



---

## Moray Council

Tuesday, 18 December 2018

**NOTICE IS HEREBY GIVEN** that a **Special Meeting** of the **Moray Council** is to be held at **Committee Room, Council Office, High Street, Elgin, IV30 1BX** on **Tuesday, 18 December 2018 at 09:30.**

### **BUSINESS**

**1 Sederunt**

**2 Declaration of Group Decisions and Members Interests \***

**3 Resolution**

Consider, and if so decide, adopt the following resolution:  
"That under Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting for Item 6 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 Green Infrastructure Fund – Cooper Park 5 - 8**

Report by the Corporate Director (Economic Development, Planning and Infrastructure)

**5 Establishment of Post of Early Years Service Manager 9 - 20**

Report by the Acting Corporate Director (Education and Social Care)

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

**6 Inter Authority Agreeemnt 2 (Long Stop Date) - Energy  
From Waste Project [Para 9]**

- Information on terms proposed or to be proposed by or to the Authority;

**Any person attending the meeting who requires access assistance should contact customer services on 01343 563217 in advance of the meeting.**

<b>GUIDANCE NOTES</b>
-----------------------

- \* **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.

# **THE MORAY COUNCIL**

## **Moray Council**

### **SEDERUNT**

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 Louise Laing (Member)  
Councillor Marc Macrae (Member)  
Councillor Aaron McLean (Member)  
Councillor Maria McLean (Member)  
Councillor Ray McLean (Member)  
Councillor Amy Patience (Member)  
Councillor Derek Ross (Member)  
Councillor Ron Shepherd (Member)  
Councillor Sonya Warren (Member)  
Councillor Walter Wilson (Member)

Clerk Name: Moira Patrick  
Clerk Telephone: 01343 563016  
Clerk Email: [moira.patrick@moray.gov.uk](mailto:moira.patrick@moray.gov.uk)



---

**REPORT TO: SPECIAL MORAY COUNCIL ON 18 DECEMBER 2018**

**SUBJECT: GREEN INFRASTRUCTURE FUND – COOPER PARK**

**BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT,  
PLANNING & INFRASTRUCTURE)**

**1. REASON FOR REPORT**

- 1.1 To inform the Committee of the Green Infrastructure Fund and ask the Council to authorise a funding application for Cooper Park, this is part of the Cultural Quarter Growth Deal proposal.
- 1.2 This report is submitted to the Council in terms of Section III A (2) of the Council's Scheme of Administration relating to long-term financial plans

**2. RECOMMENDATION**

- 2.1 It is recommended that the Council authorises the submission of funding applications to the Green Infrastructure Fund on the condition that:
  - (i) the application is clearly submitted as subject to:
    - a. additional funding being attracted through the Growth Deal Bid and;
    - b. business cases to provide sustainable revenue support for any investments provided through the GIF funding being agreed; and
  - (ii) a further report to Council will be submitted to enable consideration of any final offer of grant, any financial implications for the Council being confirmed at that time.

**3. BACKGROUND**

- 3.1 Part of the Growth Deal proposal is a Cultural Quarter space in Elgin with refurbished cultural offering in the Town Hall; an iconic visitor attraction of national significance, which showcases the history and traditions of the region's most famous products; a new four/five star hotel, public space enhancement and reimagined Cooper Park area.

