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## Policy and Resources Committee

Tuesday, 14 January 2020

### SUPPLEMENTARY AGENDA

The undernoted reports have been added to the Agenda for the meeting of the **Policy and Resources Committee** to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Tuesday, 14 January 2020** at **09:30**.

#### BUSINESS

- |  |                  |
|--|------------------|
| <b>4a) Scottish Welfare Fund Update</b>  | <b>3 - 12</b>    |
| Report by Depute Chief Executive (Education, Communities and Organisational Development) |                  |
| <b>4b) Charging for Services</b>   | <b>13 - 78</b>   |
| Report by Depute Chief Executive (Economy, Environment and Finance)                      |                  |
| <b>4c) Improvement and Modernisation Programme Update</b>                                | <b>79 - 92</b>   |
| Report by Depute Chief Executive (Education, Communities and Organisational Development) |                  |
| <b>4d) Policy to Combat Fraud, Theft, Bribery and Corruption</b>                         | <b>93 - 104</b>  |
| Report by Depute Chief Executive (Education, Communities and Organisational Development) |                  |
| <b>4e) Performance Report for Corporate Services - April to September 2019</b>           | <b>105 - 114</b> |
| Report by Depute Chief Executive (Education, Communities and Organisational Development) |                  |

- 4f) Financial Services Performance Report - Quarter 2 July to September 2019** 115 - 120
- Report by Depute Chief Executive (Economy, Environment and Finance)
- 4g) Chief Executive's Office Final Performance Report - April to September 2019** 121 - 126
- Report by Chief Executive



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**REPORT TO: POLICY & RESOURCES COMMITTEE ON 14 JANUARY 2020**

**SUBJECT: SCOTTISH WELFARE FUND UPDATE**

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

**1. REASON FOR REPORT**

- 1.1 To inform the Committee of current pressures on the Scottish Welfare Fund service due to the impact of Universal Credit.
- 1.2 This report is submitted to Committee in terms of Section III (B) (2) of the Council's Scheme of Administration relating to the regulation and management of finances of the Council in accordance with the policies determined by the Council and to prepare and review from time to time such rules as may be necessary for the proper administration of the Council's financial affairs.

**2. RECOMMENDATION**

**2.1 It is recommended that the committee:**

- (i) note the pressures on the Scottish Welfare Fund and the ongoing demand on this service as outlined in this report.**
- (ii) note the duties placed on local authorities when managing the funds, as outlined within section 9 of this report.**
- (iii) give consideration to restrict the priority rating to a "high most compelling" (as described in section 9 of this report) when individual applications for Scottish Welfare Fund are being assessed during quarter 4 of 2019/20, and notify the Scottish Government Social Security Directorate and the Scottish Public Services Ombudsman of this action.**
- (iv) consider the ongoing implications on vulnerable applicants and socio-economic disadvantages; the impact on staff having to make more difficult decisions; the increased demands due to Universal**

**Credit; and continued risk to the budget should it not be augmented in the financial year 2020/21.**

**3. BACKGROUND**

- 3.1 The Scottish Welfare Fund (SWF) was established in 2013 after responsibility for the Department for Work and Pensions administered Discretionary Social Fund was transferred to the devolved governments. SWF provides two kinds of non-repayable grants, crisis grants and community care grants, which act as a safety net to people on low incomes.
- **Crisis grants** provide short-term support in order to avoid serious risk to the health or safety of the applicant or their family. Although the nature of the crisis is often defined as an emergency or a disaster, it is more often the case that it is an individual or family that is experiencing hardship while they await the outcome of welfare benefit claims or following a sanction of benefits, or have no money left for living expenses. Crisis Grants tend to be paid by voucher providing cash for food, living essentials or fuel credit.
  - **Community care grants** provide help to establish or maintain a settled home. The risk in this scenario is that the applicant's tenancy cannot be sustained without this support. In addition Community Care Grants support vulnerable individuals to get established in a new tenancy. The majority of Community Care Grants are "paid" by the provision of white goods and household items such as beds.
- 3.2 The SWF is funded by the Scottish Government but administered by local authorities. While there are national regulations and statutory guidance, local authorities are given significant discretion over how they administer the fund so it can be tailored to local needs.
- 3.3 The Scottish Government designed a holistic approach to delivering the service. Not only do SWF staff have to consider applications and make awards but they also provide wider support; aiming to identify the root cause of an applicant's difficulties and provide guidance to them and make referrals to other support services as appropriate, such as money advice, social work, housing options.
- 3.4 The Scottish Government also intended the SWF scheme to be a fund of last resort, where all other statutory means of financial support is exhausted prior to SWF being considered. However it has now become a major source of cash available to people in Scotland who find themselves without enough food or money for essentials. In March 2019, COSLA'S Community Wellbeing and Executive Group reported that "*SWF is increasingly seen as a first port of call for those facing one form of crisis or another*" and "*prolonged welfare freezes, other welfare reforms and in particular full Universal Credit has put immense pressure on local operations*".

#### 4. DEMAND ON APPLICATIONS & AWARDS

4.1 The Scottish Government recently published statistics that demonstrate the demand on services.

<b>Crisis Grants</b>	<b>Scottish Average</b>	<b>Moray</b>
Increase in number of applications in Q1 2019 compared to Q1 2018	12%	7%
Increase in number of awards in Q1 2019 compared to Q1 2018	11% (acceptance rate 64%)	12% (acceptance rate 54%)
Increase in expenditure in Q1 2019 compared to Q1 2018	28% (average award £90)	49% (average award £100)
Increase in number of applications in Q1 to Q3 of 2019 compared to Q1 to Q3 of 2018	Not yet published	4%
Increase in number of awards in Q1 to Q3 of 2019 compared to Q1 to Q3 of 2018	Not yet published	12% (acceptance rate 55%)
Increase in expenditure in Q1 to Q3 of 2019 compared to Q1 to Q3 of 2018	Not yet published	41% (average award £104)

4.2 Traditionally we experience an increase in Crisis Grant applications during the final quarter of a financial year. Last years increase in quarter 4 was 32% higher than the average number of applications for quarters 1 to 3 of that year.

4.3 The number of Crisis Grant awards in quarter 4 last year increased by 40% in comparison to the average number of awards during quarters 1 to 3 of that year.

<b>Community Care Grants</b>	<b>Scottish Average</b>	<b>Moray</b>
Increase in number of applications in Q1 2019 compared to Q1 2018	8%	20%
Increase in number of awards in Q1 2019 compared to Q1 2018	13% (acceptance rate 57%)	13% (acceptance rate 51%)
Increase in expenditure in Q1 2019 compared to Q1 2018	9%	13%
Increase in number of applications in Q1 to Q3 of 2019 compared to Q1 to Q3 of 2018	Not yet published	3%
Increase in number of awards in Q1 to Q3 of 2019 compared to Q1 to Q3 of 2018	Not yet published	20% (acceptance rate 54%)
Increase in expenditure in Q1 to Q3 of 2019 compared to Q1 to Q3 of 2018	Not yet published	8%

- 4.4 For Community Care Grant applications, last years increase in quarter 4 was 16% higher than the average number of applications for quarters 1 to 3 of that year.
- 4.5 The number of Community Care Grant awards in quarter 4 last year increased by 20% in comparison to the average number of awards during quarters 1 to 3 of that year.
- 4.6 It should be noted that whilst Moray's acceptance rates for both Crisis Grant and Community Care Grants are below the reported Scottish averages, very few decisions are subject to review and there have been no appeals made to the Scottish Public Services Ombudsman. This is a strong indication of the quality of our decision making standards.

## **5 IMPACT FROM UNIVERSAL CREDIT**

- 5.1 The implementation of Universal Credit in Moray in June 2018 has had a significant impact on applications and consequently grant budget.

<b>Crisis Grant applications due to UC</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Community Care Grants applications due to UC</b>	<b>2018/19</b>	<b>2019/20</b>
QTR 1	57	297	QTR 1	13	85
QTR 2	138	303	QTR 2	24	85
QTR 3	244	Not yet published	QTR 3	60	Not yet published
QTR 4	330		QTR 4	73	

- 5.2 The above figures are based on claimants that naturally migrate on to Universal Credit, i.e. when then have had a relevant change in their circumstance that makes them eligible to apply and receive Universal Credit. The Department for Work and Pensions is currently piloting their managed migration programme (moving claimants on legacy benefits onto Universal Credit, without a relevant change in their circumstances) in Harrogate and it is expected that this will be widened throughout 2020.
- 5.3 The period awarded for Crisis Grants has also increased due to the number of days awards are now made for. Historically when most welfare benefits were paid fortnightly an award was for a maximum of 14 days. However, as Universal Credit is paid monthly, awards are now required to cover longer periods; anything up to 38 days.
- 5.4 The budget is likely to be further stretched as the roll out of Universal Credit increases pace and potentially as a result of Brexit, which Scottish Government consider may have a significant impact on the demand for SWF.

## 6. DEMANDS ON GRANT BUDGET

6.1 As it is a cash limited budget, grant spending is closely and regularly monitored to prevent running out of funds before the end of the financial year. Historically, we have managed the budget prudently, accumulating an underspend to cope with the predicted pressures from Universal Credit, which other local authorities were already experiencing. However, as it transpired, the start of Universal Credit was repeatedly imminent and subsequently delayed over a number of years; the main reason for our reoccurring underspends.

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Annual Grant Budget	387,117	387,117	387,117	367,821	379,546	391,741	391,741
Grant Spend	378,501	334,750	388,158	385,482	368,684	376,867	309,172 at 31/12/19 (9/12 <sup>th</sup> )
% of annual budget	97.8	86.5	100.3	104.8	97.1	96.2	79% (67% including c/f)
Under-spend in year	8,616	52,367	-1,041	-17,661	10,862	14,874	
Cum under-Spend	8,616	60,983	59,942	42,281	53,143	68,017	

6.2 From the above table there currently appears to be a healthy underspend of £150,586 at 31<sup>st</sup> December, however it is important to take into consideration the “post-Christmas” quarter 4 increase which is a historical trend. In respect of last years Crisis Grants, quarter 4 spending increased by 55% in comparison with the average spend levels for quarters 1 to 3 of that year. For Community Care Grants this increase was 18% in comparison within quarters 1 to 3 of the same year. Using these percentages it is predicted that quarter 4 spending this year for both Crisis Grants and Community Care Grants would amount to £133,938.

6.3 This estimate would leave £16,648 to be carried forward to 2020/21 financial year, which is considerably lower, in terms of a “safety net”, than previous years. It is unlikely that this carry forward along with the Scottish Government’s grant funding for 2020/21 (should it remain static) would be enough to sustain continuing demand on the service, particularly as Universal Credit continues to roll out.

6.4 Going into quarter 4 there are currently around 30 Community Care Grant applications awaiting assessment and already applications for Crisis Grants

are steadily building. As outlined in section 7 of this report, due to the urgent nature of Crisis Grants, administration of these often have to take priority over Community Care Grants. Consequently it is difficult to predict how quarter 4 grant spending will be affected with any real accuracy.

## **7 IMPACT ON PROCESSING TIMESCALES**

7.1 The Regulations require local authorities to make decisions on applications within given timescales. There are:

- For Crisis Grants, immediately after receiving all information allowing a decision to be made, and in any event no later than the end of the next working day;
- For Community Care Grants, within 15 working days after the local authority has received all the information allowing a decision to be made.

	Moray 2018/19	Scottish Avg. 2018/19	Moray Q1 2019/20	Scottish Avg. Q1 2019/20
Crisis Grants – processed within timescales	93%	96%	90%	95%
Community Care Grants – processed within timescales	90%	92%	76%	78%

7.2 Increased application levels are shown to be impacting on performance. Complexities in factoring in Universal Credit into the assessment of SWF can also make the process more time consuming. Whilst there is less difference with regards to Crisis Grants, this is due to the nature of these applications as they have to be given priority. Unfortunately this can be at the expense of processing Community Care Grants on target. Delays can impact on the applicant’s ability to maintain their tenancy and can impact on availability of temporary accommodation which then affects other services within the council, such as housing and social work.

7.3 In an attempt to increase throughput, standards of evidence required to support applications has been somewhat relaxed but there is a difficult balance between this and safeguarding the budget available. In addition applicants have had to be “signposted” to other sources of assistance (e.g. Moray Food Plus) as this is less time consuming for the service than making a referral for each individual client, which is in contrast to the Scottish Governments policy intention of SWF being a more supportive and holistic service.

## **8 IMPACT ON RESOURCES**

8.1 Scottish Government provides local authorities with an administration grant for SWF but this does not meet the full cost of the service. In Moray this only covers 37% of the actual service budget. This issue is not unique to Moray



and the matter has regularly been raised by many local authorities to the Scottish Government. In addition, in a joint report - [A Menu for Change: Cash, Rights, Food](#) - by Oxfam Scotland, CPAG Scotland, Nourish Scotland and Poverty Alliance, it is recommended that the Scottish Government consult local authorities to determine the budget they need to administer SWF to a high standard. It is understood that COSLA is leading the discussion on this matter with the Scottish Government.

- 8.2 The team dealing with SWF also assess applications for Discretionary Housing Payments (DHP) as they are both of a discretionary nature with cash limited grant budgets. Scottish Government also provides an administration grant for the DHP service but it also does not cover the cost of providing the service.
- 8.3 It is a small team made up of 1 FTE Senior Discretionary Awards Officer and 3 FTE Discretionary Awards Officers. The Senior Discretionary Awards Officer reports to the Council's Benefits Manager. The Senior Discretionary Awards officer is responsible for managing the SWF and DHP grant budgets, responding to review requests and appeals of decisions and the daily line management of the officers.
- 8.4 Due to the increased levels of applications for both SWF and DHP, the team is operating at capacity and any staffing issues can impact on processing times and the prioritisation of cases. Capacity can often be limited to processing Crisis Grants, which delays processing Community Care Grants and DHP applications.
- 8.5 There is no indication of application demand decreasing; on the contrary it is forecasted to increase. This will impose further pressures on the team who are working in a relentless, challenging and often stressful role. The pressures on SWF staff are a concern that has been recognised and reported by COSLA to the Community Wellbeing Executive Group in March 2019.

## **9 FINANCIAL MANAGEMENT OF WELFARE FUNDS**

- 9.1 At anytime throughout the financial year local authorities have the discretion to consider whether items requested by applicants are low, medium or high priority in terms of the level of need and risk. There is more scope with Community Care Grants when awarding household items to limit spending to high priority items; goods that are essential, which will have a significant impact and an everyday need, such as white goods and beds. To preserve the budget at this time, items that would have a moderate adverse impact and less noticeable effect are no longer being awarded, for example, sofas and flooring for all rooms. However there is very limited opportunity to adjust spending or priority on Crisis Grant applications which are for essential daily living costs such as food, gas and electricity.
- 9.2 The Scottish Government has provided the following guidance to support local authorities manage acute budget pressures towards the end of the financial year.

9.3 The Scottish Welfare Fund Statutory Guidance states:

*“If a local authority was to encounter very high levels of demand, such that there is a real risk that the Funds will be exhausted before the end of the financial year, it may make use of a “high most compelling” priority rating. Under this rating, in order to be successful:*

- *the applicant’s need would be judged to be immediate and extremely severe;*
- *the applicant is judged to be highly vulnerable and at immediate risk;*
- *an award for the item or money requested would have a substantial, immediate and sustained effect in resolving or improving the health and wellbeing of the applicant or their family;*
- *there will be significant and immediate adverse consequences if the item or money is not provided.*

*Local authorities are expected to manage their budget through-out the year in line with the principles outlined in this guidance. They should avoid being in a situation where they enter into the ‘high most compelling’ priority rating mid – year. It should only be adopted late in the financial year, or potentially after an event which has increased demand on local authority budgets, for example, flood causing demand to rise significantly in a particular area, in order to be able to maintain payments until the end of the period.*

*Local authorities who adopt the high most compelling rating should notify the Scottish Government Social Security Directorate and the Scottish Public Services Ombudsman (SPSO). Where a local authority decides it is necessary to adopt this rating prior to Quarter 4, they should set out the reason why it is necessary to do so and the evidence that they have used to reach that conclusion. Regardless of the timing, they should make stakeholders in the local area aware of the adoption of the high most compelling priority level, and how long this is likely to be in place, to ensure customers are adequately supported.*

*The Act provides for local authorities to augment their Welfare Fund budget should they choose to do so. In so doing, local authorities would require to establish a further budget heading(s) as there will be a need to monitor and report on the monies provided by the Scottish Government separately.”*

- 9.4 Due to the budget pressures reported within this document, particularly the predicted trends estimated in section 6 of this report, it is recommended that consideration be given to restrict awards to the “high most compelling” priority rating as described in the guidance and that the Scottish Government and SPSO are notified accordingly.

## **10 SUMMARY OF IMPLICATIONS**

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

Poverty and social inclusion is the overarching priority of the LOIP.

**(b) Policy and Legal**

The Welfare Funds (Scotland) Act 2015 places statutory responsibility on each local authority to maintain a Welfare Fund.

**(c) Financial implications**

As outlined in section 6 of this report, it is estimated that the budget for 2019/20, including the previous years underspend, will be greatly reduced in comparison with previous financial years. This estimation is based on the increases experienced in quarter 4 of 2018/19, applied against the demand and spending so far in 2019/20. There will be a knock-on effect in respect of pressure on the 2020/21 budget and demand will be difficult to manage going forward.

**(d) Risk Implications**

Due to the accumulated underspend over several years there has been a safety net from which to manage unanticipated pressure from higher demand and increased awards. However it is expected that it will be considerably reduced in this financial year. If there is no increase in the 2020/21 grant budget by the Scottish Government, managing the Scottish Welfare Fund and meeting the demands of those suffering hardship will be an enormous challenge and staff will be required to make some very challenging decisions.

**(e) Staffing Implications**

There are no staffing implications as a result of this report other than the pressures noted in section 8 of this report.

**(f) Property**

There are no property implications as a result of this report.

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

The Fairer Scotland Duty places a legal responsibility on public bodies to pay due regard to how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. As the Scottish Welfare Fund is indented to provide a safety net to people on low incomes, there is risk that future applicants to the fund will be disadvantaged by any restrictions put on the budget, causing poverty and social exclusion.

**(h) Consultations**

The Depute Chief Executive (Education, Communities & Organisational Development), Head of Governance, Strategy & Performance, and the Equal Opportunities Officer have been consulted on this report and their comments incorporated within.

