy schemes	Ongoing to 2030	Climate Change Team	3
26	**Aim to convert all fossil-fuel based building heating systems to low or zero carbon alternatives**	All Council buildings are net zero carbon	Building SAP Ratings; % of carbon neutral council buildings	15% conversion annually from 2021/22 for 8 years subject to external funding.	Housing & Property	3
27	Increase building user awareness of ways of reducing energy use and saving utility costs. This includes tenants and Council staff	Energy is used efficiently in Council buildings.	Reduced utility energy consumptions by 10%, and maintain improved levels	Mar 2021 and ongoing performance retention	Housing & Property	1
28	**Aim to achieve zero carbon standards in all new buildings, including housing and schools**	All new buildings meet net zero carbon standards	% of new buildings that are net zero carbon standard	Ongoing and applicable to all new buildings constructed	Housing & Property	**
29	Council to develop and adopt design standard for sustainable construction and maintenance.	New buildings incorporate standards.	% of sustainable material used	The Scottsih Government are to publish a sustainable standard for public Buildings in the early part of 2021. An assessment of implications of adopting the standard to be carried out.	Housing & Property	1 & **
30	**Achieve Energy Efficiency Standard for Social Housing (EESSH) for all Council houses.**	All Council houses are carbon neutral	% of Council houses that are carbon neutral. % of Council houses achieving EPC Band B (Energy Efficiency rating), or are as energy efficient as practically possible.	EESSH1 Dec 2020 EESSH2 2030	Housing & Property	1 & **
31	Improve the energy efficiency of private sector housing in Moray by delivering the Home Energy Efficiency Programme for Scotland (HEEPS)	Reduce carbon emission from private sector housing	SHCS - % of private sector dwellings with SAP B or C.	Ongoing to 2030	Housing & Property	**
32	**Investigate, develop and install renewable energy generation projects on Council buildings and land.**	Increased renewable energy generation	Capacity (kW) of energy generation installed	Ongoing until 2030; Council assets to be reviewed by March 2021	Housing & Property	3