- 3.2 Phase 2 of the Green Infrastructure Fund has recently opened for applications with a closing deadline of 28 January 2019. This European Regional Development Fund (ERDF) is administered by Scottish Natural Heritage (SNH) and has a target to fund one project from within the Highlands and Islands area at an intervention rate of 70%. Minimum eligible expenditure is £650,000. A principle aim of the Green Infrastructure Fund is to increase participation in greenspace. To receive funding, projects must be of a strategic scale with a significant impact and must be located in population areas of 10,000 or more.
- 3.3 The potential future developments within Cooper Park as part of a Cultural Quarter were identified in the Central Elgin Regeneration: Public Design Charrette; assessed as part of the Moray Council Open Space Strategy and compliments the recently completed regeneration work of the Castle to Cathedral to Cashmere partnership.
- 3.4 At the end of August 2018, a well-attended stakeholder event took place to re-imagine Cooper Park and explore possibilities and improvements, which would make it a more attractive space for all the different interest groups, visitors and people of all ages, with a vision to create a community centre without a roof.
- 3.5 The outcome from these discussions, consultation with SNH and exploring other successful transformations of parks like Cuningar Loop at Rutherglen, informed the proposal, which includes consideration of the following;
- Redesign the pond, which caters for sporting activities, acts as a feature in the park and provides a more diverse habitat for wildlife.
  - Create an outdoor gym including bouldering, combined skate and bike park and provision for bike hire.
  - Provide opportunities to learn and explore the natural environment. It includes boardwalks, natural play area, community garden etc.
  - Create an outdoor performance area.
  - Improve the public realm from signage, map boards, seating, lighting, creating an attractive entrance gate to access and parking.
- 3.6 The project is at the stage of initial costings of proposals and their potential being assessed regarding any maintenance implications and/or income generation to ensure long-term sustainability of any investments. A further stakeholder meeting is planned for January 2019.
- 3.7 For the development and delivery of the project, the intention is to build on the success of previous regeneration work and take a place partnership approach involving park users, community groups, local businesses and residents.
- 3.8 If an application can be submitted to the Green Infrastructure Fund, it is anticipated that the outcome will be known by end of June 2019. If successful the project has be completed by June 2022.

#### **4. SUMMARY OF IMPLICATIONS**

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

The project will contribute to achieve the corporate plan priority to promote economic development and growth, also the LOIP priority of a growing and sustainable economy.

**(b) Policy and Legal**

The Council considers support for economic development issues on their merits, against the objective to facilitate sustainable economic growth and the desired outcomes of the Ten Year Plan and Corporate Plan. For any partnership agreement, Legal will be consulted.

**(c) Financial implications**

The financial details are currently in the process of being finalised. The Green Infrastructure Fund has a target to fund one project at £500,000 from within the Highlands and Islands area with a minimum eligible expenditure of £650,000. Should the request be successful, match funding will be sought through the Moray Growth Bid. Any ongoing revenue funding for activities or developments at Cooper Park not financed through the Fund would require to be addressed in separate Business Cases to accompany each proposed area for investment and these would be addressed in the next report to committee if the application is successful.

**(d) Risk Implications**

Systems are in place to mitigate risks associated with external funding. The submission of the funding applications does not present the Council with any contractual arrangements until grant offers are signed. In this case, grant offers will not be signed without a further report to the Council setting out the financial risks and benefits as well as business cases for revenue funding. To mitigate any reputational risk, the applications will state clearly that the Council's match funding contribution is reliant on the Growth BID and business case development. It must be recognised that the prospects of having (i) secure match funding through the Growth Deal (ii) clear cut business cases to ensure sustainable future revenue funding will be available for running costs and maintenance and (iii) confidence that project completion can be achieved by June 2022 is currently far from clear, and to this extent the grant application is being submitted on a speculative basis.

**(e) Staffing Implications**

The work can be accommodated within existing staffing resources.

**(f) Property**

Under the Deed of Gift, Moray Council is responsible for Cooper Park and its upkeep. If a grant is offered, proposals to generate income to support ongoing running and maintenance costs will require to have been developed by the time the Council would be required to consider whether to accept the offer of grant. If the resulting financial burden upon the Council is viewed as unsustainable, whether due to ongoing

maintenance costs or match funding requirements, officers will recommend that, with regret, the grant is declined.

**(g) Equalities/Socio Economic Impact**

At the present an impact assessment is not required. If the funding request is successful, Cooper Park would be restored to today's standards and will be fully accessible.