## **11. CONCLUSION**

- 11.1 The grant funding has remained fairly static since 2013 despite rising demand from applicants who find themselves in need of short-term support. The ongoing roll out of Universal Credit has also put pressures on the funding. Across Scotland, overspending of the budget is increasing with those local authorities annually topping up their funding allocation; however for many the capacity to continue to do this is diminishing given local resourcing constraints.**
- 11.2 COSLA is engaging with the Scottish Government on the various pressures on local authority budgets as outlined in this report.**
- 11.3 The Scottish Government’s guidance on managing end of year SWF budget pressures recommends that local authorities consider restricting individual application award levels to “high most compelling” within quarter 4 in order to keep SWF spending within the limit of the overall budget.**

Author of Report: Norma Matheson, Benefits Manager  
Background Papers:  
Ref:



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**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 14 JANUARY 2020**

**SUBJECT: CHARGING FOR SERVICES**

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

**1. REASON FOR REPORT**

- 1.1 To ask the Committee to approve revised charges for council services for 2020/21.
- 1.2 This report is submitted to Committee in terms of Section III (B) (1) and (48) of the Council's Scheme of Administration relating to financial policy and the setting of charges.

**2. RECOMMENDATION**

- 2.1 **It is recommended that the Committee approves the charges for Council services for 2020/21 set out in APPENDIX 1.**

**3. BACKGROUND**

- 3.1 The current Charging for Services Policy was approved by this committee on 24 October 2017 (paragraph 6 of the minute refers). Under the policy, an annual revision of charges is required. In order to preserve the council's financial position, charges within the control of this council are generally inflated annually. This committee on 29 October 2019 approved a default uplift for inflation of 5% for 2020/21 (paragraph 7 of the Minute refers).
- 3.2 An inflation increase cannot be applied to all charges. Some charges levied by the Council for services provided:
  - are set by statute, some are limited by statute and some have the method of calculation prescribed by statute – these are indicated in **APPENDIX 1** and are included for the sake of completeness.

- are impractical to increase by inflation on a year-on-year basis, typically small charges and those collected by coin-in-the-slot machines where the cost of re-calibrating the machines outweighs any increased income which would be generated.
- 3.3 Where charges within the council's control are not proposed to be increased by 5% the reasons are discussed on a section-by-section basis below.
- 3.4 **A: Corporate Services / cross departmental services**
- 3.4.1 Photocopying charges (A18) are proposed to be left with no inflation increase, due to the minimal impact of these charges.
- 3.4.2 Any vacant places on generic training courses are offered to local businesses and third sector organisations for a small fee. It is proposed to increase the charge from £30 to £40 as being more in line with the market. The Chamber of Commerce and tsiMoray have been informally consulted and have indicated that they think this is a reasonable charge.
- 3.5 **B: Social Care Services**
- 3.5.1 The committee on 29 October 2019 agreed to request Moray Integration Joint Board (MIJB) to recommend charges for the services which the council carries out for MIJB (paragraph 7 of the Minute refers). MIJB at its meeting on 29 November 2018 agreed to recommend the charges set out in section B of **APPENDIX 1**, with the exception of Moray Training, which does not fall within the remit of MIJB.
- 3.5.2 Moray Training offers SVQ training to care providers. The registration component of SVQ fees is set by SQA and this component has now been separated out in the proposed charges for 2020/21. Fees charged to external bodies for First Aid training are proposed to be increased by 5%, but it is proposed to reduce fees charged to council employees to make the use of this service more attractive for the council.
- 3.6 **C: Leisure Facilities**
- 3.6.1 It is proposed that the increase in Fit Life membership is limited to £1 per month, equivalent to a 4.5% increase. It is considered that an increase of more than £1 per month would be off-putting to members of the scheme.
- 3.6.2 It is proposed that the cost of a 35 day membership card – targeted at students returning to Moray for vacations, temporary workers, tourists – is left at £35 to reduce the temptation for people in Moray for a limited time to take out an annual subscription then cancel when they leave the area. This option is already more expensive than one twelfth of the annual subscription.
- 3.6.3 There are minor variances from a 5% increase to the charges proposed, due to rounding.

### **3.7 D: Library and Information Services**

- 3.7.1 It is proposed that the hire of DVDs is pegged at £2.50, which is considered to be the market rate. It is proposed that computer print outs are pegged at 10p per sheet, in line with the cost of photocopying. It is proposed that colour print outs are pegged at 35p per sheet. It is proposed that the model of charging for scanning and emailing and faxes is changed, to reflect staff time and encourage self-service, with a £2 charge for the first sheet and thereafter 10p per sheet for scan and email and 50p per sheet for fax (rarely used). These charges have little impact on income received.
- 3.7.2 It is proposed that the charge for community use of the small meeting room in Elgin library is reduced to £6.75, as it is intended that community use should always be the lowest charge for the facility.
- 3.7.3 There are minor variances from a 5% increase to the charges proposed, due to rounding – all prices have been rounded to the nearest 5p for convenience.

### **3.8 E: Education**

- 3.8.1 It is proposed that charges for instrumental instruction are held at the current level. Moray's charges are currently the second highest in Scotland. Previous increases have seen a drop in the uptake of the service, with reducing numbers outweighing the impact of increased charges. Anecdotal evidence suggests that parents and carers with income just above the entitlement to Free School Meals threshold are finding it increasingly difficult to afford music instruction fees. It is considered that at a time when the service is attempting to grow by establishing alternative income streams including commercial links and sponsorship that an increase in fees would be counter-productive.
- 3.8.2 As previously reported to this committee on 24 October 2017, the increase in the cost of school meals in 2017/18 resulted in a downturn in uptake. As reported to Council on 29 November 2019 (paragraph 14 of the Minute refers) a further down-turn in uptake is being experienced in 2019/20. The loss of income from reduction in uptake increases the subsidy per school meal borne by the council. It is not proposed to increase the charge for school meals in 2019/20.

### **3.9 F: Development Services**

- 3.9.1 New legislation on water sampling for private water supplies were reported to this committee on 7 August 2018 (paragraph of the Minute refers). That report recommended that the new charges under the legislation were increased by 5% above inflation until full cost recovery is achieved. Accordingly an 8% increase above the charges approved in August are recommended. The charge for a risk assessment for private water supplies every five years has been incorporated into the charge for Regulation 2 samples, with one fifth of the previous five-yearly charge (plus 5%) included in the proposed charge for samples.

### **3.10 G: Waste Management, Land and Parks**

3.10.1 Trade waste charges are being reviewed by the service with accountancy support as part of a drive to make this service more commercial. It is proposed that current charges are pegged until the review is concluded. This service competes with the private sector and has been experiencing an erosion of its customer base which further increases in cost will exacerbate. Trade waste charges will be subject to a separate report to review appropriate charging levels and use of recycling permits before the end of the financial year so that new charges can take effect from 1 April 2020.

3.10.2 It is proposed that the charge for household garden waste permits is increased from £36 to £40. Due to lack of availability of staff cover during the festive period it is proposed to have no brown bin service over next year's two week festive period (21st December 2020 until 4th January 2021). This will mean a reduction from 26 brown bin collections to 25 collections next year. This year collections were spread over 3 weekends either side of the public holidays to ensure that we had enough crews to collect all material streams. This would also be required next year if brown bin collections were to go ahead over the festive period. If only green and recycling bins were being collected, then service would be over 2 weekends as is our standard, meaning a reduction in overtime and fuel costs. A reduction in the number of bins to be presented will reduce the disruption and confusion for householders. While it is recognised that there is a charge for this service, not collecting the brown bin results in the least impact on householders. The volume of garden waste is at its lowest point during this period of the year and there would be sufficient capacity in the brown bin even accounting for food waste which is collected from about 50% of households in Moray. This arrangement is estimated to save around £15,000 in overtime costs

3.10.3 New charges for burials of the remains of people not resident in Moray at the time of their decease are proposed, in line with similar charges levied by Aberdeenshire Council.

### **3.11 H: Fleet, Roads and Transportation**

3.11.1 It is proposed to remove the special rate for MOT test for Council employees, as adding 5% to that charge would make it almost the same as the standard charge.

3.11.2 It is not proposed to amend car parking charges for 2020/21, a 5 percent increase would result in a charge that would not be a round figure e.g. £1.05. The car parking machines do not give out change and this would be very unpopular with car park users. Typically car parking charges are multiples of £0.50. The last increase in charges was May 2018.

### **3.12 I: Harbours**

3.12.1 The charges at I6a are ad hoc charges which are comparable with neighbouring harbours, any further increase could result in losing trade.



### 3.13 **K: Housing and Property**

3.13.1 It is proposed that the charge for sheltered housing wardens is increased by 3%, in line with the intended proposal for council house rents in 2020/21.

## 4. **SUMMARY OF IMPLICATIONS**

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

The levying of charges for Council services is an essential component of delivering Council priorities on a sustainable basis.

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

The current policy for charging for Council services was approved by this committee on 24 October 2017. There are no legal implications arising from this report. Some charges are set or limited by legislation.

### (c) **Financial implications**

Levying charges for services forms an important part of the Council's strategy for balancing its annual budget, by generating an amount of income from service users. The current budget for incomes from individual charges is included as a guide to the impact which these charges have on the council's financial position.

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

There are no risk implications arising directly from this report. There is always a risk that service usage drops if charges are increased. Budget managers have been asked to take this into account when recommending charges.

### (e) **Staffing Implications**

There are no staffing implications arising directly from this report. Increasing charges collected by direct debit entails additional workload for the Payments Section.

### (f) **Property**

There are no property implications arising from this report.

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

The council's need to make savings has been considered in the context of the duty to consider the desirability of reducing impacts that are a result of socio-economic inequalities. For a number of charges it has been found that an increase would have little impact on Moray Council's financial position but would lead to impacts on families who have children and whose income takes them above the threshold for free services. An increase in charges for some of the services would have a cumulative economic impact on these families. It is therefore proposed not to increase charges for instrumental instruction (para 3.8.1) and school meals (para 3.8.3). It is proposed to reduce the charge for the hire by community groups of the small meeting room at Elgin Library in order to promote community use. By reducing the number of brown bin collections, an increase in the charge for brown bin garden waste collection is being kept to a minimum. The proposal to keep the increase in charge for sheltered housing wardens below 5% will offer some financial assistance to elderly and disabled residents in Moray.

**(h) Consultations**

All Heads of Service and the Equal Opportunities Officer have been consulted in the preparation of this report and comments incorporated.

**5. CONCLUSION**

**5.1 Generally, charges within the control of the council and not the subject of specific budget proposals are recommended to be increased by an inflationary factor of 5%.**

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

## SECTION A: CORPORATE SERVICES / CROSS DEPARTMENTAL

CODE:     **S**     Set by Statute/Scottish Government  
           **M**     At legal maximum  
           **SD**    Statutory duty of full cost recovery

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
A1.	Property Enquiry Certificates		£958	£169	£ 177	April 2019
A3.	Loan and title lending/copying (Estates and Legal Services)		£32,888	From £39 increasing depending on time taken	From £ 41 increasing depending on time taken	April 2019
A3a	14 day letter for industrial debts arrears			£30 per letter	£31.50 per letter	
A4.	Recharge of Council's legal costs in relation to discretionary property and leasing work			£55.60 - £126 per hour	£58-£132 per hour	April 2019
A4a	Recharge of Council's legal costs in relation to pre judicial litigation work by litigation team			£55.60- £126 per hour	£58-£132 Per hour	New
A4b	Judicial expenses: Court proceedings including recovery of rent arrears, industrial debts, miscellaneous and licensing matters	S			Varies annually on a national basis and by work type/stage	Varies annually on a national basis and by work type/stage
A5.	Orders under Town and Country Planning (Scotland) Act and other Roads/planning matters			£55.60 - £126 per hour	£58 - £132 per hour	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
A6.	Licensing	M				
	(i) Liquor Licensing:		£120,924	Per approved table of charges set by the Licensing Board	Per approved table of charges set by the Licensing Board	June 2018
	(ii) Licences under the Civic Government (Scotland) Act and other miscellaneous pieces of legislation		£148,168			
	Animal Boarding Establishments			£122	£128	April 2019
	Animal Breeding			£108	£113	April 2019
	Cinema Licence			£155	£163	April 2019
	Copy Licence			£21	£22	April 2019
	Dangerous Animals			£266	£279	April 2019
	HMO (5 occupants or under)			£1,681	£1,765	April 2019
	HMO (10 occupants or under)			£2,402	£2,522	April 2019
	HMO (over 10 occupants)			£3,123	£3,279	April 2019
	HMO Change of Circumstance			£243	£255	April 2019
	Itinerant Metal Dealer's Licence			£638	£670	April 2019
	Itinerant Metal Dealer's Exemption Warrant			£638	£670	April 2019
	Knife Dealers Licence			£675	£709	April 2019
	Late Hours Catering Licence			£889	£933	April 2019
	Late Hours Catering Renewal			£889	£933	April 2019
	Licence Plates			£21	£22	April 2019
	Market Operator Licence			£417	£438	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	Market Operator Temporary Licence			£417	£438	April 2019
	Metal Dealer Licence			£638	£670	April 2019
	Metal Dealer's Exemption Warrant			£638	£670	April 2019
	Performing Animals			£103	£108	April 2019
	Pet Shops			£210	£220	April 2019
	Public Charitable Collections			No Fee	No fee	April 2019
	Public Entertainment (under 200 attendees)*			£294	£309	April 2019
	Public Entertainment (between 200 and 299 attendees)*			£368	£386	April 2019
	Public Entertainment (between 300 and 399 attendees)*			£479	£503	April 2019
	Public Entertainment (between 400 and 499 attendees)*			£627	£658	April 2019
	Public Entertainment (over 500 attendees - commercial)*			£1,296	£1,361	April 2019
	* Discounts apply for charitable events					
	Public Processions			No Fee	No Fee	April 2019
	Riding Establishments:			£386	£405	April 2019
	Second Hand Dealers Licence			£136	£143	April 2019
	Sex Shop Licence			£1,192	£1,252	April 2019
	Street Traders			£368	£386	April 2019
	Tattooing and Piercing			£358	£386	April 2019
	Taxi Booking Office			£481	£505	April 2019
	Taxi/Private Hire Driver Grant			£227	£238	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	Taxi/Private Hire - Driver Renewal			£184	£193	April 2019
	Taxi/Private Hire Vehicle			£394	£414	April 2019
	Variation of any Licence			£26	£27	April 2019
	Vehicle Substitution			£330	£346	April 2019
	Venison Dealer Licence			£50	£52	April 2019
	Window Cleaner Licence			£145	£152	April 2019
	Zoo Licence			£309	£324	April 2019
A8.	Searches in Indexes of Statutory Registers	S	£110,672	n/a	n/a	April 2019
A9	Certificates: Full extract of birth, death or marriage and abbreviated certificate	S		n/a	n/a	January 2011
A10.	Note of Marriage or civil partnership	S		As set	As set	April 2010
A11.	Marriage or civil partnership ceremony conducted by Registrar	S		As set	As set	April 2010
A12.	Use of marriage room in Registry Office Over 10 guests  5 – 10 guests To attract more bookings for smaller ceremonies which are currently lost.  Non-returnable deposit paid when making a booking for a ceremony. This fee would be deducted from the final charge.		£5,250	£165  £70  £65	£174  £74  £69	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
A13.	Surcharge for Marriages in all venues outwith the Registry Office (Mon-Sat)		Included in Registrar's total above (A8 – A11)	£250	£263	April 2019
A13a	Saturday surcharge for Marriages in Marriage Room			£120	£126	April 2019
A16.	Change of Civil Partnerships to Marriage	S		As set	As set	16 / 12 / 15
A17.	Freedom of Information requests		£nil	10% of the cost to the Council for costs over £100	10% of the cost to the Council for costs over £105	October 2007
A18.	Photocopying A4 Black & white A3 Black & white A4 colour A3 colour Plus staff costs		£nil	10p 20p 35p 50p Up to £18 per person per hour	10p 20p 35p 50p Up to £18.90 per person per hour	April 2018 April 2018 April 2018 April 2018 April 2019
A19.	Re-use of public sector information	S	£nil	As set	As set	October 2007
A20.	Data Subject Access Request	M	£nil	As set	As set	October 2007
A21.	Pupil Education Records	M	£nil	Sliding scale from £2 to a maximum of £50	Sliding scale from £2 to a maximum of £50	April 2010

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
A22.	Committee services documents		£nil	Available free on internet, otherwise £7 admin fee plus 10p per side of photocopy	Available free on internet, otherwise £7.50 admin fee plus 10p per side of photocopy	April 2019
A23.	HR Training – Social Work Training Team – to deliver training to external organisations		£nil	£30 per person	£40 per person	April 2019



