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## Policy and Resources Committee

Tuesday, 10 March 2020

**NOTICE IS HEREBY GIVEN** that a Meeting of the **Policy and Resources Committee** is to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Tuesday, 10 March 2020** at **09:30**.

### BUSINESS

**1 Sederunt**

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

**3 Resolution**

Consider, and if so decide, adopt the following resolution:

"That under Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting for Items 14, 15 and 16 of business on the grounds that it involves the likely disclosure of exempt information of the class described in the relevant Paragraphs of Part 1 of Schedule 7A of the Act."

**4 Minute of Meeting dated 14 January 2020** **7 - 14**

**5 Written Questions** **15 - 16**

**6 Public Sector Climate Change Reporting 2018-19** **17 - 30**

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

**7 Museums Service Update** **31 - 54**

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

<b>8</b>	<b>Community Asset Transfer Request (Non-Act) - Dufftown Community Centre</b>	<b>55 - 62</b>
	Report by Depute Chief Executive (Economy, Environment and Finance)	
<b>9</b>	<b>Elgin Town Hall Transitional Lease Arrangements</b>	<b>63 - 66</b>
	Report by Depute Chief Executive (Economy, Environment and Finance)	
<b>10</b>	<b>Employee Survey 2019</b>	<b>67 - 92</b>
	Report by the Depute Chief Executive (Education, Communities and Organisational Development)	
<b>11</b>	<b>Workforce Culture Update</b>	<b>93 - 102</b>
	Report by Depute Chief Executive (Education, Communities and Organisational Development)	
<b>12</b>	<b>Employment Policy Framework Review 2019-20</b>	<b>103 - 116</b>
	Report by Depute Chief Executive (Education, Communities and Organisational Development)	
<b>13</b>	<b>Question Time</b>	<b>117 - 118</b>

**Items which the Committee may wish to consider with  
the Press and Public excluded**

**14 Waste Management - Trade Waste Charges**

- Information relating to the financial or business affairs of any particular person(s);
- Information on terms proposed or to be proposed by or to the Authority;

**15 Elgin Common Good - Andersons Care Home**

- Information relating to the financial or business affairs of any particular person(s);

**16 Voluntary Severance Applications**

- Information relating to staffing matters;

## **Summary of Policy and Resources Committee functions:**

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

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

## GUIDANCE NOTES

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

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

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

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

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

Clerk Name:

Clerk Telephone: 01343 563016

Clerk Email: [committee.services@moray.gov.uk](mailto:committee.services@moray.gov.uk)

# **THE MORAY COUNCIL**

## **Policy and Resources Committee**

### **SEDERUNT**

Councillor Aaron McLean (Chair)  
Councillor Graham Leadbitter (Depute Chair)  
Councillor Frank Brown (Member)  
Councillor John Cowe (Member)  
Councillor Lorna Creswell (Member)  
Councillor John Divers (Member)  
Councillor Tim Eagle (Member)  
Councillor Claire Feaver (Member)  
Councillor Donald Gatt (Member)  
Councillor Louise Laing (Member)  
Councillor Marc Macrae (Member)  
Councillor Shona Morrison (Member)  
Councillor Sonya Warren (Member)  
Councillor Walter Wilson (Member)

Clerk Name:

Clerk Telephone: 01343 563016

Clerk Email: [committee.services@moray.gov.uk](mailto:committee.services@moray.gov.uk)



**Minute of Meeting of the Policy and Resources Committee**

**Tuesday, 14 January 2020**

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

**PRESENT**

Councillor George Alexander, Councillor Frank Brown, Councillor John Cowe, Councillor Lorna Creswell, Councillor John Divers, Councillor Tim Eagle, Councillor Ryan Edwards, Councillor Donald Gatt, Councillor Louise Laing, Councillor Graham Leadbitter, Councillor Aaron McLean, Councillor Shona Morrison, Councillor Sonya Warren

**IN ATTENDANCE**

Chief Executive, Depute Chief Executive (Education, Communities and Organisational Development), Depute Chief Executive (Economy, Environment and Finance), Chief Financial Officer, Acting Head of Housing and Property, Head of Environmental and Commercial Services, Head of Transformation, Head of HR, ICT and Organisational Development, Benefits Manager, Transportation Manager, Head of Governance, Strategy and Performance as Legal Adviser and Mrs L Rowan, Committee Services Officer as Clerk to the Meeting.

**1 Chair**

Councillor A McLean, being Chair of the Policy and Resources Committee, chaired the meeting.

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

In terms of Standing Order 20 and the Councillors' Code of Conduct, there were no declarations from Group Leaders or Spokespersons in regard to any prior decisions taken on how Members will vote on any item on the agenda or any declarations of Member's interests in respect of any item on the agenda.

**3 Order of Business**

In terms of Standing Order 28, the Chair sought the agreement of the Committee to vary the order of business and consider item 7 "Corporate Services Performance Report – October 2018 to March 2019" prior to item 4e) "Performance Report for Corporate Services – April to September 2019". This was agreed.

**4 Minute of Meeting dated 29 October 2019**

The minute of the meeting of the Policy and Resources Committee dated 29 October 2019 was submitted and approved.

## **5 Minute of Appointments Committee Meeting dated 19 November 2019**

The minute of the meeting of the Appointments Committee dated 19 November 2019 was submitted and approved.

## **6 Minute of Shortleeting Committee Meeting dated 22 October 2019**

The minute of the meeting of the Shortleeting Committee Meeting dated 22 October 2019 was submitted and approved.

## **7 Written Questions**

The Committee noted that no written questions had been submitted.

## **8 Scottish Welfare Fund Update**

A report by the Depute Chief Executive (Education, Communities and Organisational Development) informed the Committee of current pressures on the Scottish Welfare Fund service due to the impact of Universal Credit. The report stated that the grant funding had remained fairly static since 2013 despite rising demand from applicants who find themselves in need of short-term support which had been exacerbated by the roll out of Universal Credit. Many Scottish Local Authorities had been supplementing the budget due to increased demand however this was becoming difficult to maintain given local resourcing constraints. Scottish Government guidance had advised that Local Authorities manage the additional pressures by restricting individual application awards during quarter 4 to those deemed "high, most compelling".

During discussion, Councillor Brown recognised the need to restrict individual application awards to "high, most compelling" given the pressure on the budget however queried whether the Committee could agree that Officers move the restriction to "high, most compelling" when necessary.

In response, the Head of Governance, Strategy and Performance advised that this delegation would be acceptable.

On hearing the advice from the Head of Governance, Strategy and Performance, Councillor Brown moved that the Committee agree to amend recommendation (iii) to restrict the priority rating to a "high, most compelling" to be implemented by Officers as and when it becomes both appropriate and necessary. This was seconded by Councillor Eagle.

Councillor Alexander stated that this was a difficult decision to make given the effect it would have on vulnerable people in Moray however was of the view that this should be a decision taken by Elected Members and that the onus should not be imposed on Officers and moved, as an amendment, that the Committee agree that a further report be brought to a future meeting of this Committee when restricting the priority rating to "high, most compelling" is necessary, and this report include information as to why Officers support restricting the priority rating to "high, most compelling" with some examples of the impact this decision will have. This was



seconded by Councillor Leadbitter.

After considering Councillor Alexander's amendment, Councillor Brown was not adverse to a further report being brought to this Committee and agreed to withdraw his motion. This was also agreed by Councillor Eagle, as seconder to Councillor Brown's motion.

Councillor Leadbitter was of the view that the Universal Credit System is not an acceptable system to support vulnerable people and moved that a further recommendation be added stating that the Chair of this Committee write to the Secretary of State for Work and Pensions highlighting the impact the introduction of Universal Credit is having on vulnerable people in society.

Councillor Eagle agreed with Councillor Leadbitter's motion however suggested that the Chair, when writing to the Secretary of State for Work and Pensions, also write to the Scottish Government stating that the Council is struggling with the administration of the Scottish Welfare Fund provided by the Scottish Government. Councillor Leadbitter agreed to amend his motion in incorporate Councillor Eagle's suggestion which was also unanimously agreed by the rest of the Committee.

The Committee joined the Chair in commending the staff in the Benefits Section for the work that they do in challenging circumstances and thereafter agreed:

- i. to note the pressures on the Scottish Welfare Fund and the ongoing demand on this service as outlined in the report;
- ii. to note the duties placed on local authorities when managing the funds, as outlined within section 9 of the report;
- iii. that a further report be brought to a special meeting of this Committee in 1 month to consider the requirement to restrict the priority rating to "high most compelling" (as described in section 9 of the report);
- iv. to note 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; and
- v. that the Chair of the Policy and Resources Committee write to the Secretary of State for Work and Pensions highlighting the impact the introduction of Universal Credit is having on vulnerable people in society and also write to the Scottish Government stating that the Council is struggling with the administration of the Scottish Welfare Fund provided by the Scottish Government.

## **9 Charging for Services**

Under reference to paragraph 7 of the minute of the meeting of this Committee dated 29 October 2019, a report by the Depute Chief Executive (Economy, Environment and Finance) asked the Committee to approve revised charges for council services for 2020/21.

During discussion, Councillor Eagle expressed disappointment in relation to the requirement for a 5% increase in charges across most council services although

accepted the necessity given the current financial position of the Council however raised concern regarding the drop in the uptake of school meals. He appreciated the recommendation from Officers that the charge for school meals remain static however queried whether consideration could be given to reducing the charge for school meals to encourage uptake.

In response, the Head of Environmental and Commercial Services advised that the charging of school meals was very complex and that a Members Briefing will be arranged regarding the complexities surrounding the charging of school meals.