**(h) Consultations**

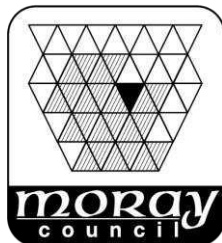
Consultation has taken place with the Corporate Director (Economic Development Planning & Infrastructure), the Head of Legal and Democratic Services, the Head of Development Services, the Environmental Protection Manager, Head of Direct Services, the Director of Corporate Services, the Equal Opportunities Officer, the Democratic Services Manager, the Head of Financial Services and the Head of Legal and Democratic Services and their comments incorporated within the report.

**5. CONCLUSION**

- 5.1 The Cultural Quarter Growth Deal proposal will support economic growth and cultural expansion within the city and wider region. Cooper Park is the connecting site between the various elements in the Cultural Quarter.**
- 5.2 If the proposal is successful and the financial assurances highlighted in the report can be provided, Cooper Park will become the most attractive green space and resource for all the different interest groups, visitors and people of all ages with the ambition to create a community centre without a roof.**
- 5.3 The Green Infrastructure Fund provides an opportunity to further enhance the Growth Deal proposal and if associated financial assurances can be provided, would transform a key site within the Cultural Quarter space.**

Author of Report:	Reni Milburn, Principal Officer Economic Development
Background Papers:	Documents on file in Economic Development Section
Ref:	





---

**REPORT TO: MORAY COUNCIL ON 18 DECEMBER 2018**

**SUBJECT: ESTABLISHMENT OF POST OF EARLY YEARS SERVICE MANAGER**

**BY: ACTING CORPORATE DIRECTOR (EDUCATION AND SOCIAL CARE)**

**1. REASON FOR REPORT**

- 1.1 To invite the Council to approve the establishment of the post of Early Years Service Manager at salary grade 13, as outlined in the Delivery Plan for the expansion of Early Learning and Childcare provision across Moray.
- 1.2 This report is submitted to Council in terms of Section II (8) of the Council's Scheme of Administration relating to alterations to the establishment, whether by way of increase or decrease, of posts graded on or above SCP (92) 39 of the SJC spinal column of hourly rates.

**2. RECOMMENDATION**

- 2.1 **It is recommended that the Council approve the establishment of the post of Early Years Service Manager as detailed within this report.**

**3. BACKGROUND**

- 3.1 The Council has a statutory obligation to make available 600 hours of Early Learning & Childcare (ELC) provision to three and four year olds whose parents request this provision. Funded places must also be provided for eligible two year olds. In Moray this provision is delivered via a combination of school/local authority nurseries (23 nurseries), independent (private and third sector) providers (36 nurseries), and childminders.
- 3.2 The Government has committed to increasing funded ELC hours from 600 to 1140 hours by 2020. 'The Blueprint for 2020: The Expansion of Early Learning & Childcare in Scotland' sets out the Scottish Government's vision for the expansion of ELC provision across Scotland, underpinned by the principles of quality, flexibility, accessibility and affordability. The blueprint prioritises the delivery of high quality experiences for every child, recognising the significant contribution that universally accessible ELC can make to a child's development.
- 3.3 Local authorities have been given responsibility for delivering the expansion in their local communities and are being asked to consider the development of enhanced service models that reflect, and are responsive to, local needs. The

ELC Delivery Plan sets out how we will achieve this within Moray, including staffing requirements and the creation of an Early Years Service Manager post, and was agreed at the Full Council on 27<sup>th</sup> September 2017 (para 20 of the Minute refers).

- 3.4 As part of our delivery, we are redesigning our central Early Years team which includes the creation of an Early Years Service Manager (Permanent, Full time, Grade 13). The job description and person specification for the role are attached at **Appendix 1**.
- 3.5 The Early Years Service Manager will provide strategic leadership, vision and the effective management necessary to shape an expanding 'Early Years' Service into one that focuses on quality improvement and works with others to prioritise the learning, development and wellbeing needs of children and families. This will include understanding the needs of children and families to develop and implement strategy, establishing and monitoring systems to drive improvement, and ensuring that resource is effectively utilised to improve outcomes.
- 3.6 The Service Manager will initially work closely with the Early Learning & Childcare Expansion project team to 2021/22 to develop an expanded, high quality service. The Manager will manage the operational team during the transition period and will manage a fully operational service from 2021/22 onwards, taking full responsibility for ensuring there are sufficient high quality early learning and childcare places for eligible children across Moray.