Overall Action No	Description of Action	Planned Outcome	Outcome Measures	Completion Target	Service Lead	Delivery Indicator
33	Increase use of virtual environment to reduce server network and consequent electricity consumption By default operate PCs and related equipment in the most energy efficient mode, e.g. auto switch off	Rationalised server provision All PCs operated under optimum energy efficiency settings	Reduced number and/or use of servers Increased use of virtual environment Reduced electrical consumption	Incorporate into ICT Digital Strategy - draft by 2023	HR, ICT & OD	2
34	**Investigate and promote on-line working Increase Flexible / Mobile working opportunities beyond current staff. Provide a council-wide digital collaboration tool to allow quick and easy contact between colleagues, which does not rely on attending meetings, e.g. Skype**	Office space reduced Flexible working the 'norm'	Reduction in office space. Reduction in officer travel time and costs. Increase in flexible working arrangements Increased use of digital technology for meetings, communication and collaboration	Mar-22	HR, ICT & OD	2
35	Development of shared co-location facilities for all community areas (e.g. business, volunteers, leisure)	Move to more energy efficient buildings, and more efficient use of technology and workspace	Reduction in single use accommodation Increase number of co-located partnership arrangements	Ongoing	Housing & Property	**
36	**Continue to encourage a reduction of waste arising's (top of waste hierarchy) and thereafter increase recycling rates.**	Reduction of waste landfilled through diversion to recycling and energy recovery	95% diversion from landfill by 2023	Aug-22	Environmental & Commercial Services	2
37	Improve sustainability and recycling in schools including reduction / elimination of single use plastic packaging, a greater selection of recyclable materials across school catering services, improved recycling & food composting facilities in schools	Increase in recycling and composting rates, decrease in use of single use plastics	Percentage of waste recycled in schools, percentage of food waste composted, reduction in use of single use plastics	Ongoing	Environmental & Commercial Services	1
38	**Develop integrated land use spatial framework for Moray identifying opportunities for food production, renewable energy and woodland planting (currently these are done individually)**	Increase renewable energy generation, increase area of woodland cover and safeguard prime agricultural land	Current woodland cover v potential and current RE generation and current area of prime agricultural and number of community food growing areas	Complete	Climate Change Team	0
39	Promote sustainable urban drainage systems incorporating blue and green networks in all new developments	Increase biodiversity of new development and promote natural flood management	Number of developments compliant with policy on this issue	Complete	Climate Change Team	0
40	Safeguard existing woodlands and promote additional planting in all new developments	Increase in woodland cover in Moray.	Area of woodland "lost" to development.	Complete	Climate Change Team	0
41	Promote use of brownfield sites over greenfield	Reduction in number of vacant properties and vacant/ derelict sites	Reduction in number of vacant properties and vacant/ derelict sites	Complete	Climate Change Team	0
42	Prepare programme of carbon free / carbon reduction Town Centre Masterplans	Reduce carbon impacts in town centres	Increase in active travel	Draft Elgin TC MP to P&RS Committee April 2020. Programme thereafter to be developed.	Climate Change Team	3
43	**Work collaboratively with developers on programme of carbon reduction/ carbon free Masterplans**	Sustainable development that mitigates climate impacts	Number of masterplans accounting for carbon	Programme to be developed.	Climate Change Team	**
44	**Safeguard and enhance biodiversity resources, promote planting for pollination. Additional guidance for developers, including multi benefit greenspaces- where drainage, biodiversity, play facilities etc are all incorporated.**	Enhance biodiversity in new developments and protect and enhance existing greenspaces and create new multibenefit spaces	Hectares of new greenspace created. Number of proposals scoring green for biodiversity in Quality Auditing.	Complete	Climate Change Team	0
45	Include policy on coastal change in Local Development Plan	Reduce risk for coastal future developments	Number of applications complying with policy	Complete	Climate Change Team	0
46	**Prepare additional guidance on sustainable design and construction and seek to have policy incorporated into NPF4 and Building Standards and introduce a Planning Condition for developers to report on their actions taken to reduce the carbon emissions from the build and from the completed development.**	Reduce the carbon impact of development	Legislation and Policy reflect the need for improved	Complete	Climate Change Team	0
47	**Review land use designations to consider climate change implications and encouraging lifestyle changes.**	Reduced carbon impacts from daily living	Land use changes to reflect town and transport masterplans and strategies for low carbon	Ongoing and integrate into Masterplans and next LDP as required.	Climate Change Team	3
48	Ensure new developments make provisions for Electric Vehicle Charging facilities, including communal charging facilities where no on-plot parking is available	There are no barriers to the ownership/use of electric vehicles by residents of new developments.	Numbers of Electric Vehicles owned by residents.	Ongoing	Climate Change Team	**
49	Ensure all new developments make provisions for Cycle Parking, including secure cycle parking for flats and properties with no gardens.	There are no barriers to the ownership/use of cycles.	Increased levels of cycle ownership and use.	Ongoing	Climate Change Team	**
50	**Develop Strategy and Guidance for provision of Public Electric Vehicle Charging facilities in Moray and implement as funding becomes available.**	Access is available to public EV charging facilities in all settlements across Moray.	Number and Type of public EV chargers.	EV Charging Strategy 2021, provision of EV chargers on-going	Environmental & Commercial Services	1 & **
51	**Develop and promote Travel Plans for Moray Council, Major Employers and Schools**	Increased numbers of people travelling by foot, cycle, public transport and car sharing for their journey to work.	Staff Surveys on Travel Behaviour. Moray Council Travel Plan developed Number of schools with Travel Plans implemented. Number of businesses with Travel Plans implemented.	Council Travel Plan - 20/21 School Travel Plans - 2025 Business Travel Plans - ongoing	Environmental & Commercial Services	1 & **