Councillor Eagle raised further concern in relation to the proposed increase in harbour berthing charges which were not considered to be in line with the service provided and queried whether the harbour berthing charges set out in sections I2a, I2b and I3a of the Appendix could be deferred until the budget settlement from the Scottish Government is known. With regard to the proposed increase in charges for the uplift of household garden waste, Councillor Eagle was of the view that an increase of more than 10% was excessive and queried whether this be reduced to an increase of £2.00.

In response, the Head of Environmental and Commercial Services advised that the Council's harbour charges are reasonable compared to other local authorities however a balance has to be reached when setting commercial charges so that business is not lost due to high charges, which is constantly under review.

In response, the Depute Chief Executive (Economy, Environment and Finance) advised that it takes time to implement any increase to the charges associated with the uplift of garden waste and that any changes would have to be made immediately following the decision of the Committee therefore any deferral would result in a greater loss of income to the Council.

On hearing the advice from the Depute Chief Executive (Economy, Environment and Finance) the Chair moved that the Committee agree the recommendations as printed in the report.

As an amendment, Councillor Eagle moved that the Committee agree the recommendations as printed within the report with the deferral of any increase to harbour berthing charges set out in sections I2a, I2b and I3a and to the uplift of garden waste set out in section G11 of the Appendix, until the budget settlement from the Scottish Government is known. This was seconded by Councillor Gatt.

On a division there voted:

For the Motion (9)	Councillors A McLean, G Leadbitter, Alexander, Cowe, Creswell, Divers, Laing, Morrison and Warren
For the Amendment (4)	Councillors Eagle, Gatt, Brown and Edwards
Abstentions (0)	Nil

Accordingly, the motion became the finding of the Committee and it was agreed:

- i. to approve the charges for Council services for 2020/21 as set out in Appendix 1 of the report; and
- ii. that a Members Briefing will be arranged regarding the complexities surrounding the charging of school meals.

## **10 Improvement and Modernisation Programme Update**

Under reference to paragraph 6 of the minute of the meeting of this Committee dated 4 June 2019, a report by the Depute Chief Executive (Education, Communities and Organisational Development) informed the Committee of the progress made in developing the projects set out in the Council's Improvement and Modernisation Programme (IMP). The report stated that the IMP is significant to the future financial planning of the Council contained within the current corporate plan where good progress has been made across all work streams however further definition is required around some of the more challenging areas such as Transforming Education and Children's Services, where extra support is being provided to accelerate progress.

Following consideration, the Committee agreed to:

- i. note the progress made in the development of the projects in the Improvement and Modernisation Programme; and
- ii. 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.

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

Under reference to paragraph 5 of the Minute of the Meeting of the Audit and Scrutiny Committee dated 13 November 2019, a report by the Depute Chief Executive (Education, Communities and Organisational Development) sought Committee approval of an updated policy to combat fraud, theft, bribery and corruption.

During discussion, it was suggested that it would be easier for members, when considering future policies/updated policies, if they include a front page detailing the Sponsor, Author, Date of Review, Date of Next Review and Date approved by Committee/Council. This was noted by Officers present at the meeting.

Following consideration the Committee agreed:

- i. to approve the updated fraud etc policy as set out in Appendix 1 to the report, subject to consultation with the Trade Unions; and
- ii. that consideration be given to future polices/updated policies having a front page detailing the Sponsor, Author, Date of Review, Date of Next Review and Date approved by Committee/Council.

## **12 Corporate Services Performance Report - October 2018 to March 2019**

Under reference to paragraph 7 of the minute of the meeting of this Committee dated 9 April 2013, a report by the Depute Chief Executive (Education, Communities and Organisational Development) outlined performance of the service for the period from

October 2018 to March 2019.

During discussion, it was noted that the performance report had been brought to Committee for consideration later than usual and it was queried why this was the case.

In response, the Head of Governance, Strategy and Performance explained that the report should have been brought to the Committee at the meeting in October 2019 however this failed to happen as a result of a clerical error. This was noted.

Following consideration the Committee agreed to note the:

- i. performance outlined in this report; and
- ii. actions being taken to seek improvements where required.

### **13 Performance Report for Corporate Services - April to September 2019**

Under reference to paragraph 5 of the minute of the meeting of this Committee dated 2 October 2019, a report by the Depute Chief Executive (Education, Communities and Organisational Development) outlined the performance of the Corporate Services for the period from 1 April to 30 September 2019.

Following consideration, the Committee agreed to note the:

- i. performance outlined in this report; and
- ii. actions being taken to seek improvements where required.

### **14 Financial Services Performance Report - Quarter 2 July to September 2019**

Under reference to paragraph 7 of the Minute of Moray Council dated 7 August 2019, a report by the Depute Chief Executive (Economy, Environment and Finance) outlined the performance of the service for the period from July to September 2019.

Following consideration the Committee agreed to note the performance as outlined in this report.

### **15 Chief Executive's Office Final Performance Report - April to September 2019**

Under reference to paragraph 7 of the minute of the meeting of Moray Council dated 7 August 2019, a report by the Chief Executive outlined the performance of the service for the period from 1 April to 30 September 2019.

Following consideration, the Committee agreed to note:

- i. the performance outlined in this report;

- ii. the actions being taken to seek improvements where required; and
- iii. that this is the final report following the restructure of the Council's senior management approved in September 2019.

## **16 Participatory Budgeting**

A report by the Depute Chief Executive (Education, Communities and Organisational Development) informed the Committee of the requirement for Participatory Budgeting from 1 April 2020 and sought approval for a Moray wide Policy Statement and Framework relating to Participatory Budgeting. Participatory Budgeting is a means by which communities can influence council resources to areas with a direct impact to them in accordance with the framework agreed by the Scottish Government and COSLA to work together to have at least 1% of Council budgets subject to Participatory Budgeting by the end of the 2020/21 financial year.

The Committee joined the Chair in thanking the Money for Moray, Bucks for Buckie, tsiMoray (You Choose) and the Church of Scotland Community Choices for their input in earlier participatory budgeting projects and thereafter agreed:

- i. to approve the Participatory Budgeting Policy Statement and Framework as detailed in Appendix 1 of the report;
- ii. to instruct officers to identify service areas for Participatory Budgeting within Moray and report these back to this Committee along with plans to run the appropriate Participatory Budgeting exercises for the first budget areas; and
- iii. that officers report back to Committee the outcome of the participatory budgeting exercises once completed.

## **17 Rapid Rehousing Transition Plan Report**

Under reference to paragraph 5 of the minute of the meeting of the Communities Committee dated 20 November 2018, a report by the Depute Chief Executive (Economy, Environment and Finance) informed the Committee of progress on funding received from the Scottish Government for the implementation of Moray's Rapid Rehousing Transition Plan (RRTP). The report stated that the Scottish Government had asked that all local authorities produce a RRTP with the aim of ending rough sleeping, transforming the use of temporary accommodation and ending homelessness in Scotland within a 5 year period.

Following consideration, the Committee agreed:

- i. to note the level of funding made available by the Scottish Government to deliver the Council's Rapid Rehousing Transition Plan (RRTP); and
- ii. that officers in Housing and Property Services can now draw down the money awarded for 2019/20 (£97k) and 2020/21 (£93k) from the General Revenue Grant to develop the plan.

A report by the Chief Executive asked the Committee to consider the Complaints Annual Report 2018-19 which set out the Council's performance against the national performance indicators set by the Scottish Public Sector Ombudsman.

Following consideration, the Committee agreed to:

- i. approve the content of the Complaints Annual Report as set out in Appendix 1 of the report; and
- ii. note that the annual report will then be submitted to the Scottish Public Sector Ombudsman.

## 19 Question Time

Under reference to paragraph 10 of the minute of this Committee dated 29 October 2019, Councillor Alexander queried whether the decision to move the May Day public holiday in 2020 from Monday 4 May to Friday 8 May to coincide with VE Day had been intimated to members of the public. Councillor Alexander further stated that he had heard of a proposal to ring church bells at 7:00 pm on Friday 8 May 2020 across the country to commemorate VE Day and queried whether the Council was aware of this and what other plans the Council had in this regard.

In response, the Chief Executive advised that a number of suggestions had been given on how to commemorate VE and VJ Day, including a suggestion from the Pageant Master to ring church bells at 7:00 pm across the country however this was a suggestion and not a statutory obligation. He further advised that consideration was being given to holding a church service in Moray to commemorate VE and VJ Day on Friday 8 May.

Councillor Alexander made reference to a pilot scheme to look after adults with learning disabilities during the night which had been opposed by some members of the public and sought clarification as to whether the Council had any say in whether this would go ahead or not.

The Chair advised that this was a matter for the Moray Integration Joint Board (MIJB) to decide and that 3 Councillors represented the Council on the MIJB where a decision had been taken to approve the pilot scheme.

Councillor Alexander expressed concern that the Council provides the MIJB with 40% of its budget yet seemed to have little oversight as to how it is spent.

In response the Chief Executive advised that the MIJB is undergoing its own transformation programme which was reported by the Chief Officer MIJB at a recent meeting of Moray Council and that further reporting on the transformation programme would allow the Council to have oversight in this regard.

# WRITTEN QUESTIONS







**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 10 MARCH 2020**

**SUBJECT: PUBLIC SECTOR CLIMATE CHANGE REPORTING 2018/19**

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

**1. REASON FOR REPORT**

- 1.1 To inform the Committee of the Council's 2018/19 Climate Change report.
- 1.2 This report is submitted to Committee in terms of Section III (A) (49) of the Council's Scheme of Administration relating to the formulation and review of Council wide policies, strategies, priorities and objectives in standards and levels of service.