#### **4. SUMMARY OF IMPLICATIONS**

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

This project links to the priority of 'Ambitious and Confident Young People' as referred to in the Moray 2026 Plan. It also links in with our requirements to 'Provide a Sustainable Education Service Aiming for Excellence' as referred to in the Moray Corporate Plan 2023.

##### **(b) Policy and Legal**

The creation of this post has been considered and is supported under the terms of recognised and agreed Council policies.

##### **(c) Financial Implications**

The cost of the post and any associated costs will be met in full from additional ring-fenced funding provided by the Scottish Government.

The post has been formally graded through the Job Evaluation Process at salary grade 13 (currently £53,647 - £58, 717)

##### **(d) Risk Implications**

If the creation of an Early Years Service Manager post is not approved, there is a risk that we are unable to fulfil our commitment to develop and deliver a quality Early Years service to Moray.

**(e) Staffing Implications**

There are no implications for the workforce arising directly from this report. The expansion of Early Learning & Childcare is an area of growth, and the creation of a new post will support and manage all staff within nursery settings.

**(f) Property**

There are no property issues arising directly from this report.

**(g) Equalities/Socio Economic Impact**

There are no equalities issues arising directly from this report.

**(h) Consultations**

The Chief Executive, Corporate Director (Corporate Services), Corporate Director (EDP&I), Head of Financial Services, Human Resources Manager and Democratic Services Manager have been consulted and agree with the sections of this report relating to their areas of responsibility.

**5. CONCLUSION**

**5.1 It is recommended that the Council approve the establishment of the post of Early Years Service Manager as detailed within this report.**

Author of Report: Joanna Shirriffs (Senior Project Manager: Early Learning & Childcare Expansion)

Background Papers:

Ref:



**MORAY COUNCIL**

**JOB DESCRIPTION**

<b>(1) JOB IDENTITY</b>			
<b>POST TITLE:</b>	Early Years Service Manager	<b>DEPARTMENT:</b>	Education & Social Care
<b>SECTION:</b>	Early Years	<b>LOCATION:</b>	Mobile
<b>REPORT TO:</b>	Corporate Director of Education & Social Care		
<b>GRADE:</b>	Grade 13	<b>POST NO:</b>	MOR03612

<b>(2) JOB PURPOSE AND WAY OF WORKING</b>
<p>The Early Years Service Manager will provide strategic leadership, vision and the effective management necessary to shape an expanding Early Years' Service into one that focuses on quality improvement and works with others to prioritise the learning, development and wellbeing needs of children and families. This will include understanding the needs of children and families to develop and implement strategy, establishing and monitoring systems to drive improvement, and ensuring that resource is effectively utilised to improve outcomes.</p> <p>The Service Manager will initially work closely with the Early Learning &amp; Childcare Expansion project team to 2021/22 to develop an expanded, high quality service. The Manager will manage the operational team during the transition period and will manage a fully operational service from 2021/22 onwards, taking full responsibility for ensuring there are sufficient high quality early learning and childcare places for eligible children across Moray.</p> <p>The role requires close collaborations across the council, partnership, voluntary and private sectors with a view to working to shared ambitions.</p>

<b>(3) MAJOR TASKS</b>
<p>3.1 Lead on all strategic, operational and employment matters relating to the management, quality improvement, and performance of the early years provision across Moray with sound governance to ensure improved outcomes for children and families in Moray.</p> <p>3.2 In collaboration with the Corporate Director of Education &amp; Social Care and other Senior Managers, develop, implement and evaluate strategies and policies in order to achieve local and national priorities.</p> <p>3.3 Ensure procedures and processes are in place for the review and on-going evaluation of the Early Years provision across Moray through data analysis.</p> <p>3.4 Manage a service budget of up to £14million per annum, taking responsibility and being accountable for the efficient deployment of all section resources, including staffing in the service.</p> <p>3.5 Provide direction, leadership and line management to the operational Early Years team to ensure that the department is able to fulfil its commitments to achieving Council objectives as well as local and national priorities. The full team will be recruited during the transition period from 2018 and 2020</p>