Overall Action No	Description of Action	Planned Outcome	Outcome Measures	Completion Target	Service Lead	Delivery Indicator
52	Promotion of travel behaviour change through targeted programmes, including Active Travel infrastructure measures from the Active Travel Strategy and website information provision	Increased numbers of people travelling by foot, cycle, public transport and car sharing and/or reducing the numbers of journeys made by private fossil fuelled vehicles. Information available for residents, employers and visitors to Moray to assist in making low carbon travel choices.	Mode of transport survey information. Quantity of new active travel infrastructure provided Number of website 'hits'	Ongoing	Environmental & Commercial Services	2
53	Complete Switched on Towns and Cities feasibility study for Elgin and implement outcomes.	Provision of Evidence to assist with applications for grant funding for EV charging infrastructure.	Increased amount of funding received.	Complete	Environmental & Commercial Services	0
54	**Aim to displace fossil fuelled vehicles and plant with ULEV options**	Aim to have 70% of our vehicle and plant fleet converted	Fossil fuel consumption reduced by 60% by 2030. 70% of fleet transferred to ULEV by 2030.	2030, subject to detailed appriasal	Environmental & Commercial Services	3
55	Continue to purchase vehicles with anti idling technology and provide managers with idling reports from the vehicle monitoring system	Reduction in fuel consumption and carbon output	Fossil fuel reduction of 20% by 2022, with additional 10% annually 2030.	2020 through to 2030	Environmental & Commercial Services	**
56	Support our Legal Section with the promotion of ULEV Taxis	Provision of technical support	Fully ULEV taxi fleet in Moray	2030	Environmental & Commercial Services	**
57	Active Travel to School campaign and promotion, including parking management around schools, and supporting modal shift from vehicles to active travel wherever feasible	Increase in Active Travel to school activity	No of pupils using active travel	Ongoing	Environmental & Commercial Services	1

Delivery Indicator Codings

Completed	0
Implemented within 2 years	1
Implemented within 2-5 years	2
Over 5 years	3
On-going	**

Completed	
Achievable within existing resources, or realistic prospect	
Additional resourcing required, potentially self funded	
Additional external resourcing and/or facilitation required	

Summary Analysis

Themes	No of Actions	Key Actions
Leadership, Governance & Policy	16	8
Communication, Training & Awareness	7	3
Energy, Buildings & Digital Connectivity	12	5
Transport	8	3
Waste	2	1
Land Use, Biodiversity & Adaptation	12	5
Total	**57**	**25**

Service Responsibility	No of Actions	Key Actions
Climate Change Team	29	11
Housing & Property	8	4
Environmental & Commercial Services	11	5
Finance	5	3
Education	2	1
HR, ICT & OD	2	1
Total	**57**	**25**

Moray Council Climate Change Strategy
Condensed Consultation Feedback Report

November 2020

Executive Summary

The consultation of the strategy centred around 3 key strands

- Public Consultation (94 respondees)
- Online Webinars (30 respondees)
- Children & Young People Survey (119 respondees)

Overall, the draft Strategy and Action Plan were positively received and there was general agreement on the proposed route forward.

In terms of submitted comments and suggestions, the key themes were

- Priority, focus and commitment of Moray Council
- Community – Partnership, collaboration
- Communication – Behaviour change, education, networking
- Action – Waste, Transport, etc

Queries were raised over

- Format of Strategy document and information – suitability for lay-person
- Extent of strategy reach – Moray Council vs Moray area
- Public/Community inclusion
- Stop talking about it and do it! (Action is needed)

Public Consultation

- Total responses: 94
- 60% of respondees agreed that the strategy captured the key climate change and sustainability related issues and challenges that we face across Moray
- 65% of respondees agreed that the ambitions of the draft vision and vision statement for Moray meet their expectations
  - 10% strongly disagreed
- 71% of respondees considered the draft actions to be suitable in addressing the identified issues
  - 10% strongly disagreed
- 70% of respondees agreed with the proposed Council approach to ensure a "Just Transition" to a low carbon economy

To the question asking for comments in relation to the draft Climate Change Strategy, its Vision and the stated Themes, the top 5 themes, in order, were;

- Priority; focus; and commitment of Moray Council and its funding
- Community; individual; and business involvement, decentralisation and empowerment
- Education
- Travel / Transport /Light Vehicles / Rail Freight
- Recycling

22 out of 30 comments related to the Priority, Focus and commitment of Moray Council and its funding.