**2. RECOMMENDATION**

- 2.1 **It is recommended that the Policy and Resources Committee consider and note:**
  - i) **the content of the reporting template set out in APPENDIX I; and**
  - ii) **the progress made in embedding climate change and sustainability within the Council's operations.**

**3. BACKGROUND**

- 3.1 The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015 requires Public Sector Bodies to publish annual climate change reports. This is intended to demonstrate compliance with Public Sector Bodies' climate change duties, to engage leaders and encourage action.
- 3.2 Moray Council has a duty under Section 44 of the Climate Change (Scotland) Act 2009 to contribute to reducing Scotland's greenhouse gas emissions, contribute to helping Scotland adapt to a changing climate and to act in a way it considers most sustainable. Moray Council submitted its first mandatory report in November 2016, covering the period 2015/16.
- 3.3 At a Special Meeting on 27 June 2019, Moray Council agreed a Motion recognising that climate change is an ecological emergency and that the Council would produce a climate change strategy with the goal that it is

carbon neutral by 2030 (paragraph 6 of the Minute refers). It is anticipated that the draft Climate Change Strategy will be considered by the Full Council on 8 April 2020.

#### 4. **PERFORMANCE**

4.1 It should be noted that the report relates to the financial year 2018/19, prior to the Council's declaration of a Climate Emergency in June 2019.

4.2 A copy of the submitted report is contained in **APPENDIX I**.

##### Template

4.3 The reporting template covers the following mandatory topics:

- Profile
- Governance, management and strategy
- Corporate emissions
- Targets and projects
- Adaptation
- Validation

##### Profile

4.4 An initial overview of the Council's scale sets the context for the wider report.

##### Governance, management and strategy

4.5 No specific climate change plan or strategy document was in place during 2018/19. Each service set out actions to address climate change in their strategy documents and action plans. This included the Local Development Plan, Waste Strategy, Energy Policy, Fleet Management, Flood Risk Management, Procurement and Street Lighting and the Local Housing Strategy. It was therefore incumbent on each specialist service area, such as energy, waste management, flood risk, procurement, housing and planning, to ensure that their strategies were aligned to the priorities established in Moray 2027, Local Outcomes Improvement Plan (LOIP).

##### Emissions, targets and projects

4.6 Council priorities to address climate change included continuing to reduce energy consumption by 2% per annum, implementing a LED replacement street lighting programme, preparing a Sustainable Energy Action Plan (SEAP) with Aberdeen City and Shire and Angus Council, working in partnership with Aberdeenshire and Aberdeen City Councils to deliver a joint Energy from Waste facility in Aberdeen and implementing climate change policies and supplementary guidance within Moray Local Plan 2015.

4.7 Overall carbon emissions reduced by 1,300 tonnes, relating predominantly to electricity and natural gas.

4.8 Carbon emissions from the Council's non-domestic buildings in 2018/19 were 21% lower than in 2017/18. Contributory factors which would have impacted on the above performance included:-

- Lower consumptions for all utilities except water
  - Reduced carbon intensity of grid electricity
  - Decreased heat requirement due to warmer weather
  - More street lighting provided from LED technology
- 4.9 In 2018/19, there was significant investment in energy reduction projects, including the continuing roll-out of LED street lighting, boiler insulation and the conversion of 8 sports halls to LED lighting. Related carbon savings across all projects exceeded 600 tonnes CO<sub>2</sub>.

#### Adaptation

- 4.10 Climate change adaptation in Moray focused on flood risk. Flood risk management plans are prepared for watercourse catchments which detail flood risk areas and mitigation measures which factor in climate change. The Moray Local Development Plan 2015 promoted a masterplan approach to the development of large scale sites. Masterplans were supported by sustainability statements which included consideration of adaption through the provision of green infrastructure, well designed sustainable urban drainage systems and resilience to flood risk.

#### Procurement

- 4.11 Sustainable procurement is recognised by both the Council and the Procurement Team as an important issue. The Council's Procurement Strategy 2019 – 2020 states that “the Council commits to improve our management practices to reduce our impact on the environment”.
- 4.12 During 2018/19, 13 tendered contracts included specific terms in respect of sustainable construction, greenhouse gases, energy efficiency, waste disposal that contribute to climate change duties.

#### Validation

- 4.13 The report was presented to the Climate Change Strategy working group on the 22 November 2019 and submitted to Scottish Ministers on 29 November 2019. With effect from 2019/20, it is expected that the content and submission of the Annual Public Sector Climate Change Report will be linked to the monitoring, governance and reporting arrangements agreed for the proposed Climate Change Strategy.

## **5. SUMMARY OF IMPLICATIONS**

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

This report demonstrates the Council’s progress in contributing to Scotland’s ambitious greenhouse gas emission reduction targets.

The Council’s Corporate Plan 2018 -2023 and 10-year LOIP make no specific reference to energy efficiency or carbon emissions reduction, with the exception of the Energy from Waste project.

The draft Corporate Plan 2019-24 identifies addressing climate change as a key Council priority.

**(b) Policy and Legal**

The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015 introduced mandatory reporting on climate change.

**(c) Financial/Risks Implications**

There are no financial implications as a result of the reporting and the projects identified have already been agreed.

**(d) Staffing Implications**

There are no staffing implications as a result of the reporting and the projects identified have staff resources allocated.

**(e) Property**

There are no property implications.

**(f) Equalities**

There are no equalities implications.

**(g) Consultations**

The Acting Head of Housing and Property Services, Chief Financial Officer, Head of Environmental and Commercial Services, Head of Economic Growth & Development, the Design Manager, the Legal Services Manager, the Equal Opportunities Officer and Tracey Sutherland (Committee Services Officer). Comments received have been incorporated in this report as appropriate.

**6. CONCLUSION**

**6.1 The Council continues to undertake work to reduce its corporate emissions in terms of reducing energy consumption in buildings & infrastructure and improving the efficiency of its vehicle fleet.**

**6.2 The Council is committed to work in partnership with Aberdeenshire and Aberdeen City Councils to deliver a joint Energy from Waste facility in Aberdeen. This will divert waste from landfill and recover energy in the form of heat to a district heating network and electricity to the grid. There has also been continued significant investment to improve the energy efficiency of the Council's housing stock with the installation of efficient heating systems and improved insulation.**

**6.3 In terms of climate change adaptation, flood risk management is an ongoing priority.**

Author of Report: Ronnie Macdonald, Energy Officer  
Background Papers: As referred to in this report.  
Ref:

**Public Sector Climate Change Duties 2019 Summary Report: Moray Council**

**TABLE OF CONTENTS**

**Required**

**PART 1: PROFILE OF REPORTING BODY**

**PART 2: GOVERNANCE, MANAGEMENT AND STRATEGY**

**PART 3: EMISSIONS, TARGETS AND PROJECTS**

**PART 4: ADAPTATION**

**PART 5: PROCUREMENT**

**PART 6: VALIDATION AND DECLARATION**

**Recommended Reporting: Reporting on Wider Influence**

**RECOMMENDED – WIDER INFLUENCE**

**OTHER NOTABLE REPORTABLE ACTIVITY**

**PART 1: PROFILE OF REPORTING BODY**

**1(a) Name of reporting body**

Moray Council

**1(b) Type of body**

Local Government

**1(c) Highest number of full-time equivalent staff in the body during the report year**

3499

**1(d) Metrics used by the body**

Specify the metrics that the body uses to assess its performance in relation to climate change and sustainability.

Metric	Unit	Value	Comments
Other (Please specify in the	other (specify in comments)	0	None

**1(e) Overall budget of the body**

Specify approximate £/annum for the report year.

Budget	Budget Comments
199100000	Please note this figure excludes Housing Revenue Account

**1(f) Report year**

Specify the report year.

Report Year	Report Year Comments
Financial (April to March)	

**1(g) Context**

Provide a summary of the body's nature and functions that are relevant to climate change reporting.

Moray Council has an extensive remit and is responsible for the following functions related to climate change. Development Planning, Buildings Standards and Development Management. Waste Management, flood alleviation, fleet services, biodiversity and countryside management. The Council has a significant portfolio of buildings and assets and has responsibilities in relation to fuel poverty, Council house building, design services, energy management and asset & estate management.

**PART 2: GOVERNANCE, MANAGEMENT AND STRATEGY**

**2(a) How is climate change governed in the body?**

Provide a summary of the roles performed by the body's governance bodies and members in relation to climate change. If any of the body's activities in relation to climate change sit outside its own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify these activities and the governance arrangements.

The Moray Sustainable Energy Action Plan (SEAP) sets out the Council's priorities for climate change and is reported to the Council's Policy and Resources Committee.

A climate change strategy is currently in preparation with an expected implementation date of March 2020. Currently, and applicable to the 2018-19 reporting year, services such as procurement, fleet, energy and waste etc. report to the respective committees on progress.

**2(b) How is climate change action managed and embedded by the body?**

Provide a summary of how decision-making in relation to climate change action by the body is managed and how responsibility is allocated to the body's senior staff, departmental heads etc. If any such decision-making sits outside the body's own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify how this is managed and how responsibility is allocated outside the body (JPEG, PNG, PDF, DOC)

During 2018-19 there were no specific actions identified within the LOIP or the Council's Corporate Plan to specifically embed climate change actions more than they already were through existing policies and strategies.

In June 2019 the Council made a Climate Emergency Declaration with a related commitment to produce a Climate Change Strategy and Action Plan. A key part of the strategy will be the determination of the associated governance and responsibility across the organisation.

**2(c) Does the body have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?**

Provide a brief summary of objectives if they exist.

Objective	Doc Name	Doc Link
Reduce the Council's energy consumption by 2% per annum on a year to year basis.	Moray Council Energy Strategy	<a href="http://www.moray.gov.uk/downloads/file85115.pdf">http://www.moray.gov.uk/downloads/file85115.pdf</a>
In June 2019, the Council's Climate Emergency declaration included a requirement for a Climate Change Strategy with a net zero carbon target for 2030.		