## SECTION B: SOCIAL CARE – MIJB and Moray Training

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
B1.	Moray Lifeline / Telecare		£88,000	£19.28 per quarter inc VAT	£33.22 per quarter inc VAT	April 2019
B4.	Blue Badge	M		£20 per badge – badge valid for 3 years	£20 per badge – badge valid for 3 years	April 2012
B6.	Meals at Day Care Centres (Older People) and Shared Lives:					
B6a.	Meal			£4.95 per meal	£5.03 per meal	April 2019
B6b.	Tea & Biscuits			£0.72 per cup	£0.76 per cup	April 2019
B6c.	Light meal (Shared Lives Service only)			£2.68	£2.81	April 2019
B6d.	Packed lunches (Murray Street)			£4.95	£5.03	April 2019
B10.	Stair lift maintenance		£11,500	£15.77 per quarter inc VAT No VAT if registered disabled	£16.56 per quarter inc VAT No VAT if registered disabled	April 2019
B10 a	Wash / dry toilet maintenance			£25.75 per quarter	£27.04 per quarter	April 2019
B11.	Occupational Therapy Aids and Equipment			None (per CoSLA recommendation)		October 2005
B12.	Hire of Day Centre rooms			£5.18 per hour	£5.44 per hour	April 2019
B13.	Housing Support – weekly charge (Full cost recovery – means tested)					
	Hanover Housing Association Very Sheltered Housing: Warden Service, Call Service, lunch and supper					
I	Linn Coort, Linn Avenue, Buckie			£40.10 - £105.72	£110.53	April 2019
J	Cameron Court, Plasmon Hill, Forres			£20.55 - £73.80	£77.49	April 2019
k	Chandlers Court, Elgin			£61.54	£64.62	April 2019
	Castlehill Housing Association Sheltered Housing: Warden Service and Call Service					
l	Bayview Court, Cullen			£32.25 - £37.33	£39.20	April 2019
m	Conval Court, Aberlour			£14.09	£14.79	April 2019
n	Tomnabat Court, Tomintoul			£22.55	£23.68	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
B14.	Speyside Lunch Club			£6.10 inc VAT	£6.20 inc VAT	April 2019
B15.	Moray Training – Delivery of Training Accredited Qualifications & courses to care services, external companies & Moray Council					
B15a.	SVQ – Social Services and Health Care Level 2 Registration and induction Registration fixed price set by SQA Induction Assessment Fees - 6 units		£20,000	£176  £101 / unit	£50 £135 £106.05 / unit	April 2019
	SVQ – Social Services and Health Care Level 3 Registration and induction Registration fixed price set by SQA Induction Assessment Fees - 8 units			£176  £101 / unit	£54.75 £135 £154.35 / unit	April 2019
.	SVQ – Social Services and Health Care Level 4 Registration and induction Registration fixed price set by SQA Induction Assessment Fees - 8 units			£176  £205 / unit	£64.50 £135 £215.25 / unit	April 2019
.	SVQ – Business and Administration Level 2 Registration and induction Registration fixed price set by SQA Induction Assessment Fees - 8 units			£147  £94 / unit	£50 £135 £98.70 / unit	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
.	SVQ – Business and Administration Level 3 Registration and induction Registration fixed price set by SQA Induction Assessment Fees - 8 units			£147  £116 / unit	£54.75 £135 £121.80 / unit	April 2019
B15b.	People Handling Basic Manual Handling Health and Safety Awareness		Included in above	£468 per session £351 per session £293 per session	£491.40 per session £368.55 per session £307.65 per session	April 2019
B15c.	Accredited Emergency First Aid at Work (1 day course)  Registration fixed price set by SQA  Internal Course costs External Course costs		Included in above	Registration £8.75 per candidate + £46.35 per candidate for the course	£7.50 per candidate  £40 per candidate £48.50 per candidate	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	Accredited Emergency First Aid at Work (1 day course)					April 2019
	Registration fixed price set by SQA			Registration £17.50 per candidate + £116 per candidate for the course	£15 per candidate	
	Internal Course costs External Course costs				£100 per candidate £121.80 per candidate	
	Accredited Emergency Paediatric First Aid (1 day course)					April 2019
	Registration fixed price set by SQA			Registration £8.75 per candidate + £46.35 per candidate for the course	£7.50 per candidate	
	Internal Course costs External Course costs				£40 per candidate £48.50 per candidate	

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	Accredited Paediatric First Aid (2 day course)  Registration fixed price set by SQA  Internal Course costs External Course costs			Registration £16.75 per candidate + £111.25 per candidate for the course	£15 per candidate  £95 per candidate £116.80 per candidate	April 2019
B15d.	Training squad – work carried out		£34,522	£19.10 per hour + £0.91 per mile travel expenses	£20.05 per hour + £0.95 per mile travel expenses	April 2019
B16	Case review carried out on behalf of another local authority			£94.69	£99.42	April 2019

## SECTION C: LEISURE FACILITIES

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
C1	<b>Fit Life</b>					
C1a	<b>Membership cards</b> Individual – 12 months Individual – monthly direct debit		£589,077	£264 £22	£276 £23	April 2019
C1b	Family (1 adult) – 12 months Family (1 adult) – monthly direct debit  Family (2 adults) – 12 months Family (2 adults) – monthly direct debit			£336 £28  £360 £30	£348 £29  £372 £31	
C1c	35 Day Membership			£35	£35	April 2019
C2	<b>Swimming Pools</b>					
C2a.	Swimming  Adult Swim / aqua aerobics / activity class  Junior swim aged 5 – 17 / over 60s  Baby/toddler swim (under 4 years old)  Registered Disabled +one carer		£94,866	£5.50  £2.75  Free  £2.75	£5.75  £2.90  Free  £2.90	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
C2b.	Swimming Lessons Adult Lesson Junior Lesson block (8 weeks) Holiday Crash Course (5 x daily lessons) Parent and Child Class (1 adult & 1 child) Individual junior lesson (30 minutes for 1 child) Additional needs child individual lesson (30 minutes for 1 child)		£115,916	£6.50 £42.00 £26.25  £5.25  £15.00  £10.00	£7.00 £44.00 £27.50  £5.50  £16.00  £10.00	April 2019
C2c.	<b>Pool Hire</b> General (Buckie, Forres, Keith) General (Lossiemouth) General (Speyside)  Pool Hire with inflatable (Buckie, Forres, Keith) Pool Hire with inflatable (Speyside)  Club Hire (Buckie, Forres, Keith) Club Hire (Lossiemouth) Club Hire (Speyside) Club hires are exempt from VAT if a series booking		£110,859	Per hour £110.00 £85.00 £65.00  £120.00  £80.00  £44.00 £37.00 £32.00	Per hour £115.00 £90.00 £70.00  £125.00  £85.00  £45.00 £38.00 £33.00	April 2019
C2d.	<b>Health Suite</b> Sauna & Steam			Use of health suite included in admission cost.	Use of health suite included in admission cost	

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
C3	<b>Indoor Facilities</b>		All charges are inclusive of VAT, if applicable			
C3a.	<b>Fitness Rooms</b> User induction course (Free with Fit Life? Membership)  Fitness Room (1 hour) Adult Junior, over 60's, Registered Disabled  Activity Class		£56,428	£22.00  £5.50 £3.75 £3.75  £5.50	£25.00  £5.75 £3.95 £3.95  £5.75	April 2019
C3b	<b>Speyside Sports &amp; Community Centre – indoor climbing wall</b>					April 2019
C3b1	<b>Climbing</b> Adult climb Junior climb (up to 17 years) Over 60s concession Registered disabled + one carer			£7.00 £5.00 £5.00 £5.00	£7.50 £5.50 £5.50 £5.50	
C3b2	<b>Climbing lessons</b> Adult lesson block (8 weeks) Junior lesson block (8 weeks)			Costs according to type and duration of class	Costs according to type and duration of class	
C3b3	<b>Climbing wall hire (per hour)</b> Within normal opening hours Outwith normal opening hours			£35.00 As above plus £20 per hour	£37.00 As above plus £22 per hour	



REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
C4	<b>Outdoor Sports</b>					
C4a.	<b>Multi Sports Area</b> Multi Sports Area for 5-a-side football (3 courts) per hour			Now open-plan – free access	Now open-plan - free access	April 2017
C4b.	<b>Pavilions and Pitches</b> Football and School sports field with changing rooms Adult Teams per Game Juvenile Teams (Under 17) per Game		£47,026	£64.00 £22.00	£68.00 £24.00	April 2019
C4c.	Pavilion and / or grassed areas for training (football and rugby) and School sports fields without changing rooms Adult groups – per session Juvenile Groups – per session Session times are for morning / afternoon / evening			£36.00 £10.00	£38.00 £12.00	

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	<b>Astro Sports Pitches</b>					April 2019
C4e.	<b>Aberlour, Buckie, Fochabers Full Size pitch</b> Adult Teams per hour Juvenile Teams per hour  <b>Third size pitch</b> Adult Teams per hour (1 x pitch) Juvenile Teams per hour (1 x pitch)			£60.00 £30.00  £20.00 £10.00	£65.00 £32.00  £21.00 £11.00	
C4f.	<b>Elgin and Keith Full Size pitch</b> Adult Teams per hour Juvenile Teams per hour <b>Half Size pitch</b> Adult Teams per hour Juvenile Teams per hour			£60.00 £30.00  £30.00 £15.00	£65.00 £32.00  £32.00 £16.00	
C5.	<b>School facilities</b>					
C5a.	<b>Meeting Room – per hour</b> Standard rate Junior (up to 17 years old) Special Needs Groups  Requests for bookings can be considered outwith normal hours at an additional cost of £20.00 per booking per hour		£49,272	£15.00 £10.00 £5.00  £20.00	£16.00 £11.00 £6.00  £22.00	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
C5b.	<b>Sports/Assembly Hall – per hour</b>  <b>Small hall</b> Standard rate Junior / over 60s  <b>Large hall</b> Standard rate Junior / over 60s  Requests for bookings can be considered outwith normal hours at an additional cost of £20.00 per booking per hour	.	Included above	£20.00 £10.00  £40.00 £20.00  £20.00	£21.00 £11.00  £42.00 £21.00  £22.00	April 2019
C9	<b>Community Centres</b>					
C9a	<b>Admission Charges per hour</b> Adult Junior aged 5-17 Over 60s Registered Disabled + one carer		£120,783	£5.00 £3.00 £3.00 £3.00	£5.25 £3.25 £3.25 £3.25	April 2019
C9b	Shower  Use of photocopier (A4 black and white)			£2.00  Please See Section <b>A18</b>	£2.50  Please See Section <b>A18</b>	

## SECTION D: LIBRARIES AND INFORMATION SERVICES

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
D1	<b>Libraries and Information Services</b>					
D1a	Adult Fines per week Maximum per item People over 60 years		£11,357	£0.55 £9.50 No charge	£0.60 £10.20 No charge	April 2017 April 2017
D1c	Inter-Library Loan			Cost of return postage	Cost of return postage	
D1d	Reader's Tickets – Replacement Computer Card			£2.25	£2.40	April 2019
D1e	CDs per item		Nil	£0.65 inc VAT	£0.70 inc VAT	April 2017
	DVDs per item		Nil	£2.50	£2.50	April 2002
	Arts Prints			Free	Free	April 2008
D1f	Sales of withdrawn items: Non Fiction Adult/Junior Fiction Paperbacks CDs and Videos		£7,545	£1.20 £0.70 £0.40 £1.20	£1.25 £0.75 £0.40 £1.25	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
D1g	Photocopies: Per A4 copy b/w Per A3 copy b/w Per A4 copy colour Per A3 copy colour  Microfilm/fiche per A4 sheet  Internet: Computer printouts Computer printouts (colour)  Digital Scanning/Emailing -  Fax (per sheet):  To send UK To send overseas To receive		£13,925	Please See Section <b>A18</b>  £0.80  £0.10 £0.35  £0.10 per sheet  £1.00 £1.50 £0.50	Please See Section <b>A18</b>  £0.85  £0.10 £0.35  £2 for first sheet and thereafter £0.10 per sheet  £2 for first sheet and thereafter £0.50 per sheet	1996 1996 April 2006 1997  2016  April 2014 April 2011  April 2019  1997 April 2004 April 2006
D1h	Heritage searches (per hour)		£1,610	£30.00	£31.50	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
D2	<b>Elgin Library accommodation per hour</b> Meeting Room / Activities Room: Community Use Private Use Commercial use: Based in Moray  Gallery: Community Use Private Use Commercial use: Based in Moray  Small meeting room: Community Use Private Use Commercial use: Based in Moray		£6,800			April 2019
				£9.30	£9.80	
				£11.10	£11.65	
				£20.60	£21.65	
				£18.75	£19.70	
				£23.30	£24.45	
				£58.35	£61.25	
				£8.55	£6.75	
				£7.00	£7.35	
				£17.50	£18.40	
	For large bookings (250+) the responsible officer, in consultation with the Director, has discretion to increase/decrease charges by up to 25%.					

## SECTION E: EDUCATION

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
E1.	<b>INSTRUMENTAL INSTRUCTION</b> Group Instruction Individual Instruction Moray Music Centre		£178,500	£290 per pupil £415 per pupil £7 per pupil per week	£ 290 per pupil £415 per pupil £7 per pupil per week	April 2019 April 2019 April 2019
E2.	<b>SPORTS COACHING</b> Sports coaching sessions  Active Start Session (45 mins)  Walking Sports – no refreshment  Walking Sports – with refreshments		£94,774	£3.80  £3.80  £2.50  £3.50	£4.00  £4.00  £2.65  £3.70	April 2017
E3.	<b>SCHOOL MEALS</b> Primary School Meals  (Secondary School meals are priced per item selected)		£680,711  £539,477	£2.30  Cafeteria system – charge per item	£2.30  Cafeteria system – charge per item	August 2017
E4	<b>ADULT SITTING SQA</b> Examination in school			Set by SQA	Set by SQA	

## SECTION F: ECONOMIC GROWTH AND DEVELOPMENT SERVICES

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
F1	<b>Environmental Health</b>					
F1a.	Pest Control Services		£33,310			
	Wasps and bees (visit fee)			£78.28 + VAT	£82.20+ VAT	April 2019
	Fleas (visit fee)			£144.20 + VAT	£151.40 + VAT	April 2019
	All other services (visit fee)			£86.52 + VAT	£90.85 + VAT	April 2019
	Bait treatment units, if required, as listed below (to cover cost)			Various, at full cost	Various, at full cost – will increase at next purchase date	
	K-Othrine WC250			£6.19 + VAT (2.5g)	£6.19 + VAT (2.5g)	
	Maxforce			£8.44 + VAT (each)	£8.44 + VAT (each)	
	Pro Control Insect Killer			£7.88 + VAT (per can)	£7.88 + VAT (per can)	
	Wasp Nest Destroyer			£10.69 + VAT (per can)	£11.18 + VAT (per can)	
	Neosorex Rat Gold Packs			£9.56 + VAT (1kg)	£10.77 + VAT (1kg)	
	Control Blox			£7.88 + VAT (1kg)	£9.06 + VAT (1kg)	
	Brombait			£8.44 + VAT (3kg)	£8.58 + VAT (3kg)	
	Brodifacoum			£9.56 + VAT (1kg)	£9.56 + VAT (1kg)	
	Coopex Mini Generators			£5.06 + VAT (each)	£5.06 + VAT (each)	
	Ficam		£6.75 + VAT (0.5kg)	£7.05 + VAT (0.5kg)		
F1b.	Release of stray dog	M	Nil	£25	£25 + kennel fees	April 2017



REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
F1c.	<u>Water Sampling</u>  Type B Risk assessment / review of risk assessment  Type B sampling including preparatory work and admin charge includes cost of analysis  Regulation 2 Samples  Regulation 2 request sample (in addition to statutory sample)  Regulation 2 supplies Risk Assessment  Verification samples (to check corrective works)	M  M	£32,880	£50 (no VAT)  £132 + VAT per sample  £200.88 (no VAT)  New Charge  £108  £108	£50  £132 + VAT per sample  £244.55 (no VAT)  £221.55 + VAT  £0 (now incorporated into the sampling charge)  Analysis costs + £100	April 2017  April 2019  April 2019  April 2019
F1d.	Swimming pools per sample		Nil	£43.26 + VAT	£45.42 + VAT	April 2019
F1e.	Disposal of Unsound Food per request: Commercial  Domestic		Nil	£87.55 + cost of disposal £66.95 + cost of disposal	£91.93 + cost of disposal £70.30 + cost of disposal	April 2019
F1f.	Burial of Indigent dead Investigation etc			£92.70 + VAT per hour	£97.33 + VAT per hour	April 2019
F1g.	Export Certificates per certificate		£24,163	£58	£60.90	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
F1h	Public Health duties (Hourly rate per officer)(as F1f)			£92.70 + VAT per hour	£97.33 + VAT per hour	April 2019
F1i	Section 50 (Licensing) Food Hygiene Certificate			£83.69	£87.90	April 2019
	Cooksafe Books (per book)		£5,618	£5 + £3 p+p	£5.25 + £3 p+p	April 2019
	Butchersafe Books (per book)			£5 + £3 p+p	£5.25+ £3 p+p	April 2019
F1j	Residential Caravan Sites	Sites with 50 Pitches and under	£5,000	First application £783 Renewal £568	First application £822 Renewal £596	Agreed at P&R Committee 27 <sup>th</sup> Nov 2018
		Sites with over 50 pitches		First application £1091 Renewal £628	First application £1146 Renewal £659	
K2.	Landlord Registration fees	S	£61,000	As set	As set	
F2	<b>Contaminated Land</b>		£271			
F2b	Level 1 Land Use Report			£154.40 + VAT	£162.12 + VAT	April 2019
F2c	Level 2 Land Use Report			£370.80+ VAT	£389.34 + VAT	April 2019
F2d	Contamination Enquiry Report Single Residential Property			£89.61	£94.10	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	<1000m <sup>2</sup>  Report Single Residential property >1000 m <sup>2</sup> and all commercial requests			£89.61 per hour	£94.10 per hour	
F3	<b>Building Standards</b>					
F3a.	Building Warrant Fees set by Scottish Government	S	£698,345	As set	As set	May 2005
F3b	Letters of Comfort (LTC)		£18,770			
F3c	Confirmation of completion			£469	£492	April 2019
F3d	Property Inspection of unauthorised works (for up to 2 site visits)			£708	£743	April 2019
F3d	LTC visit 3, and each subsequent visit)			£111	£117	April 2019
	Building Standards Pre application check			£80	£84	April 2019
	For major construction projects requiring Building Standards input to the design process			£128 per hour	£134 per hour	April 2019
F4	<b>Development Management</b>					
F4a	Planning Application Fees – set by Scottish Government	S	£862,783	As set	As set	2017
F4b	Recoverable expenditure:					