To the question asking, "What further actions would you propose", the top 9 themes, in order, were;

- Energy Efficient Housing / Businesses
- Transport Infrastructure - Roads / Rail / Car sharing
- Collaborative working
- Cycle paths
- Involve individuals; communities; and businesses
- Encourage Cycle to School / Work

- Education / Upskilling workforce for environment
- Electric Vehicles / Grants / Charging Points
- Make local data / information more accessible and user friendly

To the request for "any other comments", the top 3 themes, in order, were;

- Get actions right, start soon, and see it through
- Individuals, communities and Moray Council need to buy into this / be involved
- Collaborative working

To the request for "any other comments on the consultation process", the top 4 themes, in order, were;

- Get more people involved at this stage
- Webinars / Zoom making it accessible
- Consultation needs to be more out there (not found by accident) / Local led community engagement
- Needs Commitment / Do it!

Online Webinars

Feedback from the webinars was gathered from smaller group breakout sessions where participants followed more of a discussion type engagement, centring around the following questions

1. What is good about the strategy and action plan?
2. What could be improved?
3. What else would you like to see included?
4. How should the wider Moray community work together to reduce emissions?

To the question, "what is good about the strategy and action plan?", the themes of participant responses were;

- Ambitious
- Strategic Leadership
  - o It was welcomed that the Council had recognised its leadership role in climate change and was stepping forward and leading by example.
- Strategy Document
  - o Comprehensive, good level of detail, positive
- Young People
  - o Welcomed that engagement with young people was included

To the question, "what could be improved about the strategy and action plan?", the themes of participant responses were;

- Strategy Document
  - o Public would benefit from something more bite-size and suitable for the lay-person
  - o Clarity over how the strategy applies to Moray (not just the Council), possibly to have a Moray-wide specific document
- Community
  - o CCS needs to be inclusive
  - o Partnership working
  - o Creation of an evolving strategy that expands beyond the Council remit
  - o Community sustainability should be a key feature of CSS

- Strategic
  - Square the circle - Moray Economic Strategy and the CCS and their interaction
- Action Plan
  - Increase emphasis on re-use instead recycling as per the waste hierarchy. Improve waste disposal services
  - More on public transport / cycle lanes

To the question, "What else would you like to see included?", the themes of participant responses were;

- Financial
  - Pension plans divested from fossil fuel investment
  - Carbon budgeting
- Strategic
  - Square the circle - Moray Economic Strategy and the CCS and their interaction
  - More recognition of the socio-economic benefits
  - Should include targets for healthy population and linkages with health services
  - Working together in partnership – roadmap for engagement
- Planning
  - Greater planning enforcement
  - Production of a Biodiversity Action plan to run in parallel
  - Important that the role of planning policy is recognised in setting the framework for energy efficient standards
- Community
  - Timetable of community engagement across the milestones for adoption and delivery of the strategy
  - Creation of a Moray climate change assembly
  - Further emphasis on the Green Recovery and opportunities/multi-benefits for local community
  - More about where the wider community can get direction/education -   not just website links.
- Behaviour Change
  - Increased emphasis on promoting behavioural change and reissuing messaging.
- Education

- More detail on educational programmes to raise awareness of climate change, engage young people and empower them to take action
- More work with schools – e.g. Eco-committees etc
- Waste
  - Promote waste hierarchy. Better to recycle than generate energy
  - Include re-use of waste as key measure
  - Benefits to environment and community from reuse and recycling needs to be added.