- |     |  |
|-----|--|
| 3.6 | Ensure the Early Years services are managed in accordance with legislation, external scrutiny bodies such as Education Scotland, SSSC and the Care Inspectorate, and Council Policy. |
| 3.7 | Support and contribute where appropriate to the operational and strategic delivery of work across Education and Social Care and the Council.   |

(4)

**REPORTING RELATIONSHIPS**

This job is indicated by \*

Corporate Director of  
Education & Social Care

Early Years Service  
Manager\*

Early Years  
Continuous  
Improvement

*SIGNATURES AND ADMINISTRATION ONLY*

*Authors Signature:*

*Validator's Signature:*

*Date:*

*Postholder's Name:*

*Signature:*

*Date:*

*Supervisor's Name:*

*Signature:*

*Date:*

**(5) DUTIES TYPICALLY INCLUDE:**

**5.1 Lead on all strategic, operational and employment matters relating to management, quality improvement of the early years provision across Moray with sound governance to ensure improved outcomes for children and families in Moray.**

5.1.1 Develop and communicate a clear vision for the Early Years team, ensuring long and short term priorities are agreed and shared with the team, ELC providers and relevant stakeholders.

5.1.2 Actively contribute to strategic groups within the local authority and across the Moray Community Planning Partnership, including but not limited to the Early Years Strategy Group. Strategic lead for Early Years within the authority.

5.1.3 Lead on the delivery of early learning across all providers of funded hours (local authority, private and third sector), including curriculum, service planning and improvement.

5.1.4 Oversee all Early Years systems and processes ensuring that the system is flexible and able to adapt as local and national policy and legislation dictate.

**5.2 In collaboration with the Corporate Director of Education & Social Care and other senior managers, develop, implement and evaluate strategies and policies in order to achieve local and national priorities.**

5.2.1 Recognise, respond and advise Education & Social Care senior managers and Early Years team on emerging needs and trends.

5.2.2 Develop, implement and evaluate appropriate operational plans to meet local and national priorities.

5.2.3 Lead agreed arrangements in areas to promote integrated working between the Council and service partners.

**5.3 Ensure procedures and processes are in place for a review and on-going evaluation of the Early Years provision across Moray through data analysis.**

5.3.1 Develop and implement policies in relation to service delivery, service improvement planning and service development planning, including self evaluation.

5.3.2 Agree and provide regular reporting on Key Performance Indicators for the Early Years team.

**5.4 Take responsibility and be accountable for the efficient deployment of all section resources, including staffing in the service.**

5.4.1 Agree priorities for staffing in the area and deploy staff accordingly.

5.4.2 Ensure an appropriate range of training, support, advice and guidance is available to all staff, including staff working within local authority and partner provider ELC settings

5.4.3 Manage budgets in the service in accordance with Moray Council guidance including budget planning.

**5.5 Provide direct line management to the Early Learning & Childcare team.**

5.5.1 Provide leadership, line management, direction and support to the Early Learning & Childcare team.

5.5.2 Ensure that through individual supervision, work planning, training and development plans there is improvement in the quality and effectiveness of practice and performance.

5.5.3 Participate in regular supervision meetings with line manager, and undertake ERDP and attend staff development and training programmes as required.



**(5) DUTIES TYPICALLY INCLUDE:**

**5.6 Ensure the Early Years services are managed in accordance with legislation, external scrutiny bodies such as Education Scotland, SSSC and the Care Inspectorate and Council Policy.**

5.6.1 Maintain an overview of performance through external inspection reports and achievement of outcomes related to local strategies and outcome agreements.