**2(d) Does the body have a climate change plan or strategy?**

If yes, provide the name of any such document and details of where a copy of the document may be obtained or accessed.

Not during 2018-19. A Climate Change Strategy is currently being prepared with a targeted adoption date of March 2020.

**2(e) Does the body have any plans or strategies covering the following areas that include climate change?**

Provide the name of any such document and the timeframe covered.

Topic area	Name of document	Link	Time period	Comments
Adaptation				
Business travel				
Staff Travel				
Energy efficiency	Moray Council Energy Strategy	<a href="http://www.moray.gov.uk/downloads">http://www.moray.gov.uk/downloads</a>		
Fleet transport				
Information and communication technology				
Renewable energy				
Sustainable/renewable heat				
Waste management				
Water and sewerage				
Land Use	Moray Local Development Plan 2015 Climate Change Supplementary Guidance	<a href="http://www.moray.gov.uk/downloads/file108743.pdf">http://www.moray.gov.uk/downloads/file108743.pdf</a> <a href="http://www.moray.gov.uk/downloads">http://www.moray.gov.uk/downloads</a>	2015-2020	
Other (state topic area covered in comments)				

**2(f) What are the body's top 5 priorities for climate change governance, management and strategy for the year ahead?**

Provide a brief summary of the body's areas and activities of focus for the year ahead.

Actions for Moray are set out in the Moray Sustainable Energy Action Plan which identifies the following projects.

- Continue to promote local electricity production across various renewable technologies.
- Implement active travel strategy encouraging modal shift. Continued roll out of LED lighting.
- Continue partnership working on energy from waste plant with City and Shire.
- Continue to reduce emissions relating to fleet vehicles.

Determination of both short and long term priorities are a key element of on the on-going development of the Climate Change Strategy

**2(g) Has the body used the Climate Change Assessment Tool(a) or equivalent tool to self-assess its capability / performance?**

If yes, please provide details of the key findings and resultant action taken.

Yes, completed during reporting year 2017

The results are as follows

- Organisation Score
- Governance 35.7
- Emissions 26.7
- Adaptation 7.1
- Behaviour 10.0
- Procurement 6.3
- Overall 18.9

This information is helping in the development of a Climate Change Strategy for Moray.

**2(h) Supporting information and best practice**

Provide any other relevant supporting information and any examples of best practice by the body in relation to governance, management and strategy.

**PART 3: EMISSIONS, TARGETS AND PROJECTS**

**3a Emissions from start of the year which the body uses as a baseline (for its carbon footprint) to the end of the report year**

Complete the following table using the greenhouse gas emissions total for the body calculated on the same basis as for its annual carbon footprint (management reporting or, where applicable, its sustainability reporting). Include greenhouse gas emissions from the body's estate and operations (a) (measured and reported in accordance with Scopes 1 & 2 and, to the extent applicable, selected Scope 3 of the Greenhouse Gas Protocol (b)). If data is not available for any year from the start of the year which is used as a baseline to the end of the report year, provide an explanation in the comments column.

(a) No information is required on the effect of the body on emissions which are not from its estate and operations.

Reference Year	Year	Scope1	Scope2	Scope3	Total	Units	Comments
Baseline carbon footprint	2017/18					0 tCO2e	Moray does not calculate carbon footprint and does not
Year 1 carbon footprint	2018/19						

**3b Breakdown of emission sources**

Complete the following table with the breakdown of emission sources from the body's most recent carbon footprint (greenhouse gas inventory); this should correspond to the last entry in the table in 3(a) above. Use the 'Comments' column to explain what is included within each category of emission source entered in the first column. If, for any such category of emission source, it is not possible to provide a simple emission factor(a) leave the field for the emission factor blank and provide the total emissions for that category of emission source in the 'Emissions' column.

Total	Comments – reason for difference between Q3a & 3b.	Emission source	Scope	Consumption data	Units	Emission factor	Units	Emissions (tCO2e)	Comments
14440.8		Diesel (average biofuel blend)	Scope 1	1343636 litres		2.62694 kg CO2e/litre		3520.7	
		Gas Oil	Scope 1	257224 litres		2.97049 kg CO2e/litre		764.1	
		Petrol (average biofuel blend)	Scope 1	10926 litres		2.20307 kg CO2e/litre		24.1	
		Grid Electricity (generation)	Scope 2	15963735 kWh		0.28307 kg CO2e/kWh		4518.9	
		Grid Electricity (transmission)	Scope 3	15963735 kWh		0.02413 kg CO2e/kWh		385.2	
		Natural Gas	Scope 1	22615767 kWh		0.18396 kg CO2e/kWh		4197.2	
		Gas Oil	Scope 1	3062739 kWh		0.27652 kg CO2e/kWh		846.9	
		Water - Supply	Scope 3	133091 m3		0.344 kg CO2e/m3		45.8	
		Water - Treatment	Scope 3	109265 m3		0.708 kg CO2e/m3		77.4	
		Biomass (Wood Chips)	Scope 1	1547421 kWh		0.01506 kg CO2e/kWh		23.3	
		Biomass (Wood Pellets)	Scope 1	849980 kWh		0.01506 kg CO2e/kWh		12.8	
		Purchased Heat and Steam	Scope 2	83130 kWh		0.18746 kg CO2e/kWh		15.6	

**3c Generation, consumption and export of renewable energy**

Provide a summary of the body's annual renewable generation (if any), and whether it is used or exported by the body.

Technology	Renewable Electricity		Renewable Heat		Comments
	Total consumed by the organisation (kWh)	Total exported (kWh)	Total consumed by the organisation (kWh)	Total exported (kWh)	
Biomass			2525531	0	4 schools including supply by 3rd parties
Solar thermal			18123	0	Forres Pool
Solar PV	2791	0			Elgin HS

**3d Targets**

List all of the body's targets of relevance to its climate change duties. Where applicable, overall carbon targets and any separate land use, energy efficiency, waste, water, information and communication technology, transport, travel and heat targets should be included.

Name of Target	Type of Target	Target	Units	Boundary/scope of Target	Progress against	Year used as	Baseline figure	Units of baseline	Target completion	Comments
Corporate Energy	percentage		total % reduction	Energy use in buildings		2012/13	51235033 kWh		2022/23	

**3e Estimated total annual carbon savings from all projects implemented by the body in the report year**

Total	Emissions Source	Total estimated annual carbon savings (tCO2e)	Comments
112.47	Electricity	85.4	
	Natural gas	13.02	
	Other heating fuels	5.57	
	Waste		
	Water and sewerage	8.48	
	Business Travel		
	Fleet transport		
	Other (specify in comments)		

**3f Detail the top 10 carbon reduction projects to be carried out by the body in the report year**

Provide details of the 10 projects which are estimated to achieve the highest carbon savings during report year.

Project name	Funding source	First full year of CO2e savings	Are these savings figures estimated or actual?	Capital cost (£)	Operational cost (£/annum)	Project lifetime (years)	Primary fuel/emission source saved	Estimated carbon savings per year (tCO2e/annum)	Estimated costs savings (£/annum)	Behaviour Change	Comments
Urinal Controls	Corporate	2019/20	Estimated	21000	0	20	Water - Supply		8.4	13000	
Bottlehouse Insulation	Corporate	2019/20	Estimated	2300	0	20	Gas Oil		5.57	605	
LED Lighting in Sports	Corporate	2019/20	Estimated	70000	0	15	Grid Electricity		80	25000	Savings include maintenance
BEMS Boiler Control	Corporate	2019/20	Estimated	4700	0	10	Natural Gas		7.21	1175	
Draught-proofing -	Corporate	2019/20	Estimated	1050	0	10	Natural Gas		2.57	420	

**3g Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the report year**

If the emissions increased or decreased due to any such factor in the report year, provide an estimate of the amount and direction.

Total	Emissions source	Total estimated annual emissions (tCO2e)	Increase or decrease in emissions	Comments
0	Estate changes Service provision Staff numbers Other (specify in			

**3h Anticipated annual carbon savings from all projects implemented by the body in the year ahead**

Total	Source	Saving	Comments
0	Electricity Natural gas Other heating fuels Waste Water and sewerage Business Travel Fleet transport Other (specify in comments)		

**3i Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the year ahead**

If the emissions are likely to increase or decrease due to any such factor in the year ahead, provide an estimate of the amount and direction.

Total	Emissions source	Total estimated annual emissions (tCO2e)	Increase or decrease in emissions	Comments
0	Estate changes Service provision Staff numbers Other (specify in			

**3j Total carbon reduction project savings since the start of the year which the body uses as a baseline for its carbon footprint**

If the body has data available, estimate the total emissions savings made from projects since the start of that year ("the baseline year").

Total	Comments

**3k Supporting information and best practice**

Provide any other relevant supporting information and any examples of best practice by the body in relation to its emissions, targets and projects.

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**PART 4: ADAPTATION**

**4(a) Has the body assessed current and future climate-related risks?**

If yes, provide a reference or link to any such risk assessment(s).

Climate change adaptation risks are identified and assessed as part of the SEA process required for plans and policies. The Council participates in the local flood management districts working in partnership with neighbouring local authorities, Scottish Water and SEPA. The Findhorn, Nairn and Speyside Local Flood Risk Management Plan was published in June 2016 and is currently in the implementation phase. The plans for cycle 2 are currently being prepared and these will be implemented between 2022 and 2028.

**4(b) What arrangements does the body have in place to manage climate-related risks?**

Provide details of any climate change adaptation strategies, action plans and risk management procedures, and any climate change adaptation policies which apply across the body.