To the question, "How should the wider Moray community work together to reduce emissions?", the themes of participant responses were;

- Strategic
  - Local Authority needs to take the lead to influence / encourage local communities. Council as enabler
  - Moray Council has a role as a community leader to raise awareness of climate change impacts and actions that can be undertaken by citizens to reduce emissions
  - Important that there are strong linkages between the CSS priorities of the different Council services and external partners
- Networks
  - There is an existing network of local groups and organisations that should be engaged with by the Council
  - Need to give public some ownership of action/s and buy into the strategy through partnership working
  - Partnership working with third sector enterprises
  - Development of a forum/network
- Initiatives
  - Look at co-housing. Initiatives for elderly to move to smaller housing / shared accommodation
  - Helping connect schools which have active eco groups with each other and to encourage others to participate

Children & Young People Survey

- Total responses: 119
- Respondees were
    - 34% Primary, 66% Secondary
    - 54% girls, 43% boys
- 18 schools were represented
    - 11 primary and 7 secondary

Summary responses

- 92% have heard about Climate Change (CC) and know either a lot or a bit about the subject
- 87% believe that CC is happening, 2% do not
- 49% believe CC is caused mostly by human activities and 43% believe it's caused by a blend of human activities and natural variations in the environment
- 51% are very worried or fairly worried by CC
- With respect to learning about the environment at school, 20% said lots, 41% quite a bit, 23% a little, 13% hardly anything and 3% nothing.
- 79% wanted to learn more about the environment, 17% did not
- 57% thought their school was very good or good at helping the environment, 30% neither good nor bad, 8% bad or very bad.
- To the statement "All schools should be encouraging and helping pupils like me to do things to help the environment", 95% agreed a lot or a bit.
- 70% thought their school should be generating renewable energy, 28% did not know

To the request to "add you own comments or suggestions on anything to do with climate change", the top 4 themes, in order, were;

- Deal with it now and do more - looking after the planet is important – it's our future
- Renewable energy (solar panels / wind power) including use in schools
- Schools should be more proactive
- Education (including introducing behaviour changes which can also be implemented at home)

Table of suggestions submitted through the Climate Change Strategy public consultation, with responses.

Suggestions fall under 3 key themes

- Leadership
- Indirect contracts/influence
- Direct

Leadership

No	Suggestion	Response
1	Attempting to create more grassroots eco-business opportunities. For example, in Moray we have very little shops that consumers can take along their own containers to reduce plastics consumption. Could Moray Council be involved in supporting local business to adopt more eco-friendly methods? And create a platform where business can collaborate and share innovative ideas on becoming greener?	Business Gateway help all start-up businesses, the is a proposed business hub as part of the growth deal which will strengthen learning and opportunity and ability for new companies to network, opportunities for more "green" businesses are expected to increase.
2	Immediately revising the Business Improvement plan so that it is not prioritising aviation, aerospace (high carbon emitters) and only supports Green tourism... etc. etc.	There is a growing opportunity in terms of "green" business, but it cannot replace existing economic opportunities or business overnight, all business will have to transition to lower carbon technology and contribute to mitigating climate change and Moray has the opportunity to support growth and the transition of existing business.
3	Collaborate with Findhorn Ecovillage in pursuing the same CN2030 target.	The Council commitment is to be Carbon neutral by 2030, in doing so it will work with a variety of community partners.
4	Data - make climate data more publicly available via social media outlets. I certainly would embed this data into my learning and teaching of climate change -local impacts/strategies.	The climate change data for the Council is reported and published annually
5	Education and information on insulation, efficient fuel systems, assistance etc.	The strategy includes an action that embeds climate change in the curriculum
6	Skilling up the workforce in green building methods and technology, then establishing a local organisation dedicated to eco-building and retrofitting.	Skilling up the workforce for green jobs is part of the Scottish Government climate change strategy and will for part of the local delivery of skills from a variety of local organisations. We can expect stronger Building Standards and better building design and build becoming the norm.