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	Neighbour Notification		£62,000	£113.51	£119.19	April 2019
F4c	Section 34 Advertising and Other Advertising (e.g to establish owner of property)			£185.36	£194.63	April 2019
F4d	Property History Check			£60.00	£63.00	April 2019
F4k	High Hedges			£425.39	£446.66	April 2019
F4l	Pre-application advice on Major Development proposals			£1,500	£1,575	April 2019
F4m	Pre-application advice on all local development proposals (except single houses in the town & countryside)			£500	£525	November 2017
F4n	Pre-application advice on single houses in the town & countryside			£150	£158	November 2017
	Pre-application advice on commercial developments and changes of use (max floor space 500 sqm)			£150	£158	April 2019
F4o	Development enquiry fees for proposed householder and non-domestic developments.			£60	£63	April 2019
	Enquiries relating to proposed works to Listed Buildings (only one fee payable if it relates to a householder, local and or major development enquiry).			£60	£63	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	Requests for Non-material Variation of previously approved scheme: Householder development All other local developments Major developments			£50 £100 £250	£53 £105 £263	April 2019
	Charging for site visit to advise re unauthorised development and/or works to a Listed Building which is the subject of conveyancing.			£250	£263	April 2019
	Community Developments			Free	Free	
	Works or alterations to improve access, safety, health or comfort for a disabled person at their home.			Free	Free	
<b>Planning and Development</b>						
F4e	Moray Local Development Plan 2015 (hard copy)			£70.29 + £2.75 p&p	£ 73.80 + £3 p&p	April 2018
F4g	Supplementary Guidance (hard copy)			£10.80 + £2.75 p&p	£11.34 + £3 p&p	April 2018
F4g1	Viability Assessments				£244 for small developments up to 50 units  £974 for developments of 51 or more units	Not yet approved - due to Committee in December 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
					These are in addition to District Valuer's fee.	
F4h	Charge for naming streets & housing		£8,180			
	Address 1			£103	£108	April 2019
	Addresses 2 – 9			£103 + £28 per additional plots 2-9 (min £131/max £327)	£108 + £30 per additional addresses 2 - 9 (min £138/max £348)	April 2019
	Addresses 10 – 19			£327 + £21 per additional plots 10-19 (min £348/max £537)	£348 + £22 per additional addresses 10 - 19 (min £370/max £568)	April 2019
	Addresses 20 – 49			£537 + £15 per additional plots 20-49 (min £552/max £987)	£584 + £16 per additional addresses 20 - 49 (min £584/max £1,048)	April 2019
	Addresses 50 – 99			£987 + £12 per additional plots 50-99 (min £999/max £1,587)	£1,048 + £13 per additional addresses 50 - 99 (min £1,061/max £1,698)	April 2019
	Addresses 100+			£1,587 + £11 per additional plots 100+ (min £1,598)	£1,698 + £12 per additional addresses 100+ (min £1,710)	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
F5	<b>Building Standards / Development Management</b>					
F5a	Section 50 (Licensing) Certificate			£56	£59	April 2019
F5b	Copy Documents – Planning Decisions Notice / Building Warrants & Certificate of Completion Search Retrieval Fee – No Reference Number given Cost of documents – A4 plans Cost of documents - A3 plans Cost of documents - A2 plans Cost of documents - A1 plans  Microfiche and Digital Copies – any amount total cost		£1,260	£30  £20  £0.25 £0.50 £10 £12  £10	£31.50  £21  £0.26 £0.52 £10.50 £12.60  £10.50	April 2019  April 2019 April 2019 April 2019 April 2019  April 2019
F6	<b>Trading Standards</b>					
F6a	<b>Measuring Instruments for Liquid Fuels and Lubricants</b> Per nozzle  Testing of Credit Card acceptor (per unit regardless of number of nozzles)		£720	£89.68  £117.90	£94.16  £123.80	April 2019  April 2019
F6b	<b>Weights Submitted for Test</b> Weights not exceeding 25kg			£12.93 first £8.19 others	£ 13.58 first £ 8.60 others	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
F6c	<b>Weighing Instruments</b> Not exceeding 15kg  Not exceeding 100kg  Not exceeding 2 tonne  Exceeding 2 tonnes (where the submitter provides labour and testing equipment)  Exceeding 2 tonnes (where Trading Standards provides labour and testing equipment)  Cost recovery for hire of Weighbridge Testing Unit		Included above	£38.10  £58.93  £88.45  £237.04  By quotation – full cost recovery	£40  £61.88  £92.87  £248.89  By quotation – full cost recovery	April 2019  April 2019  April 2019  April 2019
F6d	<b>Road Tanker – Liquid Fuel Measuring Instrument Above 100 Litres</b> Wet Hose (2 testing liquids)  Wet Hose (3 testing liquids)		£7,860	£119.14  £179.29	£125.10  £188.25	April 2019  April 2019
F6e	<b>Other Services</b>  Certificate of Errors or Calibration Certificate on test of weighing/measuring equipment			£50.35	£52.87	April 2019



REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	Hire of weights per day: Quantity not exceeding 205kg Quantity exceeding 205kg		£212	£14.15 £34.98	£14.86 £36.73	April 2019 April 2019
F6f	<b>Hourly Rate &amp; Minimum Call Out Charge for Services not listed above</b>  Trading Standards Officer Support Officer			£73.69 £41.78	£77.37 £43.87	April 2019 April 2019
F6g	<b>The Explosives Regulations 2014</b>	S	£1,164	As specified in current Health and Safety Fees Regulations	As specified	April 2012
F6h	<b>The Petroleum (Consolidation) Regulations 2014</b>	S		As specified in current Health and Safety Fees Regulations	As specified	April 2012
F6j	Public Weighbridge Operator Competence Test and Certificate			£71.22	£74.78	April 2019
F7	<b>Economic Development Markets coming to Moray</b>  All commercial operators using the Plainstones in Elgin 1 visit is up to 3 days maximum.		£2,100	£108.47 per visit	£113.89 per visit	April 2019

## SECTION G: WASTE MANAGEMENT, LAND AND PARKS

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
G1	<b>Waste collection and disposal</b>			All charge are net of VAT		
G1b	Collection of bulky household refuse (white and non-white goods)		£23,215	£20.44	£21.46	April 2019
G1d	Disposal of Commercial Fridges/Freezers	SD	Nil	Individually assessed	Individually assessed	April 2016
G1e.	Residual Waste per bin per week 140 ltr bin 240 ltr bin 360 ltr bin 660 ltr bin 1100 ltr bin 1280 ltr bin Assessed per sack or equivalent		£934,266	£4.81 £8.22 £12.38 £21.68 £36.12 £42.01 £4.11	To be subject of a further report.  Trade waste full costing review under way with Accountancy	April 2018
G1f.	Recyclable Trade Waste per bin per week 140 ltr bin 240 ltr bin 360 ltr bin 660 ltr bin 1100 ltr bin Assessed – Cardboard packaging		£246,747     £8,000	£1.92 £3.27 £4.93 £8.52 £14.18 Based on equivalent bin size	As above	April 2018

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
G1g.	Recycling Centre:  Pass for traders who do not use the trade waste service wishing to take recyclates direct to Council facilities			£220.04	As above	April 2018
G1h.	Disposal of commercial and industrial waste (per tonne)  For difficult waste		£132,866	£75.32  £91.82	£79.08  £96.41	April 2018
G1i.	Skip/Container hire - based on recovery of costs i.e. location/frequency of service/disposal costs		£8,657	Individually assessed	Individually assessed	
G1j.	Disposal of green waste from landscape gardeners		£14,357	£29.75	£31.25	April 2019
G1k	Charge per suite of bins/boxes for new properties		£29,750	£113.29	£118.95	April 2019
G1l	Household garden waste permits		£679,000	£36 pa per bin	£40 pa per bin	
G2	<b>Burial Grounds</b>			All charges are net of VAT		
G2a.	Sale of Lair Non-Resident Sale of Lair Fee for transfer of lair Non-Resident Fee for transfer of Lair		£157,500	£770  £43	£808 £1,711 £45 £829	April 2019 New Charge  New Charge

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
G2b.	Interment Charges Under 18 years of age Over 18 years of age Fee for Non-Moray Resident		£458,150	Nil £887 £976	Nil £931 £1,709	April 2019
G2c.	Additional charge for interments Saturday (over 18 years) Non-Moray Resident Sunday (over 18 years) Non-Moray Resident		Included above	£444 £488 £887 £976	£466 £855 £931 £1,709	April 2019
G2d.	Purchase of Cremated Remains Lair in Garden of Remembrance Non-Moray Residents  Fee for interment of casket Fee for Non-Moray Resident  Additional charge for Caskets: Saturday Non-Moray Resident Sunday Non-Moray Resident  Scattering of Ashes on Grave Non-Moray Resident		Nil	£442  New Charge  £210 £231  £105 £116 £210 £231  £36 £40	£464  £1,053  £220 £500  £110 £250 £220 £500  £38 £94	April 2019
G2e.	Fee for digging foundations for headstone Non-Resident Fee for digging foundations for headstone		£20,657	£102  New Charge	£107  £309	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
G2f.	Search Fee		Nil	£63	£66	April 2019
G2g.	Disinterments		Nil	Individually assessed	Individually assessed	N/A
G3	<b>Fairground/Circus Lets</b>		£6,180	All charges are net of VAT		
G3a.	Stalls & Children's ride-on units  <ul style="list-style-type: none"> <li>• April-September (per day for first seven days)</li> <li>• October-March (per day for first seven days)</li> </ul> Thereafter per day: April-September October-March			£13.05  £6.15  £6.15 £3.34	£13.70  £6.45  £6.45 £3.50	April 2019
G3b.	Large ride-on units (dodgems, waltzer, big wheel etc)  <ul style="list-style-type: none"> <li>• April-September (per day for first seven days)</li> <li>• October-March (per day for first seven days)</li> </ul> Thereafter per day: April-September October-March			£45.62  £18.46  £18.46 £9.28	£47.90  £19.38  £19.38 £9.74	April 2019
G3c	Small Circus			£319	£335	April 2019
	Large Circus			£425	£446	April 2019

Lets for advance units and for approved non-operating days due to inclement weather will be charged at a third of the above prices.

## SECTION H: FLEET, ROADS AND TRANSPORTATION

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
H1	<b>Fleet Services</b>			All charges are net of VAT		
H1a	Taxis		£23,552			April 2019 Some slightly more other less than 5% to keep a rounded figure for cash collection
	Taxi Test			£57.50	£60.00	
	Taxi Re-Test			£57.50	£60.00	
	Meter Calibration			£16.00	£17.00	
	Duplicate Certificate			£14.50	£15.00	
H1b	Prohibition Clearance			£14.00	£15.00	April 2018
H1c	M.O.T Certificate Issue with Taxi Test		£18,299	£13.00	£14.00	April 2019
	M.O.T Class 7 Vehicles	M		£58.60	£58.60	
	M.O.T Test Class 4	M		£54.85	£54.85	
	M.O.T Test for TMC Employees			£51.00	REMOVE	
	M.O.T Partial Re-Test	M		£27.00	£27.00	
H1d	Duplicate MOT Certificate			£13.50	£14.00	April 2019
H1e	Vehicle Rectification Certificate		£2,967	£14.50	£15.00	April 2019
H1f	Car Evaluation			£53.50	£56.00	
H1g	Minibus Drivers Assessment			£60.25	£63.25	

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
H2	<b>Roads</b>			All charges are net of VAT		
H2a	<p><b>Consent for excavating in a road by a private party:</b></p> <p>Road opening permit – no apparatus – minor works</p> <p>Road opening permit – standard works</p> <p>Road opening permit + permit for installation of plant – major works (per unit of inspection)</p> <p>Additional inspection fee for installation of plant. As defined in the Scottish Road Works Register (SRWR)</p> <p>Penalty for overrun of road opening permit – minor works Standard Fixed Penalty Notice. As defined in the Road Works (Fixed Penalty) Regulations</p>			<p>£143</p> <p>£256</p> <p>£673</p> <p>In line with SRWR charge</p> <p>In line with SRWR charge</p>	<p>£150</p> <p>£269</p> <p>£707</p> <p>In line with SRWR charge</p> <p>In line with SRWR charge</p>	April 2019
H2b.	<p><b>Road occupations</b></p> <p><u>Scaffolding</u></p> <p>Up to 7 days</p> <p>Up to 14 days</p> <p>Up to 21 days</p> <p>Up to 28 days</p> <p>Up to 35 days</p> <p>Up to 42 days</p>		£59,807	<p>£74</p> <p>£138</p> <p>£205</p> <p>£271</p> <p>£346</p> <p>£409</p>	<p>£78</p> <p>£145</p> <p>£215</p> <p>£285</p> <p>£363</p> <p>£429</p>	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	Extension to existing permit: Up to 7 days* Up to 14 days* Up to 21 days* Up to 28 days* Up to 35 days* Up to 42 days*			£74 £138 £205 £271 £346 £409	£78 £145 £215 £285 £363 £429	April 2019
	*Penalty for over-run of permit Standard Fixed Penalty Notice (+ cost of permit) (As defined in the Road Works (fixed penalty) Regulations 2008			As set by the Scottish Road Works Commissioner	As set by the Scottish Road Works Commissioner	
	Mobile Scaffold Tower			£52	£55	
	Crane/Cherry Picker permits up to a week			£127	£133	
	Temporary traffic signals up to 7 days			£108	£113	



REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	Builders Skips up to 7 days			£52	£55	April 2019
	Building materials up to 7 days			£52	£55	
	Additional fee for deposition of skip/builders material in Car Park per bay up to 7 days (free car parks / low turnover)			£33	£35	
	Additional fee for deposition of skip/builders material in Car Park per bay up to 7 days (in a medium/high turnover car park)			£52	£55	
	Licensed vehicle parked in road to service works/operations with pedestrian area between 11:00 and 16:00			£52	£55	
	Contractors vehicle parked in road to service works/operations within Commerce Street, Elgin			£52	£55	

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
H2c.	<p><b>Temporary Traffic Orders</b></p> <p>Up to and including five days* Traffic Order* Any extension to order*</p> <p><b>Community Events</b></p> <p>Commercial (Admission Charges and Stallholder Fees)</p> <p>Community Events (Mass Events / Free Access)</p> <p>Seasonal Community Events (Parades/Street Parties)</p> <p>Remembrance Day Services</p> <p>* Penalty for over-run of permit Standard Fixed Penalty Notice (+cost of permit) as defined in the Road Works (fixed penalty) Regulations 2008</p>		£105,944	<p>£284 £1,369 £1,162</p> <p>£193</p> <p>£91</p> <p>£19</p> <p>Free</p> <p>As set by the Scottish Road Works Commissioner</p>	<p>£298 £1,437 £1,220</p> <p>£203</p> <p>£96</p> <p>£20</p> <p>Free</p> <p>As set by the Scottish Roads Works Commissioner</p>	April 2019
H2d.	<p><b>Traffic Data &amp; undertaking Temporary Traffic Surveys</b></p> <p>Full survey data provided by post or email (Commercial) As above (Voluntary)</p>		£1,299	<p>£153 £83</p>	<p>£161 £87</p>	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	Undertaking a temporary survey for maximum 7 days and providing full survey data (Commercial) As above (Voluntary)  Collation and provision of collision data (up to 2 hours preparation)  Collation and provision of collision data (for each additional hour preparation or part thereof)			£439  £220  £128  £64	£461  £231  £134  £67	
H2e.	<b>Road Status Enquiry (outwith Formal Property Enquiry System)</b> Application for information for road classification from the statutory list of public highways. Charge per application		£868	£41.75 + VAT = £50.10	£43.84 + VAT = £52.61	April 2019
H2f.	<b>Private Parties/ Accident Damage</b> Fee for engineer/inspector			15% of value of construction work	15% of value of construction work	April 2017
H2g.	<b>Provision of signage on request</b>  Tourist Signposting  Local Destination Signs			Individually calculated to cover the cost of design, manufacture and erection	Individually calculated to cover the cost of design, manufacture and erection	April 2017

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
H3.	<b>CAR PARKING CHARGES</b>			Inclusive of VAT		
	<b>High Turnover Sites</b> Moray Street, Ladyhill Road, St Giles levels 5 & 6, Cooper Park 8am- 12 noon (first 30 mins free - Cooper Park only) Period: Up to 30 mins Up to 1 hour Up to 2 hours Up to 3 hours Up to 4 hours		£825,000			May 2018
				£0.50 £1.50 £2.00 £2.50 £3.00	£0.50 £1.50 £2.00 £2.50 £3.00	
	<b>Medium Turnover Sites</b> Northfield Terrace, South Street, Hall Place, St Giles Levels 1-4, North Port, North College Street West Period: Up to 30 mins Up to 1 hour Up to 2 hours Up to 3 hours Up to 4 hours 4+ hours				£0.50 £1.50 £2.00 £2.50 £3.00 £5.00	£0.50 £1.50 £2.00 £2.50 £3.00 £5.00
	<b>Low Turnover Sites</b> Lossie Green, Lossie Wynd, Batchen Lane all levels  All Day Weekly Ticket					October 2012
				£1.00 £5.00	£1.00 £5.00	

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	Elgin Railway Station (all day) Elgin Railway Station (weekly)			£2.00 £10.00	£2.00 £10.00	May 2018
	Parking Notices Parking Notices (if paid within 14 days)			£80.00 £60.00	£80.00 £60.00	April 2018
	<b>Staff Car Parks – per day</b>		Included above	£1.00	£1.00	November 2019
	<b>Season Tickets</b> includes VAT High Turnover Site Medium Turnover Site Elgin Railway Station Low Turnover Site		Included above	n/a no all day parking £45.00 £40.00 £20.00	n/a no all day parking £45.00 £40.00 £20.00	October 2012 May 2018 April 2012
	Charges for opening Multi-Storey Car Parks outwith opening hours			£45.00	£50.00	April 2014
	Electric Charge Point (per Visit) - flat rate to ensure operation of unit remains cost neutral			£3.80	£3.80	April 2014
H4.	<b>Roads Construction Consent (RCC)</b> Inspection fee		£90,520	£64 per £1,000 of road bond value	£64 per £1,000 of road bond value	April 2016
	Second or subsequent RCC application			£287	£287	

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
H5	<b>Public Transport Unit</b>					
H5a	<b>Hire of vehicle (without driver)</b> Excluding charges made under fixed contract with annual RPI increases Daily charge Plus mileage charge: 0-130 miles (per mile) 131 miles & over (per mile)			£40.80 £1.00 £0.90	£42.85 £1.05 £0.95	April 2019
H5b	<b>Hire of vehicle (with driver)</b> Minimum daily charge 0-130 miles (per mile) Plus rate per hour 131 miles and over (per mile) Plus rate per hour  Additional surcharge for weekend & public holidays			£40.80 £1.00 £16.40 £0.90 £16.40  £18.00	£42.85 £1.00 £17.25 £0.95 £17.25  £18.90	
H5c	Duplicate school bus pass			£10.00	£10.00	August 2018
H5d	Community bus fares		£19,602	Rounded to multiple of 5p £1.00 - £12.85	Rounded to multiple of 5p £1.10 - £13.95	April 2017

## SECTION I: HARBOURS

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	Commercial harbours Leisure harbours		£503,549 £91,158	All charges are net of VAT unless indicated		
I1	<b>Cargo Vessels</b>					
I1a	Cargo Vessel – per 7 days or part thereof (per dead weight all told ton (where GT exceeds DWAT, payment will be based on GT)			£0.50	£0.53	April 2019
I1c	Self Propelled and towed barges per 7 days or part thereof (per m2 or part thereof)			£0.95	£1.00	April 2019
I1c(i)	All CTV per day (per length, per metre or part thereof)  All CTV per month (per length, per metre or part thereof) non refundable  All CTV per annum (per length, per metre or part thereof) non refundable			£3.00  £59.00  £657.00	£3.15  £61.95  £689.85	April 2019
I1d	Tugs and maintenance/service vessels – per 7 days or part thereof per m2 or part thereof			£5.00	£5.25	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
l1f	Compulsory garbage (cargo)(on arrival per visit)			£75.00	£78.75	April 2019
l1g	Storage of cargo equipment on piers and quaysides per 7 days of part thereof (per m <sup>2</sup> or part thereof)			£5.00	£5.25	April 2019
l1h	Handling mooring ropes (per hour or part thereof per person) during normal working hours (08:00 – 18:00)  Handling mooring ropes (per hour or part thereof per person – outwith normal working hours 18:00 - 08:00)			£50.00  £90.00	£52.50  £94.50	April 2019
l1i	Passengers embarking and disembarking per trip including pleasure vessels, sea angling and excluding passengers on pilot boat and vessels being charged as CTV – per passenger			£1.00	£1.05	April 2019
l1j	Cleaning of piers following cargo movement – per hour or part thereof			£218.85	£229.79	
l1k	Fast Rescue Craft – per entry/departure			£50.00	£52.50	



REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
I2	<b>Fishing Vessels</b>					April 2019
I2a	<u>Composition Fee</u> (entries to qualify for composition fee = 3 entries in 1 <sup>st</sup> month) Vessels: Under 10m 10-17m 17-22m 22-26m 26-30m Over 30m			£37.25 £56.05 £83.20 £101.85 £118.85 £193.50	£39.11 £58.85 £87.36 £106.94 £124.79 £203.18	
I2b	<u>Single Entry</u> (per 7 days or part thereof – including vessels laid up) Vessels: Under 10m 10-17m 17-22m 22-26m 26-30m Over 30m			£37.25 £56.05 £83.20 £101.85 £118.85 £193.50	£39.11 £58.85 £87.36 £106.94 £124.79 £203.18	
I2e	Surcharge after a continuous period of 12 weeks			50% on top of charges above	50% on top of charges above	April 2006
I2f	Compulsory garbage charge (on arrival, per visit) <b>This charge will be levied on only one occasion per vessel per week</b>			£21.65	£22.73	April 2019
I2g	Storage of Fishing equipment in net storage area (per m <sup>2</sup> per month or part thereof)			£1.55	£1.63	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
I2h	Vessels less than or equal to 10m in length engaged in licensed creel fishing  Where non declaration of fish landings per quarter, per vessel			Recreational dues plus 2% of catch value  £400.00	Recreational dues plus 2% of catch value  £420.00	April 2012  April 2019
I3	<b>Recreational Vessels</b>					
I3a	<b>Pontoon Berth - Annual berthing charges (inc VAT)</b> Over 3 - 4m Over 4 - 5m Over 5 - 6m Over 6 - 7m Over 7 - 8m Over 8 - 9m Over 9 - 10m Over 10 - 11m Over 11 - 12m Over 12 - 13m Over 13 - 14m Over 14 - 15m Over 15 - 16m Over 16 - 17m Over 17 - 18m Over 18 - 19m Over 19 - 20m Each metre thereafter			£311.47 £389.34 £467.21 £545.08 £622.94 £700.81 £778.68 £856.55 £934.42 £1,012.28 £1,090.15 £1,168.02 £1,245.89 £1,323.76 £1,401.62 £1,479.49 £1,557.36 £77.87	£327.04 £408.80 £490.56 £572.32 £654.08 £735.84 £817.60 £899.36 £981.12 £1,062.88 £1,144.64 £1,226.40 £1,308.16 £1,389.92 £1,471.68 £1,553.44 £1,635.20 £81.76	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	<b>Wall/Loose Mooring</b> - Annual berthing charges (inc VAT)					April 2019
	Over 3 - 4m			£259.58	£272.56	
	Over 4 - 5m			£324.48	£340.70	
	Over 5 – 6m			£389.38	£408.84	
	Over 6 – 7m			£454.27	£476.98	
	Over 7 – 8m			£519.17	£545.12	
	Over 8 – 9m			£584.06	£613.26	
	Over 9 – 10m			£648.96	£681.40	
	Over 10 – 11m			£713.86	£749.54	
	Over 11 – 12m			£778.75	£817.68	
	Over 12 – 13m			£843.65	£885.82	
	Over 13 – 14m			£908.54	£953.96	
	Over 14 – 15m			£973.44	£1,022.10	
	Over 15 – 16m			£1,038.34	£1,090.24	
	Over 16 – 17m			£1,103.23	£1,158.38	
	Over 17 – 18m			£1,168.13	£1,226.52	
	Over 18 – 19m			£1,233.02	£1,294.66	
	Over 19 – 20m			£1,297.92	£1,362.80	
	Each metre thereafter			£64.90	£68.14	

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
	<b>Hardstanding</b> - Annual berthing charges (inc VAT) Over 3 - 4m Over 4 - 5m Over 5 - 6m Over 6 - 7m Over 7 - 8m Over 8 - 9m Over 9 - 10m Over 10 - 11m Over 11 - 12m Over 12 - 13m Over 13 - 14m Over 14 - 15m Over 15 - 16m Over 16 - 17m Over 17 - 18m Over 18 - 19m Over 19 - 20m Each metre thereafter			£207.65 £259.56 £311.47 £363.38 £415.30 £467.21 £519.12 £571.03 £622.94 £674.86 £726.77 £778.68 £830.59 £882.50 £934.42 £986.33 £1,038.24 £51.91	£218.00 £272.50 £327.00 £381.50 £436.00 £490.50 £545.00 £599.50 £654.00 £708.50 £763.00 £817.50 £872.00 £926.50 £981.00 £1,035.50 £1,090.00 £54.50	April 2019
I3b	Use of a licensed (recreational) boat for commercial purposes  Where non-declaration of fish landings per quarter, per vessel			Recreational dues plus 2% of landing dues  £400.00	Recreational dues plus 2% of landing dues  £420.00	April 2012  April 2019
I3c	Discounted rate for pensioners (boats less than 7m in length) (for current beneficiaries only)			75% of current relevant charge	75% of current relevant charge	

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
I3e	Rover Ticket - in line with Aberdeenshire Council			£62.50 + VAT = £75	£62.50 + VAT = £75	April 2005
I3f	Visiting Vessel Day Ticket per day or part thereof			£16.67 + VAT	£16.67 + VAT	April 2019
I4	<b>Harbour Dues</b>					
I4e	Use of port/harbour to demonstrate or test equipment/ vessel or any other similar event (commercial) - per day or part thereof			£200.00	£210.00	April 2019
I4f	Use of port/harbour for community/ charity events			£100.00	£105.00	April 2019
I4g	Use of harbour for paddlesports etc			By individual agreement	By individual agreement	April 2019
I4h	Hire of Single Gangway			£35.00	£36.75	April 2019
I5	<b>Wharfage</b>					
I5a	Minimum charge – all categories per tonne (change in pricing arrangement)			£200.00	£210.00	April 2019
I5b	Basic materials, manufactured goods, fuels (other than petroleum spirit) per tonne			£1.15	£1.21	April 2018

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
15c	Wet fish, including fish consigned to or from any harbour not owned by Moray Council			2.5% Ad valorem	2.5% Ad valorem	April 2008
	Wet fish "That part of landings of white fish and shellfish in excess of £7,500 in value"			1.5% Ad valorem	1.5% Ad valorem	April 2008
15d	Wood, Lumber, Cork, Chipboard and Blockboard per cubic metre			£1.00	£1.05	April 2018
15f	Foods (other than wet fish) per tonne			£1.15	£1.21	April 2018
15g	Fabricated Goods per tonne			£7.25	£7.61	April 2018
15h	<u>"Loyalty" Reduction in Charges</u> Above 25,000 tonnes			Scale rate less 5%	Price on application	April 2006
15j	Dangerous Goods (any hazardous chemicals – explosives or inflammables) per tonne			£81.15	£85.21	April 2019
15k	Heavy lifting for extraordinary specialised activities, eg transformers, wind turbine parts 50-99 tonnes – per tonne 100-149 tonnes – per tonne 150-249 tonnes – per tonne Over 250 tonnes – per tonne			£1.00 £1.25 £1.50 £1.75	£1.05 £1.31 £1.58 £1.84	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
I6	<b>Slipway and repair pads</b>					April 2019
I6a	Any recreational vessel using a slipway inclusive of one entry and one exit from the harbour per occasion			£16.67 + VAT	£16.67 + VAT	April 2019
	Any commercial vessel using a slipway inclusive of one entry and one exit from the harbour per occasion			£25.00 + VAT	£25.00 + VAT	April 2019
	Season ticket for recreational unlimited use of any Council slipway, valid for 12 months, commencing 1 April per vessel			£60.00 + VAT	£60.00 + VAT	April 2019
	Season ticket for commercial unlimited use of any Council slipway, valid for 12 months, commencing 1 April per vessel			£416.67 + VAT	£416.67 + VAT	April 2019
I7	<b>Weighbridges</b>					
	Goods shipped or unshipped on which harbour dues are payable per tonne (to nearest tonne)			£0.45	£0.47	April 2019
	Other goods per weighing			£10.00	£10.50	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
I8	<b>Pilotage</b>					April 2019
I8a	Per gross registered ton			£0.40	£0.42	
	Minimum charge			£216.30	£227.12	
I8b	Detention Charge for Late arrival of vessel - per hour or part thereof			£216.30	£227.12	
I8c	Hire of Pilot-Boat and crew per hour or part thereof including towing support activity and similar Per passenger or crew member			£216.30	£227.12	
I8d	Pilot Boat Maintenance Charge "per dead weight all told ton" (to be applied when pilotage not requested) (where GT exceeds DWAT, payment will be based on GT)			£0.30	£0.32	
I9	<b>Supply of Water</b>					April 2019
I9a	Cargo vessels: Minimum charge			£107.40	£112.77	
	Additional charge per tonne or part thereof in excess of 6 tonnes			£2.15	£2.26	



REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
I9b	Fishing vessels (where a composition fee has been paid): Less than 20m 20m or over On each occasion  (where a composition fee has not been paid) Less than 20 metres 20 metres or over per quarter			£10.00 £15.45  £28.90 £38.85	£10.50 £16.22  £30.35 £40.79	April 2019 April 2019  April 2019 April 2019
I9c	Recreation vessels on each occasion			£10.00	£10.50	April 2019
I10	<b>Supply of electricity</b> - cost per electrical unit Up to 3 hours Over 3 hours Over 12 hours			£10.00 + VAT £2.05 + VAT £0.30 + VAT	£10.50 + VAT £2.15 + VAT £0.32 + VAT	April 2019
I12	Fuel transfer - cost per tonne			£2.50	£2.63	April 2019
I13	Ground rent for container/fuel tank (per sq m per annum (pro rata))			£15.00	£15.75	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
114	<b>Hire of Room at Harbour Office</b> Standard per hour or part thereof Junior/over 60/charity per hour or part thereof Business Rate per hour or part thereof			£12.90 £6.70 £15.80	£13.55 £7.04 £16.59	April 2019

## SECTION K: HOUSING AND PROPERTY

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
K1.	Housing Support: Warden's Service: The Moray Council Sheltered Housing		£101,970	£33.78	£34.79	April 2018
K3	<b>Recharge of Council's Estates' costs</b>		£10,026			
K3a	Applications to purchase ground for incorporation into gardens:					
	Initial fee (confirming ownership, valuation, preparing plan, title check by Legal Section)			£293	£308	April 2019
	Final fee (processing application)			£453	£476	April 2019
	Committee report preparation			£260	£273	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
K3b.	Consents:  (a) Assignations of lease  (b) Sub leases: standard leases  Non standard leases  (c) Early lease terminations: standard charge  Complex transactions  Discount for no-for-profit tenants			£360  £138  £207  £276  Hourly rate of £43.75 - £90 per hour  Hourly rate of £21.87 - £45 per hour	£378  £145  £217  £290  Hourly rate of £46 - £94.50 per hour  Hourly rate of £23 - £47.25 per hour	April 2019
K3c	Utility companies:  Scottish Water/Gas -    Electricity Telecoms  Electricity/Telecoms (complex)			200% Rydes Scale    £239 £197  200% Rydes Scale	200% Rydes Scale    £251 £207  200% Rydes Scale	April 2019

REF	SERVICE	CODE S / M / SD	BUDGET 2019/20	CHARGE 2019/20	CHARGE 2020/21	DATE OF LAST CHANGE
K3d	Private parties Water and Sewerage			200% Rydes Scale	200% Rydes Scale	April 2011
K3e	Recharge of Council's Estates' costs in relation to discretionary property transactions/work			£43.75 - £90 per hour	£46 - £94.50 per hour	April 2019
K4	Late Payment of Commercial Rents					April 2019
K4a	Initial investigation and contact with tenant and issue of correspondence pursuing payment			£30	£31.50	
K4b	Negotiate and issue Payment Arrangement			£60	£63	
K4c	Instruct legal action			£55	£58	
K4d	Copy documents			£38	£40	
K4e	Sheriff Officers			Recovery of actual cost to the Council	Recovery of actual cost to the Council	





**REPORT TO: POLICY AND RESOURCES COMMITTEE 14 JANUARY 2020**

**SUBJECT: IMPROVEMENT AND MODERNISATION PROGRAMME UPDATE**

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

## **1. REASON FOR REPORT**

- 1.1 To inform the Committee of the progress made in developing the projects set out in the Council's Improvement and Modernisation Programme (IMP).
- 1.2 This report is submitted to Committee 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 Committee:
  - (i) considers and notes the progress made in the development of the projects in the Improvement and Modernisation Programme; and
  - (ii) agrees to the temporary resourcing arrangements set out in the report to progress the property asset management and additional support needs projects with costs to be taken from the change fund.

## **3. BACKGROUND**

- 3.1 It is well reported and recognised that the council will continue to face a challenging financial situation moving forward. To support the delivery of further savings and improve the financial stability of the council, the Corporate Plan sets out the intention to develop an Improvement and Modernisation Programme (IMP) with the aim of transforming council services. As the financial year 2019/20 has progressed, the need to deliver significant savings through transformation has become increasingly apparent.
- 3.2 The Special Council meeting on 12 December 2018 agreed the content of projects and overall direction for the IMP, including allocation of £700K funding to be ear marked in reserves, and instructed that regular progress reports be brought to the Policy and Resources Committee (para 5 of Minute

refers). The last update report to this Committee was 4 June 2019 (para 6 of the Minute refers).

- 3.3 For ease of reference the introduction to the programme and the design principles that will guide the work are attached at **Appendix A**. A summary of progress has been included at **Appendix B**
- 3.4 A one year temporary post of Head of Transformation to oversee the IMP was approved by Full Council 27 June 2019 (para 15 of the Minute refers) and subsequent appointment to this post made from 2 September 2019.
- 3.5 Projects are progressing using the Council's project management procedures which involve a series of 5 gateways as projects proceed from inception to completion with monitoring of progress of projects categorised as strategic through CMT and the 3 Transformation Boards of Council, Learning and Economy. It should be noted that projects categorised as basic and intermediate will be managed by the appropriate service and reported to the relevant Board upon completion.
- Gateway 1: Mandate or Concept – Assessment and business justification for the proposal considered by CMT as project initiation board;
- Gateway 2: Outline business case – projects considered by relevant Board from this point onwards;
- Gateway 3: Full business case – investment decision (some smaller projects may proceed directly to this stage);
- Gateway 4: Delivery – Project planning, initiation and delivery;
- Gateway 5: Closure – Project close and post project review.
- 3.6 Good progress is being made towards those projects currently in the Delivery phase and although work is progressing on other projects further work is required to define the schedule, budget and objectives (including financial benefits) these projects will deliver. The inter-dependencies within the projects are complex and there is a need to ensure the projects are properly defined, objectives clearly understood and adequately resourced.
- 3.7 **Appendix B** refers to failure demand within stream 2 which is concerned with transforming customer services. This project area was included in direct response to the work conducted by iEse in September/October 2018. Their report stated that Moray Council had an average 31% failure demand, or avoidable customer contact, across both the telephone and face to face channels used to deliver customer services. Their suggestion was that removing failure demand could release savings in the region of £471,000. Further analysis has identified that average failure demand across councils is closer to 55% and therefore Moray compares favourably against others. For this reason it is unlikely that significant savings will be generated in this area although opportunities to reduce failure demand will continue as part of the regular customer service reviews.
- 3.8 As set out in **Appendix B** the property asset management project is progressing through reviews of offices, depots and storage units. This work has been impacted upon by the transfer of school estate work from Education to Property services as a result of the management re-structure. The Project



Lead has been required to divert time to address unavoidable operational demands in relation to school buildings (e.g. Linkwood, Lossiemouth High School) to the detriment of the timescales for delivery of the IMP business cases. This means that these are now predicted to be completed by the end of February 2020 and that an extension to the secondment of the lead officer is required at a cost of £17K to ensure this can be delivered.

- 3.9 **Appendix B** also refers to the progress of the Additional Support Needs (ASN) project and the development of the business case. The Project Lead has been developing the project while also managing services, which has delayed progress. A permanent head of service has now been appointed. Therefore, it is proposed to continue to release the project lead from their substantive post until the end of February 2020 at a cost of £18K to enable the business case to be concluded and to be progressed through the gateway process outlined in 3.5 above. Thereafter, consideration will have to be given to the resourcing of the project in the context of the change and benefits that will be delivered by it.
- 3.10 Throughout the IMP there is a range of projects categorised under each of the 3 headings of basic, intermediate or strategic. It will be particularly important to ensure those categorised as strategic are resourced effectively to ensure the council is best placed to deliver against these. This will be addressed as project mandates and business cases are developed, as in the case of the projects referred to above.
- 3.11 To make sure a consistent approach is undertaken against all projects within the council a project managers networking group has been established to share information on projects, risks, issues and general best practice. While this has only just been established the intention is to encourage a collaborative approach across all projects.
- 3.12 Given the need to deliver significant financial savings there is an ongoing need to identify new opportunities within the council and this will be progressed in the coming months as part of the transformation agenda. Sharing of information is also taking place with the Head of Transformation for Health & Social Care Moray / NHS Grampian to identify areas where joint working may be beneficial.

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

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

The IMP is the development of the commitment in the Corporate Plan to a programme of modernisation and improvement to contribute to a financially stable council. The work set out in **Appendix B** to this paper is the implementation of the projects aimed at delivering this commitment.

(b) **Policy and Legal: None**

- (c) **Financial implications:** The following provides the breakdown of the known financial position with regard to the IMP:

	£'000s
Expenditure to Nov 2019	158
Forecast expenditure to March 2020	101 *
Total estimated expenditure 2019/20	<u>259</u>
Current estimated expenditure 2020/21	126
Total estimated cost of IMP	<u><u>385</u></u>

(\* includes estimated cost of £35K to continue with project leads to complete business cases for property asset management and ASN)

The IMP is currently estimated to deliver between £672K - £732K of annual recurring savings and £250K one off receipts but this will change as the outstanding business cases are finalised.