Through surface water management plans the Council will aim to reduce the amount of surface water and infiltration entering the combined sewers, promote sustainable drainage solutions in development proposals aimed at maximising the ecological and amenity benefit. Flood protection schemes are currently designed with a 20% allowance for climate change, however this allowance is currently under review and is likely to increase in future. The Council develops catchment based flood risk management plans, which identify flood risk and proposed mitigation factoring in climate change. These plans adopt an integrated catchment based approach to flood risk management including links to River Basin Management Plans.

The Moray Local Development Plan 2015 provides the policy framework for climate change adaption to be taken onto account when determining development proposals. Climate Change Supplementary Guidance has been prepared and developers are required to demonstrate who climate change mitigation and adaption have been taken into account within the development.

**4(c) What action has the body taken to adapt to climate change?**

Include details of work to increase awareness of the need to adapt to climate change and build the capacity of staff and stakeholders to assess risk and implement action.

Local Development Plan policies require development to avoid areas at risk of flooding, coastal erosion and landslip. Flood risk assessments and drainage impact assessments are required for new developments. The Council check that climate change is taken into account in Developers flood risk assessments and sustainable drainage (SUDS) designs. Ensuring new development is planned to minimise future vulnerability in a changing climate. Specifically a 20% increase in peak river flow volume or peak rainfall intensity must be applied to all designs including soakaways.

The Moray Local Development Plan 2015 promotes a masterplan approach to the development of large scale sites and work in partnership with key agencies such as Scottish Natural Heritage and SEPA to embed climate change adaption into development through blue and green networks, biodiversity and habitat connectivity. Masterplans are supported by sustainability statements which include consideration of green infrastructure provision, SUDs and flood risk.

**4(d) Where applicable, what progress has the body made in delivering the policies and proposals referenced N1, N2, N3, B1, B2, B3, S1, S2 and S3 in the Scottish Climate Change Adaptation Programme(a) ("the Programme")?**

If the body is listed in the Programme as a body responsible for the delivery of one or more policies and proposals under the objectives N1, N2, N3, B1, B2, B3, S1, S2 and S3, provide details of the progress made by the body in delivering each policy or proposal in the report year. If it is not responsible for delivering any policy or proposal under a particular objective enter "N/A" in the 'Delivery progress made' column for that objective.

(a) This refers to the programme for adaptation to climate change laid before the Scottish Parliament under section 53(2) of the Climate Change (Scotland) Act 2009 (asp 12) which currently has effect. The most recent one is entitled "Climate Ready Scotland: Scottish Climate Change Adaptation Programme" dated May 2014.

Objective	Objective	Theme	Policy / Proposal reference	Delivery progress made	Comments
Understand the effects of climate change and their impacts on the natural environment.	N1	Natural Environment		The Council has prepared and is responsible for the implementation of flood risk management plans and surface water management plans	
Support a healthy and diverse natural environment with capacity to adapt.	N2	Natural Environment		The Local Development Plan promotes the enhancement and protection of biodiversity to assist in increasing resilience to climate change and its impacts.	
Sustain and enhance the benefits, goods and services that the natural environment provides.	N3	Natural Environment		The Local Development Plan promotes the enhancement and protection of biodiversity to assist in increasing resilience to climate change and its impacts.	
Understand the effects of climate change and their impacts on buildings and infrastructure networks.	B1	Buildings and infrastructure networks		The Council has prepared and is responsible for the implementation of flood risk management plans and surface water management plans.	
Provide the knowledge, skills and tools to manage climate change impacts on buildings and infrastructure.	B2	Buildings and infrastructure networks		Implementation of Moray Housing Standard. Implementation of Climate Change Supplementary Guidance.	
Increase the resilience of buildings and infrastructure networks to sustain and enhance the benefits and services provided.	B3	Buildings and infrastructure networks			
Understand the effects of climate change and their impacts on people, homes and communities.	S1	Society			
Increase the awareness of the impacts of climate change to enable people to adapt to future extreme weather events.	S2	Society			
Support our health services and emergency responders to enable them to respond effectively to the increased pressures associated with a changing climate.	S3	Society			

**4(e) What arrangements does the body have in place to review current and future climate risks?**

Provide details of arrangements to review current and future climate risks, for example, what timescales are in place to review the climate change risk assessments referred to in Question 4(a) and adaptation strategies, action plans, procedures and policies in Question 4(b).

Continued work on flood risk management and surface water management plans and application of strategic environmental assessment (SEA) process to new plans and policies.

**4(f) What arrangements does the body have in place to monitor and evaluate the impact of the adaptation actions?**

Please provide details of monitoring and evaluation criteria and adaptation indicators used to assess the effectiveness of actions detailed under Question 4(c) and Question 4(d).

Flood protection schemes are managed and maintained to ensure steady state performance through the life cycle of the scheme.

**4(g) What are the body's top 5 priorities for the year ahead in relation to climate change adaptation?**

Provide a summary of the areas and activities of focus for the year ahead.

Flood Risk Management continues to be a key priority for Moray Council. Continued implementation of climate change as primary policy of the Moray Local Development Plan 2015.

Working with SNH to embed biodiversity enhancement in new developments through master-planning and quality audit processes, with the aim of creating high quality, well connected accessible green and blue networks throughout growth areas in our towns and villages.

**4(h) Supporting information and best practice**

Provide any other relevant supporting information and any examples of best practice by the body in relation to adaptation.

## **PART 5: PROCUREMENT**

### **5(a) How have procurement policies contributed to compliance with climate change duties?**

Provide information relating to how the procurement policies of the body have contributed to its compliance with climate changes duties.

The Council's Procurement Strategy 2019 – 2020 states: The Council commits to improve our management practices to reduce our impact on the environment. Our procurement objectives in this area link to the Council's ten year strategic plan and include:

- Increase the areas recycling rates
- Reduce the biodegradable waste to landfill
- Reduce greenhouse gases by considering delivery and transportation issues, utilising zero or low carbon technologies
- Support the development of sustainable construction
- Encourage our contractors to care for the environment by minimising environmental impacts
- Reduce energy use
- Promote the use of renewable energy sources.

Sustainability is a key strategic objective in ensuring Moray achieves "Best Value" whilst delivering on procurement duties and responsibilities under the Procurement Reform (Scotland) Act 2014.

Activities around sustainability include:

- Procurement team challenging each project to consider sustainability issues at stage one of the development of the requirement
- Performance reported annually based on Moray categorisation of benefits
- The Council will use the Scottish Government Flexible Framework tool to measure our progress against organisational procurement strategies and help build an action plan for future developments in this area
- Make use of the Scottish Government prioritisation tool to establish the sustainable priorities for each Council service (annually)

### **5(b) How has procurement activity contributed to compliance with climate change duties?**

Provide information relating to how procurement activity by the body has contributed to its compliance with climate changes duties.

During the past year, 13 of our tendered contracts have included specific terms in respect of sustainable construction, greenhouse gases, energy efficiency, waste disposal that contribute to climate change duties.

### **5(c) Supporting information and best practice**

Provide any other relevant supporting information and any examples of best practice by the body in relation to procurement.

Each individual Procurement project includes development of a Procurement Strategy which forces the consideration of including sustainability clauses / terms in the specification and at the evaluation stages.

**PART 6: VALIDATION AND DECLARATION**

**6(a) Internal validation process**

Briefly describe the body's internal validation process, if any, of the data or information contained within this report.

None.

**6(b) Peer validation process**

Briefly describe the body's peer validation process, if any, of the data or information contained within this report.

None.

**6(c) External validation process**

Briefly describe the body's external validation process, if any, of the data or information contained within this report.

None.

**6(d) No validation process**

If any information provided in this report has not been validated, identify the information in question and explain why it has not been validated.

**6e - Declaration**

I confirm that the information in this report is accurate and provides a fair representation of the body's performance in relation to climate change.

Name	Role in the body	Date
Graeme Davidson	Acting Head of Housing and Property Services	2019-11-29

**RECOMMENDED – WIDER INFLUENCE**

**Q1 Historic Emissions (Local Authorities only)**

Please indicate emission amounts and unit of measurement (e.g. tCO2e) and years. Please provide information on the following components using data from the links provided below. Please use (1) as the default unless targets and actions relate to (2).

(1) UK local and regional CO2 emissions: **subset dataset** (emissions within the scope of influence of local authorities):

(2) UK local and regional CO2 emissions: **full dataset**:

**Select the default target dataset**

Subset

**Table 1a - Subset**

Sector	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Units	Comments
Total Emissions	971.02	884.78	929.82	858.49	936.5	936.31	806.38	789.1	0	0	0	ktCO2	
Industry and Commercial	534.59	474.9	502.54	472.05	536.72	548.67	447.24	435.18	0	0	0	ktCO2	
Domestic	269.42	245.63	264.72	227.57	241.74	231.06	198.37	188.42	0	0	0	ktCO2	
Transport total	167.01	164.25	162.56	158.87	158.04	156.58	160.78	165.5	0	0	0	ktCO2	
Per Capita	10.46	9.5	9.92	9.18	10.08	9.92	8.51	8.26	0	0	0	tCO2	
Waste												tCO2e	
LULUCF Net Emissions												ktCO2	
Other (specify in 'Comments')													

**Table 1b - Full**

Sector	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Units	Comments
Total Emissions	786.27	696.06	763.39	707.67	821.56	759.32	609.29	618.25				ktCO2	
Industry and Commercial	545.17	488.15	513.83	484.97	549.26	568.45	459.38	445.8				ktCO2	
Domestic	269.42	245.63	264.72	227.57	241.74	231.06	198.37	188.42				ktCO2	
Transport total	169.22	166.44	164.73	160.98	160.15	158.69	162.91	167.61				ktCO2	
Per Capita	8.47	7.47	8.15	7.57	8.84	8.05	6.43	6.47				tCO2	
Waste												tCO2e	
LULUCF Net Emissions	-197.54	-204.16	-179.9	-165.85	-129.6	-198.88	-211.37	-183.58				ktCO2	
Other (specify in 'Comments')													

Sector	Description	Type of Target (units)	Baseline	Start year	Target	Target / Saving in	Latest	Comments

**Q2b) Does the Organisation have an overall mission statement, strategies, plans or policies outlining ambition to influence emissions beyond your corporate boundaries? If so, please detail this in the box below.**

The Climate Emergency Declaration made in June 2019 includes an aspiration to reduce carbon emissions and includes recognition of the role that Moray Council can play in reducing emissions across the whole of the Moray.