7	Visits to local reuse projects are also a great way to inform the local community about climate change and how small changes in public behaviour can immediately make a difference in reducing carbon emissions.	Individual organisations can arrange for community visits on their own premises.
8	Education - Commit to making the new Learning for Sustainability agenda from Education Scotland a core of Moray's climate change vision. Work with the ICT providers to move moray schools to fully BYOD (bring your own device). And improve ICT provision in schools to encourage paperless learning. But equally promote sustainable digital literacy to pupils and staff e.g., deleting emails regularly and keeping servers/shared electronic workspaces as clutter free as possible to prevent wasted energy consumption on storage.	Embedding climate Change in the curriculum is already an action in the Climate Change Strategy and the approach to ICT provision in schools is under review
9	All housing and commercial developments should be required to have underground heat source installations, solar panels, and mini-turbines. All new large farm buildings should have solar panels.	The Local Development Plan 2020 includes policies on renewables for new builds.
10	All new housing to incorporate modern technologies in building materials and renewable energy systems installed	The Local Development Plan 2020 includes policies on renewables for new builds. We can expect improvements in Building Standards requirements to meet climate change challenges.
11	More support for homeowners to improve insulation etc. in their homes.	Grant schemes of this nature are generally provided for through Government funding.
12	Provide incentives to ALL home-owners (not just low income) to increase insulation, replace inefficient heating systems, install or replace double-glazing.	Grant schemes of this nature are generally provided for through Government funding.
13	Immediately scaling up public transport and car sharing options.	Moray Growth Deal includes the Bus Revolution project which seeks to address rural public transport issues.
14	Introduce more cycle lanes, cycle paths and one-way systems to discourage car use in towns and encourage walking & cycling to work, school & leisure activities.	Moray Local Development Plan 2020 includes policies for active travel, master planning for town centres is being undertaken and will consider Carbon and active travel.
15	Better/affordable bus services when we need them - not just Monday to Saturday and no evenings.	Moray Growth includes the Bus Revolution project which seeks to address rural public transport issues.
16	Central government grants towards electric vehicles, extend safe cycle paths to all towns, enhanced cycle to work scheme for all	Moray Local Development Plan 2020 includes policies for active travel, master planning for town centres is being undertaken and will consider Carbon and active travel. Subsidising electric vehicles

		or cycle schemes is a matter for Government.
17	Charge ALL users of Council car parks (as opposed to public car parks run by the Council) including Councillors.	Parking is essentially provided to enable safe on and off-street parking, charging is not a simple solution to discourage car use as it could lead to irresponsible on street parking.
18	Cycle paths +++ For the local population, not just tourist hubs. Covering schools, Dr Grays, Health centres, town centres and places of employment.	Moray Local Development Plan 2020 includes policies for active travel, master planning for town centres is being undertaken and will consider Carbon and active travel.
19	Strict policy of schools only allowing catchment children so walking to school is the normal to cut down the queue of cars at school drop off. Closing the roads around schools at start and end of day to discourage car users.	Control of school catchment areas and placements is set out in legislation and the Council must work within the legislation. Closure of roads and other traffic control measures are considered where appropriate.
20	Provide physical incentives to individuals who can demonstrate their use of cycle to work, walk to work / school, reduced car use, etc by way of discount vouchers for outdoor shops, cycle shops and leisure centres.	Such incentives can help to encourage behaviour change, they can often work well when they incorporate local benefits and shops within the scheme, this would require individual communities and networks considering the scheme and benefits to their neighbourhoods and shops. **This can be added to the actions within the strategy**
21	Improved cycle paths, changing facilities for staff,	The Transport section of the Council continually seek improvements in the cycle path network. This will also be considered in the town centre masterplan process
22	Improving cycle infrastructure and encouraging people to cycle to work	The Transport section of the Council continually seek improvements in the cycle path network. This will also be considered in the town centre masterplan process
23	Increase capacity for electric charging points (although I am aware this is already an action point).	This is an action point in the strategy.
24	Less emphasis on electric vehicles, they are going to be limited due to generating capacity and the weight of batteries. What other fuels have been looked at?	Proposal to consider the Council fleet will include consideration of alternative fuels such as Hydrogen.
25	to push more for bikes by introducing more bike lanes etc to encourage people not to drive as much	This is an action point in the strategy.
26	upgrade A95 &96 to dual carriageway. Have trains stop (on request) @ disused Stations.	The A96 dualling is a Scottish Government Commitment, the Council has lobbied for improvements to the A95 but as a trunk road it is the responsibility of the Transport Scotland.