- (d) **Risk Implications:** There is a considerable risk that the delayed progress in some of the significant projects within Education and Children's services has a substantial impact on the Council's future financial position given the proportion of the council budget that these services account for. It is important however that these projects are established properly with well defined objectives, benefits and resource requirements. Failure to determine this at the outset is likely to introduce other risks.

Since the last report, these projects have developed (e.g. ASN, school estate) and they will be carefully monitored to ensure that this progress is maintained and the risks managed. However, it should also be noted that some of the changes under consideration may be contentious and challenging and the council will require to take careful consideration of emerging risks as the projects develop.

The savings identified to date are not enough to resolve the financial situation the council currently faces. It is important therefore that outstanding business cases are finalised and new opportunities identified which make most effective use of the approved change fund to ensure a return to a financially stable council environment can be achieved through transformation.

- (e) **Staffing Implications:** There are specific staffing considerations related to the various projects and these are being addressed as projects are considered and initiated. Cost implications are built into the business case for each project to ensure an appropriate return on investment.

As set out in 3.8 and 3.9 above a need has been identified to continue with the project leads for property asset management and ASN reviews for a period of 2 months until end of February 2020. This will enable the development of the business cases to be completed for the respective areas of work.

- (f) **Property:** No direct implications from this report, although property is the subject of one of the work streams and the issues arising from this will be reported in due course.
- (g) **Equalities/Socio Economic Impact:** None
- (h) **Consultations:** the corporate and senior management teams have been consulted in the preparation of this report to co-ordinate the project updates for their areas of responsibility.

## 5. **CONCLUSION**

- 5.1 **The IMP is a key strand of the council's future financial planning contained within the current corporate plan. Good progress has been made across all work streams but further definition is required particularly around work streams for Transforming Education and Children's Services which are more challenging. Support is being provided to these work streams to accelerate progress.**
- 5.2 **The IMP is a major piece of work and will be demanding of the relatively scarce resource available. Projects rely on a number of people to deliver and it may be that this resource would be spread too thin to deliver on all fronts. Once all projects are clearly defined through the development of the business cases there will be a need to review how these can be adequately resourced to deliver in any agreed timescale. There may be a need to review projects to ensure those projects that will maximise the benefit from the investment in the resource are given priority.**

Author of Report: Phil McDonald  
Background Papers:  
Ref:



## Improvement and Modernisation Programme

### Transformation to Achieve

To deliver savings, a programme of work is being prepared to support our priority of having a financially stable council that provides valued services to our Communities. To this end, possible areas of work aimed at improving the financial sustainability of council services have been identified using the Reform Matrix in the table below. Some projects have started to progress and business mandates will continue to be developed and progressed through the Council's gateway process using our project management procedures in order to assess and prioritise them into a programme of modernisation and improvement work.

#### **Reform Matrix**

<b>Transformation (different service)</b>	Centralise/ amalgamate in-house; Share services; Outsource/ Commission; ALEOs/Trusts
<b>Redesign of services (i.e. efficiency – same service leaner/new approach)</b>	Digital Services; Redesign Jobs; Streamline processes (e.g. contact centre, SharePoint, energy management); Rationalise asset base (including Schools, CATs); Simplify Governance
<b>Redefine Services</b>	Stop; Reduce; Community contribution / provision of services
<b>Income generation and commercialisation</b>	Charges; Sponsorship; Council Tax; Investment Portfolio; New services to compete with private sector; Sale of assets

We will continue to apply the Reform Matrix to identify and develop further opportunities.

Detail will continue to be added to the programme of work as projects develop, including values for financial planning purposes. The projects will report through programme boards that form the project governance arrangements.

A lead officer has been assigned to each project (or set of projects) and will report through the 3 programme boards that form the project governance arrangements.

## DESIGN PRINCIPLES

The Design Principles and Guidelines establish direction and boundaries for the formation of this programme of transformation work.

### What we want to achieve (the council of the future):

1. Sustainability: Realistic and sustainable revenue budget position  
Flexibility to meet future change and demand
2. Customer Focus: Increased community capacity and engagement  
Improved outcomes in areas of priority need
3. Priority Resourcing: Deliver evidence based outcomes  
Resources re/directed to priorities

### How we will work to achieve this:

- Transformation :
  - Be open to alternative delivery models that bring advantage
  - Accept measured risks to support, opportunity and innovation
  - Adopt a more entrepreneurial approach to generating income
- Partnership :
  - Work in partnership and collaborate to secure benefits that may not be possible on our own
  - Develop shared understanding with our communities, workforce and partners
- Efficiency:
  - Streamline our processes and governance
  - Embrace and exploit technology to our advantage
  - Rationalise out asset base aligned to priorities

### As a result we expect:

- Balanced budget
- Re-investment in priority areas - money shifting between services
- Less services and different delivery methods
- Reduced service standards in some areas and improved standards in others
- Greater community self-reliance

## Improvement &amp; Modernisation Programme Report: December 2019

## Section 1 - RAG Status Overview

## a) Schedule, Budget and Objectives

Project Titles:	Phase	Schedule	Current Known Rqmt	Objectives
- I&M General Programme Costs		N/A	£83K	N/A
- I&M Stream 1: Asset Management	Concept	AMBER	£95K	£200K Rev. £250K Cap. saving
- I&M Stream 2: ICT & Digital - Schools admin	Delivery	GREEN	£57K	£150-200K saving
- I&M Stream 2: ICT & Digital - OpenRevenues Portal (Council Tax)	Delivery	GREEN	£0K	£85K saving
- I&M Stream 2: Customer Services Re-Design - Access Point - Short to Medium Term Plan	Delivery	GREEN	£11K	£40-£50k saving
- I&M Stream 3: Alternative Service Delivery	Concept	AMBER	£21K	tbc
- I&M Stream 4: Management Review	Delivery	GREEN	£18K	£197K
- I&M Stream 4: Review and Expansion of Flexible Working	Concept	GREEN	tbc	tbc
- I&M Stream 5: Parks Communities and Leisure Centre Sponsorship	Delivery	AMBER	£76K	tbc
- I&M Stream 6: Service Efficiency	Closed	N/A	N/A	N/A
- I&M Stream 7: Transforming Education	Concept	AMBER	£21K	tbc
- I&M Stream 6: Transforming Childrens Services	Concept	AMBER	£3K	tbc
- TOTALS			£385K	£672K- £732K Rev. £250K Cap. saving

## Improvement & Modernisation Programme Report: December 2019

### b) Risk, Issues and Changes

Summary of Risks / Issues and Changes					Priority Breakdown		
Type	B/F	New	Closed	Open	Green	Amber	Red
<b>Risks</b>	<b>13</b>	4	2	<b>16</b>	3	11	1
<b>Issues</b>	<b>2</b>	0	2	<b>0</b>	0	0	0
<b>Changes</b>	<b>2</b>	0	2	<b>0</b>	0	0	0

**Note:** The above table is an overview of all associated project's Risks / Issues and Changes. Where applicable those categorised as RED may be escalated by the Project SRO to the Programme Board for their consideration.

### Section 2 - Progress Summary:

- **Improvements and Modernisation Programme**
- **Schedule: AMBER** - Reporting for all projects being developed
  
- **Stream 1: Asset Management**
  - **Schedule: AMBER**
  - **Review of Staffing Structures**
    - The Change Management Plan was originally scheduled to be presented to Full Council on 17th December but has been deferred and will now be presented in January.
  - **Review of Offices**
    - Options Appraisals expected to be completed by end of December.
  - **Review of Depots**
    - Report for depot has been approved by CMT on 14th November and concept to be developed into Business Case for committee in Feb (tbc).
  - **Review of Storage Units**
    - This is expected to be completed by 31/12/19 but there appears to be little potential value expected.
  - **Auchernack closure**
    - Contractor started work onsite at Forres House on 28th October with alterations.
    - Operations transferred and operational by 17th December with Auchernack scheduled for closure.
  
- **Stream 2: Transforming Customer Service**
  - **ICT and Digital - Schools Admin**
    - **Schedule: GREEN**



## Improvement & Modernisation Programme Report: December 2019

- Progress continues through the Improvement Service and SEEMiS on-boarding process for Parent Portal and Groupcall. Looking to progress with the Improvement Service to get access to test system.
  - Schools Administration Digital Project Initiation Document approved 19<sup>th</sup> December 2019.
  - The next stage will see the roll out of a single solution for parent communication across all schools in February 2020. Thereafter a phased roll out of online reporting of absences, viewing attendances, viewing report cards, viewing timetables, updating personal details, annual data check, parents evening bookings and completing permission slips through to August 2020.
- **ICT and Digital - Repairs**
  - Business Case revised and being reviewed to ascertain whether the benefits represent an acceptable return on investment and therefore, whether and how the project should proceed.
- **ICT and Digital - OpenRevenues Portal (Council Tax)**
  - **Schedule: GREEN**
  - Project is currently on track. Issues with Lagan upgrade have been resolved for testing and there is not a dependency on this for Go Live, which is expected early January 2020.
- **Customer Services ReDesign - Customer Contact Strategy & Failure Demand**
  - **Schedule: GREEN**
  - **Customer Contact**
    - **Access Point Short to Medium Term** – Forres and Elgin are on track and progressing with the new Forres service having commenced on 18<sup>th</sup> December 2019. Next stage is to consider how the model put in place can be rolled out to other areas..
    - **Strategy** – Report to be presented to next Transforming Service Project Board (Feb 2020). This will include consideration of the model for first point of contact for customer service.
  - **Failure Demand** – The average level of Failure Demand across the Local Authorities is higher than identified within Moray Council and it has been decided that where significant issues are identified these will be addressed as part of the operational continuous improvement programme with services.
- **Stream 3: Alternative Service Delivery**
  - **Review of Leisure Services**
    - **Schedule: AMBER**

## Improvement & Modernisation Programme Report: December 2019

- An update report was provided to Full Council and work to review options will continue within the Leisure Review Board. It is planned to report to the Council to seek guidance on how to proceed by April 2020.
- A review of the payment handling and booking system arrangements is underway to provide improved service at our leisure facilities with respect to the FitLife scheme and also to streamline the booking process across the council and Moray Leisure Limited facilities

### ➤ **Stream 4: Internal Transformation**

#### ○ **Review and Expansion of Flexible Working**

- **Schedule: GREEN**
- Produced initial project plan with milestones and progressing with the tasks
- Project reporting being developed
- Due to holiday period the availability to key service personnel is limited and may impact
- Objective to review existing arrangements and update the strategy for flexible and mobile working arrangements. The delivery of any outcome of the revised strategy will be through other work streams such as property rationalisation or major service area reviews.

### ➤ **Stream 5: Income and Commercialisation**

- Parks Communities & Leisure Centre Sponsorship has been selected as the priority project with Tree Sponsorship deferred until next year.
- Following consideration of a mandate and mindful of the urgency with respect to identifying marketing opportunities around sponsorship of parks it was agreed to proceed to Project Delivery.
- A Media Pack is being drafted and will be with CMT ahead of a members briefing and brainstorming session on 7 January.
- Market research with businesses to test media pack and advertising offering being undertaken.

### ➤ **Stream 6: Service Efficiency**

- Proposal to close this Stream, all projects were delivered as part of the budget saving exercise and any further service efficiency projects will come forward as new mandates.

### ➤ **Stream 7: Transforming Education**

- Agreed scope of project to include:
  - Learning Estate Strategy
  - Innovative learning experience
  - ASN Review
  - DSM review
- Work is progressing with the Learning Estate Strategy to forecast requirements in the medium to long term and it is planned to bring a

## Improvement & Modernisation Programme Report: December 2019

report on the strategy to the council by April 2020. A business case is also being prepared and will be concluded for progress through the relevant governance groups to support the delivery of the strategy.

- Initial meetings have been held to discuss the potential scope for projects delivering potential changes to how we deliver in the classroom
- A business case has been drafted for the ASN service review and requires additional work before it can be finalised. This is scheduled for the end of February and will address how to take the project forward, options, risks and resources required for the next stage.

### ➤ **Stream 8: Transforming Childrens Services**

- A mandate has been drafted for this area of work but needs to be finalised before seeking approval for the scope of the project and resources required to develop it further.





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**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 14 JANUARY 2020**

**SUBJECT: POLICY TO COMBAT FRAUD, THEFT, BRIBERY AND CORRUPTION**

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

**1. REASON FOR REPORT**

- 1.1 To seek committee approval of an updated policy to combat fraud, theft bribery and corruption.
- 1.2 This report is submitted to Committee in terms of Section III (B) (2) of the Council's Scheme of Administration relating to preparing and reviewing from time to time such rules as may be necessary for the proper administration of the Council's financial affairs.

**2. RECOMMENDATION**

- 2.1 **It is recommended that the Policy and Resources Committee considers and approves the updated fraud etc. policy provided as Appendix 1 to this report, subject to consultation with the Trade Unions.**

**3. BACKGROUND**

- 3.1 The council has a long established policy to combat fraud, theft, bribery and corruption which affirms a zero tolerance to such behaviours.
- 3.2 The policy was last updated in 2012 following the coming into force of the Bribery Act 2010. The principles of the policy have remained broadly unchanged in the intervening period with the council seeking to maintain a culture that encourages high standards of conduct, as well as developing appropriate systems for prevention, detection and investigation of irregular practice.
- 3.3 The Audit and Scrutiny Committee at its meeting on 13 November 2019 (para 5 of the minute refers) considered the draft policy as at **Appendix 1**. This formed part of a wider review of good governance arrangements outlined in a recent Accounts Commission paper entitled 'Safeguarding Public Money: are you getting it right?' The Committee recommended that the policy be updated

on a triennial basis but otherwise offered no comments on the proposed revisions. These revisions in the main refer to changes in liaison arrangements with the Department for Work and Pensions for the investigation of benefits fraud and to details of the activities of the council's Integrity Group.

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

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

No direct implications.

**(b) Policy and Legal**

The policy to combat fraud etc. affirms the council's commitment to ensuring the proper use of public funds, to maintaining systems that mitigate the risk of their misuse, and to investigating any incidents where practices adopted fall short of those expected.

**(c) Financial implications**

The policy supports the proper use of financial resources.

**(d) Risk Implications**

While the policy itself will not prevent fraud, it gives a clear statement of intent around the council's expectations in this regard and as such may have a deterrent effect that reduces the risk of inappropriate behaviours taking place.

**(e) Staffing Implications**

No direct implications.

**(f) Property**

No direct implications.

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

No direct implications.

**(h) Consultations**

The Chief Financial Officer and the Monitoring Officer have been consulted and are in agreement with the report where it relates to their area of responsibility.

As this policy in part relates to the workforce, consultation with the trade unions will be required. It is proposed that any changes of wording are delegated to the Depute Chief Executive (EC&OD) for implementation. Should there be significant changes of substance recommended following consultation with the trade unions, these would be referred to committee for consideration.

## **5. CONCLUSION**

- 5.1 The Policy to Combat Fraud, Theft, Bribery and Corruption has been updated in support of good governance practice and is submitted for approval by the Policy and Resources Committee, subject to consultation with the trade unions.**

Author of Report: Atholl Scott, Internal Audit Manager  
Background Papers: There are no background papers  
Ref: P&R/AS/140120







# **Policy to Combat Fraud, Theft, Bribery and Corruption**

# Policy to Combat Fraud, Theft, Bribery and Corruption

## 1. Introduction

The Council, as a major public sector organisation, recognises its responsibilities for good governance and for the proper stewardship of public funds. It has a duty to secure best value in the administration of these funds and is committed to preventing fraud, theft, corruption and bribery. The Council is also committed to developing, maintaining and promoting a culture of vigilance, as well as the reporting and investigation of such activities.

This policy is built around a counter fraud culture supported by practices to deter and detect fraudulent and corrupt activities. It takes account of the Council's statutory obligations, including, and in particular, the provisions of the Bribery Act 2010.

## 2. Scope of the Policy

This policy applies to all Moray Council employees, elected members, workers, agents and associated persons, companies and organisations performing services for and on behalf of the Moray Council. All reference to "employees" and "elected members" in this policy shall include reference to workers, agents and associated persons, companies and organisations performing services for and on behalf of the Moray Council.

## 3. Culture

There is an expectation that all staff and elected members will act within the law and with honesty and integrity at all times. In particular, all staff and elected members are expected to refrain from engaging in fraudulent or corrupt activity of any kind and shall refrain from the offering, making or accepting bribes, whether financial or otherwise.

All Council staff are expected to report any concerns regarding actual or suspected fraud, theft, corruption and bribery either directly to the Internal Audit Manager, as required by Financial Regulations where financial impropriety is concerned, or in terms of the Council's Confidential Reporting (whistleblowing) policy administered by the Human Resources Service. Elected members are expected to report in similar terms the same to the Council's Monitoring Officer.

Likewise there is an expectation There is a similar requirement that all workers, agents and associated persons of companies and organisations providing works, goods, or services to the Council will support the culture promoted in this policy by adhering at all times to conditions of contract specified by the Council.

The counter fraud, theft, corruption and bribery culture is evident within the Council's Code of Corporate Governance developed in line with CIPFA/SOLACE guidance. Governance standards promote values and behaviours for the Council that demonstrate how it will uphold good practice governance and high standards of conduct. These include codes of conduct for both elected members and employees and reflect the principles of public life identified by the Nolan Committee, including selflessness, honesty and integrity. This also takes in the Duty (Public Service) and Respect principles added by the Scottish Executive.

Breaches of the Councillor's Code may be referred to the Standards Commission.

~~Breaches and breaches~~ by employees may be the subject of internal disciplinary procedures. These procedures are comprehensive and provide that theft, fraud, attempted fraud, corrupt behaviour or bribery may constitute gross misconduct leading to summary dismissal.

Council staff are an important element in its stance on fraud, theft, corruption and bribery practices. Staff recruitment procedures require references to be taken up for potential staff in terms of their propriety and integrity prior to an offer of employment being made. There is a general expectation that all employees will follow any code of conduct related to their personal professional disciplines.

Staff ~~can be actively encouraged to~~ raise any concerns they may have in relation to malpractice where this is associated with the Council's activities. The Confidential 'whistle blowing' policy and procedure is in place which enables employees to raise any concerns they may have about any aspect of the Council's work without fear of victimisation, subsequent discrimination or disadvantage, and in the knowledge that such concerns will be properly investigated.

#### **4. Prevention**

The Council has a statutory responsibility to make arrangements for the administration of its financial affairs under the direction of a proper officer - the Chief Financial Officer. ~~Head of Financial Services.~~ The Council also has incorporated within its standing orders and procurement procedures arrangements in respect of contracts for the supply of goods or materials and the execution of works. These ensure that ~~uniform~~ established and consistent contracting procedures are available for use by the Council, and all procuring officers are either fully trained or are given support ~~by~~ from procurement officers as part of the Supported Tender Process.