**Q3) Policies and Actions to Reduce Emissions**

Sector	Start year for policy / action implementation	Year that the policy / action will be fully implemented	Annual CO2 saving once fully implemented (tCO2)	Latest Year measured	Saving in latest year measured (tCO2)	Status	Metric / indicators for monitoring progress	Delivery Role	During project / policy design and implementation, has ISM or an equivalent behaviour change tool been used?	Please give further details of this behaviour change activity	Value of Investment (£)	Ongoing Costs (£/year)	Primary Funding Source for Implementation of Policy / Action

Please provide any detail on data sources or limitations relating to the information provided in Table 3

**Q4) Partnership Working, Communication and Capacity Building.**

Please detail your Climate Change Partnership, Communication or Capacity Building Initiatives below.

Key Action Type	Description	Action	Organisation's project role	Lead Organisation (if not reporting organisation)	Private Partners	Public Partners	3rd Sector Partners	Other	Comments

**OTHER NOTABLE REPORTABLE ACTIVITY**

**Q5) Please detail key actions relating to Food and Drink, Biodiversity, Water, Procurement and Resource Use in the table below.**

Key Action Type	Key Action Description	Organisation's Project Role	Impacts	Comments

**Q6) Please use the text box below to detail further climate change related activity that is not noted elsewhere within this reporting template**






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**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 10 MARCH 2020**

**SUBJECT: MUSEUMS SERVICE UPDATE**

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

**1. REASON FOR REPORT**

- 1.1 The Committee is asked to note the work of the Museums Service and to seek approval for the recommendations.
- 1.2 This report is submitted to Committee in terms of Section II of the Council's Scheme of Administration relating to long-term financial plans.

**2. RECOMMENDATION**

**2.1 It is recommended that the Committee-**

- (i) the achievements of the Museums Service contained in the Annual report 2019/20;
- (ii) the details of care for the collection, maintenance plan for the museum and store and any other arrangements, which will be in place during closure;
- (iii) the details of the Culture Radar reports and if supported agree to;
  - provide support for the development of a Moray Heritage Forum and;
  - provide support for the transitional period for the Museums Services in the form of in kind and financial contributions of £10,000 over two financial years 2020/21 and 2021/22, which can be met from existing services budget; and
- (iv) the developments of operational agreements with organisations prior to any potential Community Asset Transfers of the services.

### **3. BACKGROUND**

- 3.1 On 26 September 2018 (para 6 of the minute refers) as part of the budget preparations the council authorised public consultations on a proposal to either transfer the Museum service into a trust or close it with effect from 2020/21. The saving approved for consultation in September was ultimately approved at the Council meeting on 27 February 2019 (para 4 of the minute refers).
- 3.2 As the development work creating options for operation to ensure a sustainable future for the service had encountered numerous difficulties and delays, it was agreed at this committee on 29 October 2019 (para 17 (1) of the minute refers) to implement the standing decision to close the Museums service from April 2020. The Annual report for 2019/20 is included as **APPENDIX I.**
- 3.3 **Closure arrangements** – As outlined in previous reports the Museums services collection contains over 50,000 objects with some of recognised national and international importance. It includes Hugh Falconer’s collection, which significantly contributed to our understanding of natural history and evolution today. Other outstanding objects include fossils, taxidermy, preserved flora and fauna specimens. Other items are a range of local history objects, which are of more local importance.
- 3.4 For the care for the collection, all the delicate materials from the Museum have been removed and stored in the Museums store. Museums Galleries Scotland kindly provided additional advice on the care of some of the collection, along with other expert advice at no cost to the Council. Professional services have been contracted via the Conservation Register for regular visits to the Museum and store to ensure that the collection is safe and cared for. High Life Highland Conservation Service have been appointed, with a Museum’s Curator contracted over the next 2 years to monitor the collection on a regular basis with annual reviews.
- 3.5 Loan arrangements – The museums service has long-term loan arrangements with other organisations and all have been contacted regarding the closure of the service.
- 3.6 National Museums Scotland (NMS) – The Altyre fossil fish along with some other fossils have been on loan from NMS since 1970s and arrangements for their permanent return have been made.
- 3.7 The Anson Collection consists of paintings, diaries, letters and library with some public restrictions to access. Part of the collection was bequeathed by Anson and the remaining collection is on long-term loan from the Apostleship of the Sea agreement and the Abbott of Nunraw. Confirmation has been received that the loaned collection will remain with us.
- 3.8 Several enquiries by local Heritage groups have been followed up with regards to borrowing items of local interest and for those, where suitable conditions for displays and storage are in place, loan agreements have been



entered into. They are for the Cullen, Findochty and Buckie Heritage Centres, in addition to the existing loan by the Forres Heritage Trust at the Tolbooth.

- 3.9 Museums Services Maintenance and Care plan for the Museum and Store during closure is included as **APPENDIX II**. It outlines the details and frequencies of site visits and monitoring arrangements, which are in place from April 2020 onwards.
- 3.10 **Future** - Part of the development work to support any transfer of the Museums service is the work of the Discover Moray's Great Places project. In particular the strand of exploring income generation and developing new partnership models such as a new Moray wide Heritage / Cultural Trust.
- 3.11 As previously reported to this committee on 29 October 2019 (para 17 (1) of the minute refers), the company Culture Radar had been appointed to carry out this work and their final report 'A sustainable future for Heritage & Culture in Moray' has been uploaded to CMIS as an additional document along with the agenda for today's meeting.
- 3.12 Culture Radar conducted regional consultations and interviews across Moray through phone, Skype, face-to-face meetings and via regional events including:
- Moray Fundraising Seminar, 1 Oct 2019
  - Moray's Great Places Heritage & Culture Symposium, 15 Nov 2019
  - Moray's Heritage Connections AGM, 28 Oct 2019
- In addition over 18 Heritage sector individuals and organisations took part in face-to-face meetings or group surveys with contributions from 11 regional and national sector stakeholders. The final draft report was presented at public consultation event, 9 December 2019 with over 30 organisations present.
- 3.13 It was concluded that there is a demonstrable need for an over-arching operating model to present a shared and inclusive vision for the heritage community in Moray. The key recommendations of the report 'A sustainable future for Heritage & Culture in Moray' are:

1. **Strategic recognition for heritage:** The current and potential contribution that heritage (in all its forms) does and can make to a successful Moray to be recognised by the Moray Economic Partnership and be 'written in' to the Moray Economic Strategy. This is essential if the sector is to access the investment and support it needs for sustainability and growth that will benefit Moray long term.

2. **Groundwork:** In the short term, essential development work is needed to bridge the gap between where the community currently is in terms of skills, capacity and partnership working and where it needs to be to confidently select an appropriate operating model.

3. **Partnership development:** It is essential Moray's heritage community is at the heart of this change process – a first step will be to establish a skilled, expert Forum to collaborate with partners and stakeholders in the execution of the Route Map.

**4. Dialogue with Moray Council:** Although the Council is closing its Museum Service from April 2020, dialogue needs to be maintained between the Forum's work around a new operating model and the Council, while it conducts its own feasibility and transition planning for the Falconer Museum.

**5. Delivery of a Route Map for change:** A step-by-step Route Map has been designed to help the heritage community begin to bridge the gaps identified and move forwards. It is planned that the Route Map should be delivered between 2020 and 2022 achieving change, preparing the sector for a new operating model, and delivering the following development Milestones:

- Establish Moray Heritage Forum
- National Lottery Heritage Fund Application
- Strategic Framework Development Project
- Research Investment Partnerships
- Operating Model

- 3.14 As part of the ongoing dialogues and consultation events, a significant interest has been shown by individuals and organisations to be part of a future Moray Heritage and potentially Culture Forum. It is proposed that another organisation will be the lead applicant for this development with the Council continuing to provide in-kind support for the work. Informal discussions have taken place with potential funders and the overall cost for delivering the recommendations of the report of creating 'A sustainable future for Heritage & Culture in Moray' is in the region of £160,000.
- 3.15 On completion of the Discover Moray's Great Places project and full evaluation of all activities by April/May 2020, a separate report will be presented to Council and the Moray Economic Partnership with a meeting planned with interested parties in due course.
- 3.16 Linked to the report as outlined in the above paragraphs, is the summary Museums report for Moray Council. This has been uploaded to CMIS as an additional document along with the agenda for today's meeting. It outlines the proposal for the transition period of closure to identifying and testing operating models for a sustainable future.
- 3.17 The reports highlights that the Future Falconer needs to be multifaceted in its operations and also explores the underused Museums stores & lab facility to its advantages.
- 3.18 During the research and development work, the University of the Highlands and Islands (UHI) Orkney Archaeology Institute expressed a professional interest in the Museum and its Collection (archaeo-zoology) for research purposes and as part of their development strategy to establish a mainland offshoot for their largely Orkney-based department.
- 3.19 Also the local charity T-Exchange, a registered Makerspace established eight years ago, expressed an interest in the Museums and store lab facilities. They are specialising in a range of technologies including Raspberry Pi, Arduino micro-controllers, 3D printers and Robotics. The main charitable objective being the promotion of STEM Education, particularly targeted

towards the young people of Moray. Supporting a wide range of local events and engagements with schools, they are particularly interested in housing their extensive collections of tools, components and lathes. Also needing to provide a welcoming place for their members to meet up to design, manufacture and build displays for a range of events. However as it is a small charity with very limited funds, their proposal would need to be considered in the wider remit of the transition project.