27	Accelerated implementation of electric car chargers. All council vehicles being electric. Recycling depots in all towns, & free to use.	Already an action in the strategy
28	Implement further tax breaks within the cycle-to-work scheme and make it easier for employers to administer them.	a matter for Government not the Council as we do not control this tax.
29	Small fuel-efficient public transport connecting large employers to communities at appropriate shift times.	Bus revolution project is part of Moray Growth Deal
30	Could Moray Council liaise with NHS Grampian to raise awareness of reducing waste to young families/parenting groups and family support groups? E.g., last year the PEEP group I attend Ed after the birth of my son provided little to no support on using reusable cloth nappies, reusable baby cloth wipes as an alternative to plastic baby wipes, or clothing swap banks - all community-based projects that can make a small long-term impact to reduce waste and energy consumption.	The Council already carries out a programme of waste awareness
31	Create more user-friendly info graphics on recyclable goods e.g. types of plastics etc. But more importantly promote overall reduced plastic use.	The Council already carries out a programme of waste awareness
32	Recycling depots in all towns, & free to use.	Placement of depots is part of the overall waste strategy, creating more depots will not necessarily reduce waste or carbon, but will increase collection costs for the Council
33	Support existing local reuse organisations. These organisations work effectively in the hierarchy of waste. Reuse does come before recycling and is the most simple way to reduce carbon emissions.	The Council does work with local reuse organisations.
34	Provide more in-village recycling bins & skips to discourage travel to re-cycling centres, e.g., Garmouth has good facilities but Fochabers & Mosstodloch have next to none	Placement of depots is part of the overall waste strategy, creating more depots will not necessarily reduce waste or carbon, but will increase collection costs for the Council
35	Afforestation projects - simply plant more trees and actively promote business to do so. Equally get the public on board. Can the council attempt media campaigns that co-inside with Earth Week (or something along those lines) to provide generic information on how individuals can reduce their co2 emissions?	The draft regional spatial strategy acknowledges the importance of the forestry sector and the need to expand woodland in Moray
36	Encouraging (forcing?) large land-owners who keep their land in degraded, green-desert condition to instead use the land to actively encourage biodiversity and natural habitats.	The draft regional spatial strategy considers land use to combat climate change including peatland restoration where appropriate.

37	High quality insulation & solar panels in all new builds, tree planting a must on all new housing developments.	The Local Development Plan 2020 has appropriate policies for renewables and green spaces in all new builds.
38	Increase green space	The Local Development Plan 2020 has appropriate policies for renewables and green spaces in all new builds.
39	All new developments must have cycle paths walkways to town centre.....	The Local Development Plan 2020 has appropriate policies for connecting places and active travel.

Indirect contracts/influence

1	Immediately moving the council pensions so that no money is invested in fossil fuel supporting companies.	The Council is one partner in the pension scheme, although we can seek to influence investment strategies it is a matter for the pension fund to determine the investment strategy.

Direct

1	A home working network with interconnectivity and accessibility to reduce the need for transport.	As a result of COVID 19 homeworking has become possible for a significant number of staff, the benefits of that change should not be lost as we come out of the pandemic.
2	Make stores keep their temperatures down - staff are running around in their shirt-sleeves while customers are sweating in their outdoor clothes. Cut down your own office temperatures, all your buildings are like hot-houses. (including the schools).	Temperatures within Council buildings are controlled to meet the needs of the occupants.
3	Reduce heating in buildings such as schools,	Heating in schools is controlled to maintain suitable temperatures for learning.
4	Phasing in of electric vehicles for council use. Reduction of speed limits. Cycle paths cycle paths cycle paths. CONNECTING communities.	This is an action within the strategy

5	Concerted strategies for waste management and strategies to protect and enhance the natural environment.	The plans and strategies for waste have been developed and are being delivered with the building of the energy recovery facility in Aberdeen and continued high levels of recycling. Biodiversity and environmental protection are incorporated within the Moray Local Development Plan 2020