**5.7 Support and contribute where appropriate to the operational and strategic delivery of work across Education and Social Care and the Council.**

5.7.1 Participate in departmental team meetings and management team meetings

5.7.2 Represent the department and the Council at agreed local and national events and meetings.

**The above is intended to provide a clear but concise statement of the present MAJOR TASKS and ACTIVITIES of the job. It is not an exhaustive list of all its detailed duties.**

**MORAY COUNCIL  
PERSON SPECIFICATION**

**Post:** Early Years Service Manager

**Department:** Early Learning & Childcare

**Date Specification Completed:** November 2018

**Prepared By:**

**Note:** Any disabled applicant who meets the essential criteria for the post is guaranteed an interview.

<b>ATTRIBUTES</b>	<b>ESSENTIAL</b> <i>The minimum acceptable levels for safe and effective job performance</i>	<b>DESIRABLE</b> <i>The attributes of the ideal candidate</i>
<b>(1) Experience</b>	<ul style="list-style-type: none"> <li>Significant relevant experience at senior management level.</li> <li>Experience of leading a partnership approach to the development, monitoring and review of processes and quality improvement.</li> <li>Experience of developing and implementing performance monitoring procedures and using information to support continuous improvement.</li> <li>Experience of financial planning and management.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of managing change effectively.</li> <li>Evidence of leading and managing teams</li> <li>Evidence of strategic leadership with partner agencies.</li> </ul>
<b>(2) Education &amp; Qualifications</b>	<ul style="list-style-type: none"> <li>Educated to degree or equivalent level.</li> </ul>	<ul style="list-style-type: none"> <li>Relevant post graduate qualification in education related discipline.</li> </ul>
<b>(3) Skills/Abilities (General)</b>	<ul style="list-style-type: none"> <li>Ability to translate strategic vision and outcomes into implementation.</li> <li>Clear thinking and good analytical abilities.</li> <li>Excellent leadership qualities</li> <li>Effective management, delivery and organisational skills.</li> <li>Ability to collate, interpret and analyse data from a variety of sources, write reports, make recommendations and use data to inform service delivery and improvements.</li> </ul>	
<b>(4) Skills/Abilities Specific to Post</b>	<ul style="list-style-type: none"> <li>Ability to develop effective external relationships and effective partnership working.</li> <li>Ability to take a lead role while empowering colleagues to deliver the service.</li> <li>Ability to effectively design and develop organisational policy and long term strategies in order to improve service delivery.</li> <li>Able to work effectively under</li> </ul>	<ul style="list-style-type: none"> <li>Inspirational team leadership and effective team membership.</li> <li>Ability to work creatively within regulations and standards.</li> </ul>

	<p>pressure and to meet prescribed deadlines.</p> <ul style="list-style-type: none"> <li>You will be expected to travel efficiently and effectively between various work locations within Moray to meet the operational requirements of the Service. Due to the rural nature of Moray this is normally undertaken by use of a car.</li> </ul>	
<b>(5) Inter-personal &amp; Social Skills</b>	<ul style="list-style-type: none"> <li>Have the ability to deal sensitively with others, particularly whilst under pressure.</li> <li>Ability to treat people with respect; focus on equality, social inclusion and promote diversity throughout the organisation.</li> <li>Ability to listen to others.</li> <li>Able to quickly form professional and productive working relationships.</li> </ul>	
<b>(6) Working environment &amp; physical demands</b>	<ul style="list-style-type: none"> <li>Ability to work flexibly to meet the needs and demands of the service. This may include attending meetings and events outwith office hours, including periods away from home, when required.</li> </ul>	

**\* Candidates will be required to show these documents if invited for interview.**

<b>Satisfactory Disclosure Scotland check required?</b>	NO
<b>Membership of Protecting Vulnerable Groups Scheme (Working with Children)</b>	YES
<b>Membership of Protecting Vulnerable Groups Scheme (Working with Vulnerable Adults)</b>	NO
<b>Satisfactory pre-employment medical screening required?</b>	NO