- 3.20 Discussions with potential partners and Museums Galleries Scotland led also to the conclusion that part of the next steps of the transitional proposal needs to be the option of exploring the developments of operational agreements with organisations prior to any potential Community Asset Transfers of the building.
- 3.21 The transitional period will run parallel to the route map of the Heritage Forum over two years with the following key milestone stages:
1. Council lead funding application to National Lottery Heritage Fund (NLHF) with support from Museums Galleries Scotland. It includes building relationship with the UHI Archaeology Institute, which expressed an interest in scoping for future development of the Future Falconer and its Lab as part of a feasibility study or assessment within a NLHF project.
  2. It includes ongoing dialogue with new Moray Heritage Forum to evidence community / sector support for application.
  3. If successful it will lead to commissioning of Business plan with options appraisal and impact assessment.
  4. On completion, it will lead to commissioning
    - Capital – condition surveys (Museum and Store) transforming the use of a historic building; efficiencies through capital re-development for positive environmental impact
    - Collections – assessment, implications of business plan and recommendations new Falconer Collection configuration
    - Long-term sustainability – economic development and environmental impacts assessment of business and operating model; audience and income projections
    - Audiences & marketing: Audience development and marketing plan commissioned to assess, identify and quantify potential audience profile, potential audience development partnerships, opportunities for social inclusion and community engagement
    - Governance – options for transfer or winding down it includes ongoing dialogue with the Moray Heritage Forum
  5. On completion it will establish operating models, including identification of options and potential hosts.
  6. It will lead to future organisational and resilience planning including:
    - Governance: Skills audit and trustee recruitment strategy / process.
    - Operations: Business plan dictates organisational structure, skills requirements and competencies (including volunteers)
    - Partnerships: Identified against business plan ambitions, need and alignment for mutual benefit
    - Fundraising and income: Financial projections and budgeting; financial management systems and processes for heritage venue with commercial, retail and online trading.

7. Followed by business plan revision informed by stages 2 to 4
8. Creating a fundraising strategy informed by outcomes from stages 1, 2, 3 and 4, and aligned to business plan, marketing and audience profile; fundraising and investment partnerships identified; commercial trading income (offline and online) activities assessed.

3.22 Informal discussions have taken place with potential funders and the overall cost for the transitional project proposal is an estimated budget of £55,000 with a request to provide £10,000 of match funding over two financial years, which can be met from existing running cost budget with prudent management. As the Council has the responsibility of care of the Museums Services collection, it is proposed to be the lead applicant for funding requests and to provide in kind support for facilitating the transitional period and managing any commissioning of works.

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

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

The Museums Service, its activities and proposal meet's the key social, environmental and economic priorities of the Corporate Plan, 10 Year Plan and Moray Economic Strategy, which all have a growing, diverse and sustainable economy as a top priority. The activities are also closely aligned to the Moray Cultural Strategy – We Make Moray with the priorities to empower communities to establish sustainable cultural activities.

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

Alexander Falconer left the Museum and its artefacts to the Provost of the Burgh for the benefit of Forres in 1897. The Falconer Trust undertook the care and running of the museum and by disposition in 1977 the Council undertook to run the museum with all ex officio posts of the Trust being taken by Council Officials with the exception of the Minister as the Trust did not have the ability or funds to continue its operation.

In 1996 the Trust disposed of the museum to the Council with a registered agreement that binds the Council to manage, administer and finance the museum and preserve the name “the Falconer Museum” (note this does not require the Council to open the museum). At this point the Trust was made up of Council Officials (Members) and the Minister of St Laurence Church and at this point no longer had any assets.

Following recommendations of External Auditors in 2017, the Council sought to rationalise Trusts which no longer had assets. The Falconer Trust fell into this category having conveyed all assets to the Council in 1996 and was accordingly wound up with the agreement of OSCR.

Some former Trustees and Friends of the Falconer Museum have disputed this position, however it is now a matter of fact, which could

only be challenged through the courts and judicial review and that process is now out of time. Any further comments on these issues simply deflect from the real issue of finding a long term funding solution for the Museum service.

**(c) Financial implications**

Council approved the budget for 2019/20 on 27 February 2019 (para 4 of the Minute refers). As part of the budget review the decision was confirmed to close the museums services in March 2020 or transfer to another organisation. The savings will be on the Museums Service budget for staff and related operational costs of £87,000. The budget of £28,000 for any cost associated with buildings and care of the collection will remain throughout the closure or until a transfer or operational agreement with another organisation has been achieved. The estimated cost for High Life Highland Conservation Service over two financial years 2020/21 and 2021/22 is £1,500. As outlined in para 3.22, the request for the total of £10,000 of match funding is split over the same two financial years. With prudent management these costs can be accommodated from the existing running cost budget.

As previously reported, recent survey report highlighted that £64,000 worth of roof and stonework is required to be carried out to the Museums building within the next 3 years. These will continue to get worse and timescales will be dependent on weather conditions over the next few years. It will be monitored as part of the Museums Services Maintenance and Care Plan.

As previously reported the Falconer Museum has received a range of grant funding over the years, most of them have been primarily used for events and exhibitions. We have received confirmation that for the major investment of £353,000 for refurbishment and outreach staff by Heritage Lottery Fund in 2004, that there are no further liabilities or grant conditions in place.

**(d) Risk Implications**

There are no risk implications arising from this report.

**(e) Staffing Implications**

The scheduled closure of the Museums Service will take effect from April 2020. A number of the staff group have been redeployed through the Transform process and a separate confidential report is being presented at this Committee seeking consideration of Voluntary Severance applications. In addition to this, there are also two further members of staff for whom we have been unable to source alternative employment and who have been issued with their redundancy notice.

As the Economic Growth and Regeneration section does not have the staff capacity to take up any work from the Museums services, with the closure it will not be possible to deal with any future collection enquiries, researches and / or providing ongoing support or access for the Friends of the Falconer Museum as the collection would be stored without further

referencing or digitisation. This may be possible in the event of a transfer or operational agreement with another organisation.

To reflect prioritisation of limited resources, staff support for managing the transitional proposal as outlined in para 3.16 onwards including support for developing a Moray Heritage and possible Cultural Forum, can be accommodated within existing staff resources.

**(f) Property**

The Museums service has 2 properties - the Falconer Museum and a separate store. As previously outlined a recent survey report of the Museum identified repair works required to the roof and stone work, which have to be undertaken within 3 years or earlier depending on weather conditions.

Whilst the Museums Service is closed in addition to the identified repair works, a Museums Services Maintenance and Care plan has been drawn up as outlined in **APPENDIX II** of this report.

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

There are no equality issues associated with this report.

**(h) Consultations**

The Depute Chief Executive (Economy, Environment and Finance), the Head of Economic Growth and Development, the Chief Financial Officer, the Human Resources Manager, the Legal Services Manager, the Equal Opportunities Officer, the Head of Housing and Property, the Senior Building Surveyor and Tracey Sutherland (Committee Services Officer) have been consulted and comments received have been incorporated into the report.

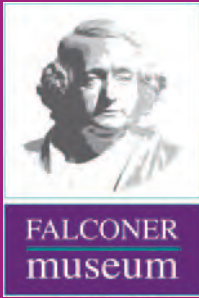
**5. CONCLUSION**

- 5.1 The Museums Service staff and volunteers have provided continuous high quality accredited services including outreach work for schools and community groups, supporting partnerships and providing a 5 star visitor attraction alongside the local Tourist Information service in Forres.**
- 5.2 The recently completed work by the Discover Moray's Great Places Partnership provides a route map for work to create a sustainable future for the Heritage and Cultural Sectors in Moray. Coupled to it is a detailed plan for the transition period of the closure of the Council's Museums Services to explore, test and validate potential future operating models, subject to being successful in securing funding.**
- 5.3 Against the backdrop of severe public funding cut backs, the Council has been committed to find solutions to support the Heritage and Cultural sectors through wherever possible in kind contributions and to endeavour to find a sustainable future for its Museums collection.**

Author of Report: Reni Milburn, Economic Growth and Regeneration  
Manager  
Background Papers: Proposals, correspondence and reports on file in  
Economic Growth and Regeneration section  
Ref:







# DRAFT

# Museum Annual Report

## 2019/20



**moray**  
council



Snapshot of History mirrors

**6,716**  
direct visitors

**Visitor figures** to the Museum and Local Information Point including indirect users totalled 6,716 this year (April – December inclusive). Facebook and website hits and enquiries totalled 57,459 to the end of December 2019.

**9 years**  
running

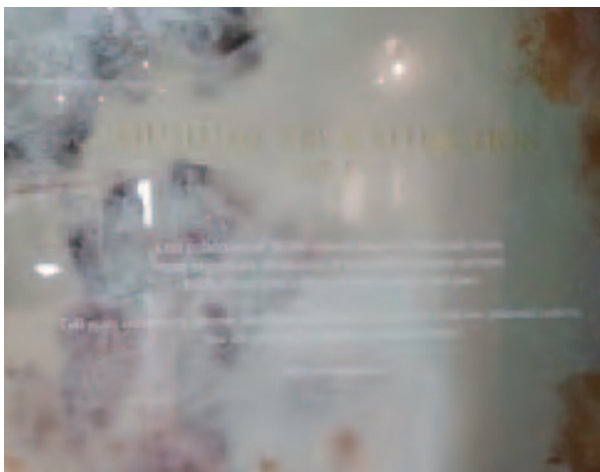


Community partnerships have been created and strengthened as the Museum has worked with local, national and international institutions including Glasgow School of Art, The National Museums of Scotland and Deccan University, Pune, India. Full Accreditation with Museums Galleries Scotland was retained. The Museum also retained 5 star Visitor Attraction status with VisitScotland for the tenth year.