The Audit and Scrutiny Performance Review Committee has a remit which includes ensuring that the highest standards of probity and public accountability are demonstrated. ~~This~~ Its role involves oversight of enhancing internal control processes as a contribution to good governance arrangements by promoting internal control and risk management and by

generally supporting an anti-fraud, theft, corruption and bribery culture. The Committee meets regularly and considers reports produced by internal and external audit on the Council's systems; reports which include recommendations to strengthen internal controls and in turn reduce the risk of fraud and related behaviours going undetected of internal control including measures to prevent and detect fraud, theft, bribery and corruption.

Managers too have an on-going responsibility for implementing effective systems of control which secure the legitimacy of expenditure, the safeguarding of assets and income, the reliability of management information, the accuracy of record keeping and compliance with statutory guidance. They also have a responsibility ~~are responsible~~ for communicating this policy to their staff and ensuring established systems are followed. ~~This ensures fraud, theft, corruption and bribery prevention procedures are as effective and robust as possible.~~

In addition, risk management arrangements have been adopted ~~developed~~ to identify areas, existing or new, which may be susceptible to fraud, theft, corruption or bribery and to implement controls to manage any identified risks.

The effectiveness of these controls is independently monitored on a planned basis by internal audit in accordance with an annual plan of work endorsed by the Audit and Scrutiny ~~Performance Review~~ Committee.

~~Housing Benefit and Council Tax Benefit fraud is a major concern nationally and a separate Benefits Fraud team has been set up within the Revenues Section of the Corporate Services Department. The team will apply the general principles of this policy in conducting their work together with a separate but related Fraud Sanctions Policy based on guidance provided by the Department for Work and Pensions.~~

Investigation of Housing Benefit Fraud is the responsibility of the Department for Work and Pensions (DWP), this benefit, however, remains in payment by the council. The council has nominated a single point of contact within Internal Audit – a Corporate Investigations Officer - to enable the information necessary to progress any investigations to be extracted and exchanged with DWP. A joint working protocol is in place. The Corporate Investigations Officer also has a remit to consider allegations of tenancy fraud, suspected false applications for council tax reductions or discounts, and misuse of awards made from the Scottish Welfare Fund.

There is a requirement that staff must declare any conflicts of interest arising directly or indirectly from their employment with the Council. This interest may be financial or be one that a member of the public might reasonably think could influence the judgement of a member of staff. In order to avoid any accusations of impropriety, staff must alert their line manager of any potential conflicts of interest and the line manager, in turn, must pass details of these to the Head of Human Resources, ICT & Organisational Development for recording in a register of staff interests.

A separate policy applies to employees who undertake other employment outside the Council. Normally, ~~a request by a member of staff to undertake~~ such employment will be permitted not be refused, unless there is a clear conflict of interest or it is likely to have an adverse effect on the work of the Council. Where approval is given to an employee to undertake paid outside work in line with the policy, details must be forwarded to the Head of HR, ICT and Organisational Development ~~uman Resources~~ for retention. Employees are not permitted to use equipment and resources of the Council in any paid outside employment or for personal benefit.

A register of members' interests is maintained to record interests declared by elected members.

Elected members and employees are required to declare any offers of gifts or hospitality which are, or may be construed to be, related to the performance of their duties with the Council. ~~These must be reported to the Democratic Services Manager for recording in registers of gifts or hospitality.~~ In line with current Council policy, hospitality or gifts not exceeding £30 in value may be accepted, but elected members or employees must not accept repeated gifts or hospitality from the same source, and they should not accept free travel, accommodation, or other inducements from current or prospective suppliers to the Council. Where hospitality or gifts exceeding £30 in value are accepted, these should be notified to the relevant head of service (monitoring officer for elected members) for recording in registers of gifts and hospitality.

Further preventative measures are promoted through a Corporate Integrity Group, chaired by the Monitoring Officer and including officers from Finance, Internal Audit, Trading Standards, HR, Procurement, Property Services, IT, and Press/PR.

The Group's purpose is to:

- Identify potential vulnerabilities in systems and procedures;
- Have an action plan to address them;
- Improve lines of communication both within the Council and with the Police and other Councils;
- Monitor policies and practice in this area

The Action Plan details known crime, fraud and corruption risks with the mitigation measures in place for each. The plan is regularly reviewed in light of alerts from the National Fraud Initiative, Police Scotland and from relevant press articles. Where appropriate these are shared with staff to encourage increased vigilance against potential threats.

## **5. Detection and Investigation**

### Fraud

The Financial Regulations provide that where any matter arises which involves or is thought to involve a fraud or other irregularity that affects the affairs of the Council the matter should be drawn to the attention of the Internal Audit Manager.

The Internal Audit Manager shall then arrange for an investigation to be carried out. These will be investigated to the extent necessary depending on the circumstances presenting in each case. in accordance with the Council's Fraud Response Plan. In the event that the investigation indicates misconduct by a member of staff the council's disciplinary procedures shall apply.

Further, ~~where~~ where misconduct is established, the Internal Audit Manager in consultation with the relevant Head of Service and the Depute Chief Executive (Education, Communities and Organisational Development) Corporate Director (Corporate Services) will determine if the matter should be referred to the police having regard to all salient factors of the case.

Where there is a financial loss, the council will seek to recover the amount of the loss, including where a fraud is material, by means of consideration will be given to recovery through ing losses in a civil court. In determining the action to be taken, regard will be had to the amount of the loss, the likely costs of any recovery action and the prospects of successful recovery of the amounts lost.

Where an employee has left employment as a result of a negligent act or misappropriation of funds it may be possible to recover all or part of any losses from the pension benefits of the employee. Such action will be taken in consultation with the Chief Financial Officer~~Corporate Director (Corporate Services)~~.

The Council participates in the National Fraud Initiative. This requires submission of various data sets at prescribed intervals every two years via Audit Scotland to the Cabinet Office Audit Commission. The information supplied is matched to similar data provided by other public bodies and then made available to the Council for use in data matching exercises designed to detect fraud and error. Matches shall be tested to the extent necessary to provide assurances on the accuracy of council systems or to follow up the circumstances arising from suspected irregularities.

## Bribery

### Employees

The Council will fully investigate any instances of alleged or suspected bribery through the Council's disciplinary procedures. Where an employee is found to have offered, given, solicited or accepted a bribe this may constitute gross misconduct and could result in summary dismissal.

### Elected Members

Where allegations are made about an elected member having offered, given, solicited or accepted a bribe, the matter shall be referred to the Monitoring Officer. The Monitoring Officer may refer the matter to the Police and/ or the Ethical Public Standards Commissioner for investigation.

## **6. Training**

The Council recognises that the continuing success of its policy to combat fraud, theft, bribery and corruption and its general credibility will depend largely on the effectiveness of ~~programmed~~ training and responsiveness of staff throughout the organisation.

To facilitate this, the Council supports the concept of induction ~~and~~ training, with emphasis on the application of codes of conduct for elected members and staff. These codes promote and encourage behaviours consistent with the principles of public life. Refresher sessions are available from time to time for elected members and through the Moray Management Methods training programme for staff, particularly for staff involved in internal control systems and those staff and elected members who may be at greater risk of being bribed. This is to ensure that their responsibilities and duties in this respect are regularly highlighted and reinforced. Specific specialist training is also provided for Benefits Fraud staff, including advice on personal safety and security.

~~Risk assessments will be undertaken for each of the Council's key business activities and the individuals at the highest risk of exposure to bribery identified. This includes those involved in high value projects, purchasing products and services, making certain recommendations to committee, processing certain applications etc. Training will be provided to appropriate employees who have been identified as being at potential risk of exposure to bribery.~~

## **7. Summary / Key Messages**

The Council will not condone fraud, theft, bribery or corruption, whether it is attempted on the Authority or from within it.

An anti-fraud culture has been adopted to encourage staff to report on suspected malpractice.

Preventative measures have been put in place to minimise the risk of fraud or irregularity going undetected.

Any suspected fraudulent activity shall be investigated promptly and thoroughly, with appropriate disciplinary actions being taken against those responsible.

| **Updated:** January 2020~~January 2012~~





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**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 14 JANUARY 2019**

**SUBJECT: PERFORMANCE REPORT FOR CORPORATE SERVICES – APRIL TO SEPTEMBER 2019**

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

**1. REASON FOR REPORT**

- 1.1 The purpose of this report is to outline the performance of the Corporate Services for the period from 1 April to 30 September 2019.
- 1.2 This report is submitted to Committee in terms of Section III (A) (4) and (B) (58) of the Council's Scheme of Administration relating to contributing to public performance reporting and the development and monitoring of the Council's Performance Management Framework.

**2. RECOMMENDATION**

- 2.1 **It is recommended that the Policy and Resources Committee:**
  - (i) **scrutinises performance outlined in this report; and**
  - (ii) **notes the actions being taken to seek improvements where required.**

**3. BACKGROUND**

- 3.1 The revised Performance Management Framework was approved at a meeting of Full Council on 7 August 2019 (paragraph 7 of the Minute refers). As a result, performance will be reported on a 6 monthly basis.
- 3.2 The Policy and Resources Committee at its meeting on 2 October 2019 approved the Corporate Services Department Service Plans for 2019/20 (paragraph 5 of the Minute refers). Consequently, there is no new activity on Service Plan progress to be reported for the period April to September 2019. However, as the Workforce Plan and some elements of the ICT Service Plan

are essentially a continuation of the 2018/19 work an update on the progress made during the first half of the year is noted below.

3.3 Key points to note are:

- (a) HR Workforce Plan: Overall progress was 33% with a number of actions concerning employee development and recruitment and retention activities on hold pending the appointment of an Organisational Development Manager.
- (b) ICT Applications: The further development of the intranet to provide secure access to all staff and to promote the internet as a staff engagement tool is progressing well and is ready for launch at the start of Q4. The upgrading of the Councils website design to ensure that it meets accessibility standards, has fallen slightly behind schedule due to resourcing issues which were resolved from the start of Q4 with work being progressed as a priority.

The expansion and enhancement of the flexible working provision within the council has also slightly fallen behind schedule, however it is planned to make this time back in January.

The move to digital is progressing mainly through projects in schools admin, repairs and Open Revenue. A further update is contained within a separate report to this Committee by the Head of Transformation.

- (c) ICT Infrastructure: In relation to the performance indicators for Q2 for ICT Infrastructure, the resolution of incidents within the Service Level Agreement for all call priorities is 97.43% compared with a target of 90%. The Council website continues to be highly available (99.99%) and this supports the increased provision of online services.

3.4 With regard to the Service Plan, the following service level outcome projects are progressing well:

- Telephony and Contact Centre system upgrade
- ICT Action Plan (Infrastructure)
- Schools' Infrastructure rollout and;
- Cyber Resilience

3.5 Although some operational work has been undertaken in relation to Business Continuity, progress on the revised ICT Business Continuity Plan is behind schedule. This will be a priority for Q3.

3.6 The performance report during the first half of 2019/20 for Legal and Democratic Services is detailed at **Appendix 1**, Human Resources, Information Communications Technology and Organisational Development at **Appendix 2** and Financial Services at **Appendix 3**.

4 **SUMMARY OF IMPLICATIONS**

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

Service plans have been prepared for the council's central support services identifying the improvements targeted for the year to September 2020. In preparing the plans managers have taken account of risk, self-evaluation (PSIF), the LOIP, the Corporate Plan and other relevant factors, such as audit outcomes.

The service plans identify the resources allocated to each service and how these will be utilised to deliver core service requirements as well improvements during the year.

**(b) Policy and Legal**

None

**(c) Financial Implications**

None

**(d) Risk Implications**

None

**(e) Staffing Implications**

None

**(f) Property**

None

**(g) Equalities/Socio-economic Impact**

An Equality Impact Assessment is not needed because the report is to inform the committee on performance.

**(h) Consultations**

Service managers responsible for areas reported are involved throughout the reporting process. There have been no other consultations.

**5. CONCLUSION**

**5.1 Customer Services increased the proportion of telephone calls answered within 20 seconds by 6% from the previous quarter, but are still below their target of 74%. Human Resources are below target in four of the corporate indicators with three requiring monitoring and improvement action in progress for one.**

Author of Report: Depute Chief Executive (Education, Communities and Organisational Development) & Depute Chief Executive (Economy, Environment and Finance)

Background Papers: Held by Carl Bennett, Research & Information Officer



## 2019/20 Q2 (July to September) - Performance Summary

Item 4e)

Service	LEGAL & DEMOCRATIC SERVICES			
Section	Budget 2019/20	Budget to date 2019/20	Actual to date 2019/20	Year to date variance
	£000s	£000s	£000s	£000s
<b>Legal and Democratic Services</b>	<b>4,584</b>	<b>3,085</b>	<b>3,073</b>	<b>12</b>
Legal Services	666	270	253	17
Elections	30	11	10	1
Committee Services	198	109	109	0
Registrars	23	2	5	(3)
Members Support	51	25	25	0
Members Services	689	343	328	15
Customer Contact Centre	814	410	410	0
Mailroom and Reception	695	383	375	8
Benefits	1,258	677	636	41
Taxation	181	105	105	0
Visiting Officers	37	15	15	0
Revenues Management / Central costs	6	5	9	(4)
Scottish Welfare Fund	522	237	275	(38)
Housing Benefit	(26)	542	556	(14)
Legal & Democratic Staff Savings target	(134)	0	0	0
Legal & Democratic Allocations	(426)	(49)	(38)	(11)

Corporate Services	% Absence				
Section	2018/19			2019/20	
	Q2	Q3	Q4	Q1	Q2
The Moray Council	4.71	5.39	6.18	4.83	4.87
<b>Legal and Democratic Services</b>	<b>7.08</b>	<b>7.17</b>	<b>4.34</b>	<b>3.58</b>	<b>4.62</b>
Legal Admin	2.38	7.21	14.67	3.02	3.69
C'ttee & Reg	12.95	2.11	2.39	2.88	9.41
Legal	9.26	11.47	0.95	3.20	4.85
Customer Services	6.02	6.62	4.44	5.31	5.60
Tax & Benefits	7.27	7.69	3.46	2.98	2.70
Internal Audit	0.37	0.00	1.85	0.00	0.00
PMO	0.30	0.00	0.00	0.00	0.00

**Comments:**

The figures have yet to take into account the full extent of the re-organisation of the Moray Council Services, and the figures for the remnants of the Corporate Policy Unit (RIOs, Equality and Complaints Officers) have yet to be broken out individually.

# Performance



## Areas of Good Performance

### Committee Services

- Committee agenda papers and Committee action sheets (100%)

### Performance Management

- Support services as a % of total gross expenditure (4.29%)

### Registration Service

- General Register Office Report – 2018/19 error rate (1.34%)

### Revenues

- Average time to process new housing benefit claims (20.9 days)
- Time to process notifications of changes of circumstances in housing benefits claims (5.49 days)
- Cost of collecting non-domestic rates per property (£30.58)
- Percentage of current year council tax received (55.3%)Gross administration cost per case (£60.53) **2017/18 data**
- Cost of collecting Council Tax per dwelling (£9.30) **2017/18 data**



## Areas requiring Monitoring

### Customer Services

- Percentage of telephone calls answered against those received 92.62% vs 93% target
- Percentage of telephone calls answered within 20 seconds 67.5% vs 74% target



## Areas for Improvement

### Committee Services

- Committee draft minutes issued on time 66.7% vs 85% target

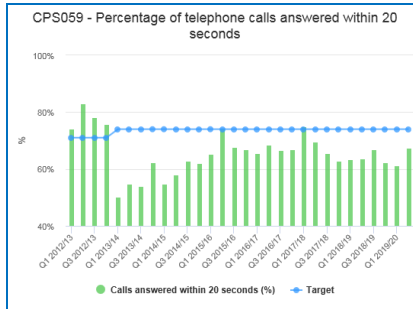
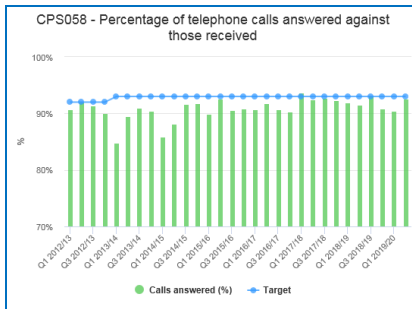
### Internal Audit

- **Q1 and Q2 data not yet reported**

## Areas Requiring Monitoring

### Customer Services

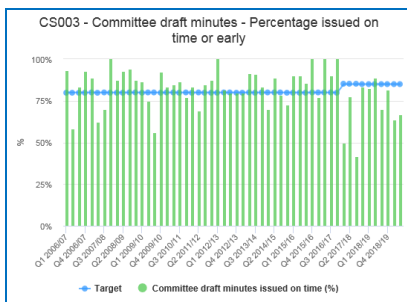
- The proportion of telephone calls answered against those received was marginally under target by less than 0.3% (Indicator CPS058). If rounded-up this would be considered on-target performance. Calls have continued to increase from the same period last year. As previously advised staffing levels have reduced due to budget cuts and the service continues to carry long term absence.
- The proportion of telephone calls answered within 20 seconds was up from 61.3% last quarter to 67.5% (Indicator CPS059), but remains below the target of 74%.



## Area for Improvement

### Committee Services

- 6 out of 9 committee draft minutes issued on time in qtr 2 2019-20 due to a combination of workload, staff absence and election preparations (Indicator CS003).



## 2019/20 Q2 (July to September) - Performance Summary

Item 4e)

Service	HUMAN RESOURCES, ICT & OD			
Section	Budget 2019/20	Budget to date 2019/20	Actual to date 2019/20	Year to date variance
	£000s	£000s	£000s	£000s
<b>Human Resources, ICT &amp; OD</b>	<b>4,672</b>	<b>3,096</b>	<b>3,076</b>	<b>20</b>
Human Resources	2,032	934	896	38
ICT Infrastructure	1,523	1,263	1,224	39
ICT Applications	946	440	439	1
Schools ICT	585	436	496	(60)
Central Telephones	44	23	21	2
HR&ICT Staff Savings target	(91)	0	0	0
HR&ICT Allocations	(367)	0	0	0

Corporate Services	% Absence				
Section	2018/19			2019/20	
	Q2	Q3	Q4	Q1	Q2
The Moray Council	4.71	5.39	4.39	4.83	4.87
<b>HR, ICT &amp; OD</b>	<b>4.09</b>	<b>3.48</b>	<b>3.74</b>	<b>2.19</b>	<b>2.80</b>
HR	8.94	6.84	4.49	1.40	5.64
ICT Application Systems	0.18	0.94	2.93	0.48	0.42
ICT Infrastructure	0.00	0.59	3.29	4.30	0.69

**Comments:**

The figures for the sections that have moved into HR, ICT and OD are not yet available, so have not been included in the figures above.

## Performance



### Areas of Good Performance

#### Human Resources

- Number and % of highest paid 5% of earners amount council employees, that are women (54.1%)
- Number of Health and Safety Incidents reported (59) (62 in Qtr 12018/19)

#### ICT Infrastructure

- Help desk calls resolved within target timescales in Q2 (93.95%)
  - Priority 2 calls – 100%
  - All other calls – 94%
- Availability of the Moray Council Website (99.99%)



### Areas requiring Monitoring

#### Human Resources

- Sickness Absence Rates - Average number of working days per employee lost through sickness absence – Teachers 6.5 days vs 5.9 days target
- Sickness Absence Rates - Average number of working days per employee lost through sickness absence - all other local government employees 12.5 days vs 11 days target
- Working days lost due to industrial injury / accidents (25) (15 in Qtr 1 2018/19)

#### ICT Applications

- ICT Action Plan at the end of Q2 2019/20 was 45% complete

#### ICT Infrastructure

- Priority 1 help desk calls resolved within target timescales in Q2 (76.9%)



### Areas for Improvement

#### Human Resources

Number of Violence and Aggression incidents reported to the Health & Safety section (excluding H&S incidents)

313 against 242 target:

14 Corporate  
227 Education  
72 HSCM

## Areas Requiring Monitoring

#### Human Resources

- Sickness absence rates for teachers (Indicator CS016B.1) and all other local government employees (Indicator CS016B.2). Targeted support to services in managing sickness absence is ongoing.

#### ICT Applications

- Delivery of the ICT Action plan is close to target but will need monitored to ensure delivery of target in Q3/4.

#### ICT Infrastructure

- Three Priority 1 help desk calls (Indicator FICT091) breached target timescales of 4 hours in Q2. Ten out of 13 completed within target time (76.9%)

## Areas for Improvement

#### Human Resources

- The number of Violence and Aggression Incidents (Indicator CS024b) is above target and will continue to be monitored. Following a joint survey of staff on violence in schools, an outline action plan has been drafted and improvement work will be developed and taken forward in 2020. Progress will be reported through the Central Health & Safety Committee.



## 2019/20 Q2 (July to September) - Performance Summary




Item 4e)

Service	FINANCIAL SERVICES			
Section	Budget 2019/20	Budget to date 2019/20	Actual to date 2019/20	Year to date variance
	£000s	£000s	£000s	£000s
<b>Financial Services</b>	<b>1,652</b>	<b>1,236</b>	<b>1,233</b>	<b>3</b>
Finance Management	132	68	67	1
Finance Development	86	86	74	12
Accountancy	708	345	343	2
Payments and Procurement	1,490	751	734	17
Miscellaneous Finance	(256)	(14)	15	(29)
Finance Staff Savings Target	(100)	0	0	0
Finance Allocations	(408)	0	0	0

Corporate Services	% Absence				
Section	2018/19			2019/20	
	Q2	Q3	Q4	Q1	Q2
The Moray Council	4.71	5.39	6.18	4.83	4.87
<b>Finance</b>	<b>3.28</b>	<b>5.62</b>	<b>3.96</b>	<b>5.13</b>	<b>6.51</b>
Accountancy	1.82	3.58	2.19	2.74	7.23
Payments	3.90	6.49	4.72	6.20	6.19

### Comments:

Absence in Accountancy due to long-term sickness has risen from 10.7 days in Q1 to 40 days in Q2. For Payments long-term sickness has more than doubled from 23 days in Q1 to 55 days in Q2; however, short-term absence has dropped from 110.7 days to 70.3 days over the same period.

<b>Performance</b>		
 Areas of Good Performance	 Areas requiring Monitoring	 Areas for Improvement
<p><b>Accountancy</b></p> <ul style="list-style-type: none"> <li>Annual accounts submitted on time</li> <li>Unqualified audit certificate received</li> <li>Budget monitoring reports issued to budget managers on time (100%)</li> <li>All ERDPs completed 2018/19</li> </ul> <p><b>Payments</b></p> <ul style="list-style-type: none"> <li>Invoices sampled paid within 30 days (90.87%)</li> <li>Payroll accuracy - number (99.94%) &amp; value (100%)</li> </ul>	Nil reported	Nil reported
<p><b>Areas for Improvement</b></p> <p><i>Note that all committee reported Performance Indicators for the first half of 2019-20 were on target.</i></p>		

**NOTE:** The data still includes payroll whilst the transfer to HR is being worked on.





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**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 14 JANUARY 2020**

**SUBJECT: FINANCIAL SERVICES PERFORMANCE REPORT – QUARTER 2  
JULY TO SEPTEMBER 2019**

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

**1. REASON FOR REPORT**

- 1.1 The purpose of this report is to outline the performance of the service for the period from July to September 2019.
- 1.2 This report is submitted to Committee in terms of Section III A (4) and (B) (58) of the Council's Scheme of Administration relating to contributing to public performance reporting and the development and monitoring of the Council's Performance Management Framework.

**2. RECOMMENDATION**

- 2.1 It is recommended that the Policy and Resources Committee scrutinises performance as outlined in this report.**

**3. BACKGROUND**

- 3.1 The revised performance management framework was approved at a meeting of Moray Council on 7 August 2019 (item 7 of the minute refers). Performance continues to be reported on a 6 monthly basis, on an exception basis.
- 3.2 The Policy and Resources Committee at its meeting on 5 November 2013 (item 12 refers) approved the development of a quarterly monitoring document which will provide supporting information for the Performance Management Framework and 6 monthly performance reports will refer to the document.
- 3.3 This report sets out progress against the service plan for Financial Services and other performance information for the period from July 2019 to September 2019.

- 3.4 The service plan for Financial Services was included in the service plan for the then Corporate Services and approved by this committee on 2 October 2019 (item 5 of the Minute refers). The Service Plan sets out actions to support the Council's Corporate Priorities of creating a sustainable council – reviewing and developing the Council's financial strategy and three year financial plan; economic development – support the Moray Growth Deal, and empowering communities – implementing mainstream Participatory Budgeting and supporting Community Asset Transfers. All actions were on target as at 30 September 2019. No target end dates fell within that period
- 3.5 The Service Plan also includes actions in support of legislative changes affecting the service; of major projects for the council, and implementing the Procurement Strategic Action Plan. All actions were on target as at 30 September 2019. No target end dates fell within that period.
- 3.6 There are no exceptions to be reported regarding the Service Plan.
- 3.7 All Performance Indicators approved for report to committee were acceptable for quarter 2. These are tabulated below:

Indicator	Q2 value
Unqualified audit certificate received by 30 September	Yes
Percentage of budget monitoring reports issued to budget managers within target timescales	100%
Percentage of invoices sampled paid within 30 days	90.87%
Payroll accuracy - number	99.94%
Payroll accuracy - value	100%

- 3.8 No benchmarking was carried out during this period. No consultation was carried out during this period. Five complaints relating to Financial Service were received and dealt with during the six month period. Of these, one complaint was not upheld, two were dealt with by way of an explanation and apology, one complaint was resolved with the complainant and one was passed to the Council's insurers to reply directly to the complainant.
- 3.9 Further performance indicators are in development including indicators for the draft Medium to Long Term Financial Strategy and these will be added in the next Performance Review Report. The draft Corporate Plan includes a target of 1% of the Council's budget being subject to Participatory Budgeting (PB) by April 2021. PB is the subject of a further report to this Committee. The 1% target will be a new PI for Financial Services following implementation of mainstream PB, progress towards which is tracked in the Financial Services Service Plan (see paragraph 3.3 of this report).
- 3.10 The performance during the first half of 2019/20 for Financial Services is summarised at **APPENDIX 1**.

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

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

Performance measurement is used to ensure the efficient and sustainable delivery of services to meet the Council's priorities in the Corporate Plan and the 10 Year Plan (Local Outcomes Improvement Plan).

This report identifies that no areas of the Service Plan have fallen behind schedule.

**(b) Policy and Legal**

None.

**(c) Financial implications**

None.

**(d) Risk Implications**

None.

**(e) Staffing Implications**

None.

**(f) Property**

None.

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

An Equality Impact Assessment is not needed because the report is to inform the Committee on performance.

**(h) Consultations**

None.

**5. CONCLUSION**

**5.1 Performance during the second half of 2018/19 is broadly as expected.**

**5.2 The work to implement the actions contained in the Financial Services Service Plan was on target for the second quarter of the year.**

Author of Report: Lorraine Paisey  
Background Papers: Held by Carl Bennett, Research and Information Officer  
Ref: SPMAN-1108985784-139  
Appendix 1: SPMAN-1108985784-138  
Appendix 2: SPMAN-1108985784-137






## 2019/20 Q2 (July to September) - Performance Summary

Service	FINANCIAL SERVICES			
Section	Budget 2019/20	Budget to date 2019/20	Actual to date 2019/20	Year to date variance
	£000s	£000s	£000s	£000s
<b>Financial Services</b>	<b>1,652</b>	<b>1,236</b>	<b>1,233</b>	<b>3</b>
Finance Management	132	68	67	1
Finance Development	86	86	74	12
Accountancy	708	345	343	2
Payments and Procurement	1,490	751	734	17
Miscellaneous Finance	(256)	(14)	15	(29)
Finance Staff Savings Target	(100)	0	0	0
Finance Allocations	(408)	0	0	0

Corporate Services	% Absence				
Section	2018/19			2019/20	
	Q2	Q3	Q4	Q1	Q2
The Moray Council	4.71	5.39	6.18	4.83	4.87
<b>Finance</b>	<b>3.28</b>	<b>5.62</b>	<b>3.96</b>	<b>5.13</b>	<b>6.51</b>
Accountancy	1.82	3.58	2.19	2.74	7.23
Payments	3.90	6.49	4.72	6.20	6.19

**Comments:**

Absence in Accountancy due to long-term sickness has risen from 10.7 days in Q1 to 40 days in Q2. For Payments long-term sickness has more than doubled from 23 days in Q1 to 55 days in Q2; however, short-term absence has dropped from 110.7 days to 70.3 days over the same period.

Performance		
 Areas of Good Performance	 Areas requiring Monitoring	 Areas for Improvement
<p><b>Accountancy</b></p> <ul style="list-style-type: none"> <li>Annual accounts submitted on time</li> <li>Unqualified audit certificate received</li> <li>Budget monitoring reports issued to budget managers on time (100%)</li> <li>All ERDPs completed 2018/19</li> </ul> <p><b>Payments</b></p> <ul style="list-style-type: none"> <li>Invoices sampled paid within 30 days (90.87%)</li> <li>Payroll accuracy - number (99.94%) &amp; value (100%)</li> </ul>	<p>Nil reported</p>	<p>Nil reported</p>
<p><b>Areas for Improvement</b></p> <p><i>Note that all committee reported Performance Indicators for the first half of 2019-20 were on target.</i></p>		

**NOTE:** The data still includes payroll whilst the transfer to HR is being worked on.







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**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 14 JANUARY 2019**

**SUBJECT: CHIEF EXECUTIVE'S OFFICE FINAL PERFORMANCE REPORT – APRIL TO SEPTEMBER 2019**

**BY: CHIEF EXECUTIVE**

**1. REASON FOR REPORT**

- 1.1 The purpose of this report is to outline the performance of the service for the period from 1 April to 30 September 2019.
- 1.2 This report is submitted to Committee in terms of Section III (A) (4) and (B) (58) of the Council's Scheme of Administration relating to contributing to public performance reporting and the development and monitoring of the Council's Performance Management Framework .

**2. RECOMMENDATION**

- 2.1 **It is recommended that the Policy and Resources Committee:**
  - (i) **scrutinises performance outlined in this report;**
  - (ii) **notes the actions being taken to seek improvements where required; and**
  - (iii) **notes this is the final report following the restructure of the Council's senior management approved in September 2019.**

**3. BACKGROUND**

- 3.1 The revised Performance Management Framework was approved at a meeting of Full Council on 7 August 2019 (paragraph 7 of the Minute refers). As a result, performance will be reported on a 6 monthly basis.
- 3.2 The Policy and Resources Committee at its meeting on 5 November 2013 (item 12 refers) approved the development of a quarterly monitoring document which will provide supporting information for the Performance

Management Framework and 6 monthly performance reports will refer to the document.

- 3.3 The Policy and Resources Committee at its meeting on 4 August 2015 (paragraph 13 of the Minute refers) approved a change to the Chief Executive's performance indicators for 2015/16. These remain unchanged.
- 3.4 The Policy and Resources Committee at its meeting on 7 June 2016 (para 10 of the Minute refers) approved the Chief Executive's Office: Plan 2016-2019.
- 3.5 Refer here to senior management restructure.

#### 4. **SUMMARY OF PERFORMANCE**

4.1 The tables below summarise performance: –

##### **Performance Indicators**

<b>Service</b>	<b>No. of Indicators</b>	<b>Green Performing Well</b>	<b>Amber Close Monitoring</b>	<b>Red Action Required</b>	<b>Annual or Data Only</b>
Chief Executive's Office	5	1	0	2	2
<b>Total this period</b>	<b>5</b>	<b>1 (20%)</b>	<b>0 (0%)</b>	<b>2 (40%)</b>	<b>2 (40%)</b>

- 4.2 Performance measurement involves 5 indicators. At the mid-point of the financial year, one of the indicators with set targets was performing well (CEPR02 Proportion of Outsourced Print Room Jobs as a proportion of all Print Jobs).
- 4.3 Three of the Chief Executive's Office indicators are benchmarked against the national framework:
- Complaints received per 1,000 population (CE070)
  - The average time in working days for a full response to complaints at Frontline Resolution stage (CE073)
  - The average time in working days for a full response to complaints at Investigative Stage (CE074)

	<b>Moray Council (2018/19)</b>	<b>Scottish Average (2018/19)</b>
<b>Complaints received per 1,000 population</b>	6.4 per 1,000 population	<b>TBA per 1,000 population</b>
<b>Average time in working days for a full response to complaints at Frontline Resolution stage</b>	4.8	<b>TBA</b>
<b>Average time in working days for a full response to complaints at Investigative Stage</b>	22.2	<b>TBA</b>

	<b>Moray Council (2017/18)</b>	<b>Scottish Average (2017/18)</b>
<b>Complaints received per</b>	5.75 per 1,000 population	11.6 per 1,000 population

<b>1,000 population</b>		
<b>Average time in working days for a full response to complaints at Frontline Resolution stage</b>	4.9	8.3
<b>Average time in working days for a full response to complaints at Investigative Stage</b>	21.9	23.6

- 4.4 The Chief Executive's Office received three complaints in the six month period from 1 April to 30 September 2019. None was upheld

## **5. PERFORMANCE ANALYSIS**

### **Corporate Policy and Community Support**

- 5.1 Performance Management Framework: Revised Performance Management Framework approved by the Moray Council at their meeting of 7 August 2019. The framework was implemented with the support of Heads of Services and the Research and Information Officers.

### **Armed Forces Covenant**

- 5.2 The Armed Forces Covenant Development Officer, funded by the Ministry of Defence's Covenant Fund, has been supporting both Moray Council and Highland Council with fulfilling the government's promise to those serving, past and present that they and their families are guaranteed to be treated fairly.
- 5.3 The post came to an end in December 2019 when the temporary funding ceased. The tasks of the former postholder are being reallocated.

### **Support to the Community Planning Partnership – Developing Locality Plans**

- 5.4 The Local Outcome Improvement Plan (LOIP) identified two areas that would benefit most from Locality Plans: New Elgin East and Buckie Central East. The Community Support Unit (CSU). Locality Plans have been successfully produced in conjunction with the local communities and professionals, and both plans were publicised to the communities at launch events held in each locality; Buckie on 14 August 2019 and New Elgin on 14 September 2019).

### **Community Asset Transfers**

- 5.5 The Community Support Unit (CSU) has been supporting the Asset Management coordinator and local community groups with the transfer of property assets held by the council to the community. This work is being undertaken to meet the requirements of the Community Asset Transfer (CAT) scheme, as mandated in part 5 of the Community Empowerment (Scotland) Act 2015.

- 5.6 The Policy and Resources Committee approved the transfer of Forres Town Hall subject to court consent at their meeting on 2 October 2019.

### **Draft Corporate Plan 2019-24 Engagement Event**

- 5.7 The CSU supported the planning and production of the event which was held on 26 November 2019 at Elgin Town Hall with some 50 participants from a wide range of community groups and organisations.

### **The Scottish Council for Voluntary Organisations (SCVO) Quality Awards**

- 5.8 The CSU also supported six communities achieving a quality award for village halls and community buildings.
- 5.9 The award is designed to give information, support and encouragement to people who run village halls and community buildings. In practice it covers topics including managing people, managing money, managing resources, legislation and regulation.
- 5.10 The successful village halls and community buildings were The Fisherman's Hall, Buckie; Cullen Community and Residential Centre; Elgin Town Hall; Findochty Town Hall; Forres Town Hall and the Longmore Hall, Keith.

### **Complaints**

- 5.11 The Complaints Officer will be responding to the Scottish Public Services Ombudsman consultation on the revised Model Complaint Handling Policy/Procedure due to be introduced in April 2020.

## **6. SUMMARY OF IMPLICATIONS**

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

Performance measurement is used to ensure the efficient and sustainable delivery of services to meet the Council's priorities in the Corporate Plan and the LOIP. It has not been possible to report performance as the performance measures, and the framework for reporting still requires engagement and co-operation from the Community Planning partners.

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

None

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

None

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

None

**(e) Staffing Implications**

None

**(f) Property**

None

**(g) Equalities/Socio-economic Impact**

An Equality Impact Assessment is not needed because the report is to inform the committee on performance.

**(h) Consultations**

Service managers responsible for areas reported are involved throughout the reporting process. There have been no other consultations.

**7. CONCLUSION**

**7.1 The Community Support Unit is making good progress working on implementing the Locality Plans produced with the communities in Buckie Central East and New Elgin. The Community Asset Transfer process is performing as planned, with the town halls and community centres at the heart of the process working well under their new owners.**

Author of Report:

Chief Executive

Background Papers:

Held by Carl Bennett, Research & Information Officer

Ref:

SPMAN-1108985784-183