**57,459**  
internet hits



# Snapshot of History



Our exhibition for 2019 was entitled 'Snapshot of History' - Reflecting on 163 years of The Falconer Museum.

Museums are a reflection of society and history. What we choose to collect, care for, research, interpret and exhibit develops over the generations, as society's ideas and ideals change. This cultural continuum is manifest in the objects that have been donated, loaned, bought, conserved and enjoyed by generations of Moray folk. Starting with the bequest of The Falconer brothers Alexander and Hugh, for a 'Public museum in Forres for objects of art and science, inclusive of a library and lecture room' and domino-ing on until the present day.

The exhibition features an interactive mirror, with visitors adding selected Museum objects to their own interactive display and being encouraged to take a 'snapshot', with a 'Polaroid mint' camera. This put the visitor firmly in the reflection/exhibition and the sticky backed photograph could either be taken as a memento, or left to enhance the exhibition. This project was kindly funded by The Friends of the Falconer Museum.

## Glasgow School of Art

In February 2019, 4 innovation students became the first to study a newly created short course at GSA, entitled 'Future Heritage'. Four students worked with Museums staff, volunteers and visitors to create a vision for the future Museum. A new installation was built in the summer time and the exhibition, postcards and printed tote bags proved very popular.

Later in the year one of the students Lina Wills, completed another exhibition for her degree show.

'Call Girls' examined the gender bias in Artificial Intelligence and the history of women's traditional 'helpful' roles.

## Work experience

We hosted two, 5th year Forres Academy students for a week of work experience.



## Family drop-ins

Our usual holiday family drop-ins were very popular with hundreds of families coming along to our free, crafty sessions every Wednesday of the school holidays and will be a big miss for the community while the Museum is closed.



## Schools & Outreach

As usual we hosted several school visits to the Museum and store and our loan boxes were booked out constantly. Teachers and pupils alike enjoy the opportunity for hands on exploration of such a valuable resource.

.....

## Research

Professor Vijay Sathe of Deccan College Postgraduate & Research Institute, Pune, Maharashtra, India travelled to Forres to spend 3 weeks at the Falconer store to research Hugh Falconer's fossils letters. He also gave an illustrated talk in the Museum on the science of fossils in India from foundations laid by Hugh Falconer, Father of Indian Palaeontology.

Emma Kitchen, history graduate student at the University of Chicago also visited Forres to work on her doctoral thesis, which deals in part with Falconer's mammal fossil finds in India. Many of Falconer's specimens and documents are held at the Natural History Museum but Emma also explored the Falconer fossils and letters held at the Museum store.

## Friends Winter Talks

The Friends continued to host a programme of popular talks in 2019/20 while the museum was closed. The talks included:

- Scottish Royal Burghs with Friends Chair, Dr J Barrett
- Beyond the Falconers: India and Scotland in the 19th century with speakers Roger Jeffery, University of Edinburgh, Professor of Sociology of South Asia and Friederike Voigt, National Museums Scotland, Principal Curator World Cultures at National Museums Scotland
- Metalwork and metalworking in Late Bronze Age Scotland with Dr Matthew Knight. Curator of Prehistory responsible for the Scottish Chalcolithic and Bronze Age collections.
- Haydn's Scottish songs - a sound archive project by Glasgow University



Professor Vijay Sathe

## Winding Down

With the planned closure of the Museums Service at the end of March 2020, work has been ongoing to ensure the safety of the collection whilst the Museums Service is closed. The Altyre Old red Sandstone fossil fish have been returned to NMS, Edinburgh and specialist conservators are offering advice on care of the collection. A maintenance plan is in place and delicate objects have been stored.



## DISCOVER MORAY'S GREAT PLACES

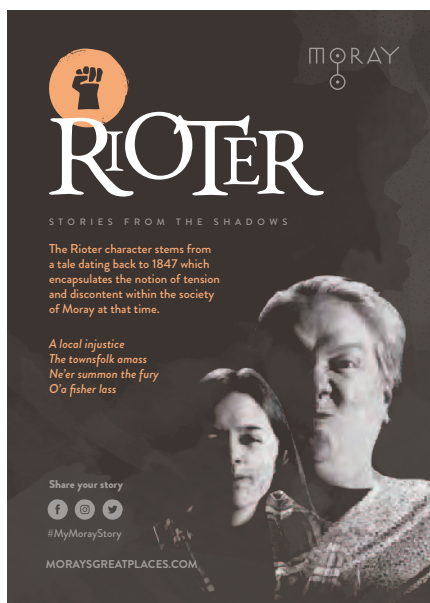
**Discover Moray's Great Places**, a partnership project led by Moray Council on behalf of the Moray Economic Partnership, will be complete by the end of March 2020. The project findings will inform future development of the Heritage and Culture sector in Moray.

Bright White Ltd created **Interpretation, Action & Audience Development Plans** which are available for all to download from the dedicated project website [www.moraysgreatplaces.com](http://www.moraysgreatplaces.com). As part of the co-creation process, there were a total of **14,179 community interactions** with the project, both online and in person at creative community activity sessions. Information gathered influenced and contributed to development of the Interpretation, Action and Audience Development Plans.

**14,179** community interactions



### Heritage Deck Cards, part of the business support packages



**Business Support Packages** were produced to aid tourism sector businesses in sharing Moray's heritage with visitors and **Tour Guide Training** was delivered.

We attended the Moray Speyside Tourism Conference and distributed packs to tourism businesses.

A programme of **Demonstration Projects & Events** was delivered by Findhorn Bay Arts to inspire the heritage sector to use creative ways of engagement and interpretation.



**Buke of Moray at Logie Steading**



## Heritage & Culture Symposium held at Moray College UHI



85 people attended the Heritage & Culture Symposium event which included presentations from highly experienced artists about their successful projects, the process to connect people to heritage through creativity, and opportunities to explore ideas for heritage based installations & activities. Moray College UHI curated an exhibition of work inspired by the characters and 6 Creative Workshops for Young People and their Families, 3 Tales and Tunes for a Winters Eve and Digital Animation Workshop were delivered as part of the programme.

Culture Radar, a UK consultancy specialising in strategy, change and development for the culture and creative sectors worked with Discover Moray's Great Places to explore new approaches to income generation and options for new sustainable operating models. They have prepared a comprehensive report and detailed Route Map which identifies the first step - creating a Heritage Forum to lead development. It is intended that the Route Map should be delivered between 2020 and 2022, achieving change and preparing the sector for establishing a new operating model.

In tandem, their summary report for the Falconer Museum recommends that Moray Council pursues talks with Museums Galleries Scotland and the National Lottery Heritage Fund to discuss funding to explore feasibility for a sustainable future for the Falconer assets and support for a managed transfer process. It is noted that dialogue needs to be maintained with the new Heritage Forum during feasibility and transition planning for the Falconer Museum.





FALCONER MUSEUM

WELCOME TO THE FALCONER MUSEUM  
FALCONER MUSEUM OPEN HOUSE  
FALCONER MUSEUM

FALCONER MUSEUM



## Museums Services Maintenance &amp; Care plan

Museum	Store	Action & Frequency	By whom
<b>Service &amp; Maintenance</b>			
Inspection visits	Inspection visits	Regular inspections of buildings & content. Advice being sought from the councils insurers regarding frequencies.	A monthly inspection by Property Services 3 monthly inspection of collection visits by High Life Highland Conservation Service, Museum Curator
Emergency Call out	Emergency Call out	If & when required	Head of Economic Growth & Development
Intruder Alarm	Intruder Alarm	Quarterly	Service Contractor, organised by Property Services
Fire Alarm & Emergency lighting	Fire Alarm & Emergency lighting	Quarterly	Service Contractor, organised by Property Services
Firefighting Equipment	Firefighting Equipment	Annually	Service Contractor, organised by Property Services
Servicing the heating system	Servicing the heating system	Part of inspection visits	Service Contractor, organised by Property Services
Temperature & Humidity checks	Temperature & Humidity checks	Present temperature & humidity measures to be replaced with remotely controlled ones for 24/7/365 days reports & alerts to designated individuals. Checked via regular site visits as part of inspections	Property Services, to be finalised
Cleaning the rainwater goods	Cleaning the rainwater goods	Annual	Service Contractor, organised by Property Services
Fixed Electrical test	Fixed Electrical test	Every 5 years	Service Contractor, organised by Property Services

Identified repair works to roof & stone over the next 3 years		Part of inspection visits	Property Services
Drainage & shut down of water	Drainage & shut down of water	To reduce risks & to be completed by end of March	Property Services
Cease Lift servicing		To be completed by end of March	Property Services to remove from contractors list
<b>Collection Care</b>			
Monitoring of collection	Monitoring of collection	Museums Curator to check that the collection remains safe on a three monthly basis & provide reports / advice	Appointment via Conservation Register
	Bronze	Change of silica gel sachets	HLH Museum's Curator
Pest checks	Pest checks	Part of any reports & advice	HLH Museum's Curator
	Fire Arms Certificate	Transferred to Head of Economic Growth & Development	Head of Economic Growth & Development



**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 10 MARCH 2020**

**SUBJECT: COMMUNITY ASSET TRANSFER REQUEST (NON-ACT):  
DUFFTOWN COMMUNITY CENTRE**

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

### **1. REASON FOR REPORT**

- 1.1 This report invites the Committee to consider a community asset transfer request made for the transfer of ownership of Dufftown Community Centre.
- 1.2 This report is submitted to the committee in terms of Section III(B)(59) of the Council's Scheme of Administration relating to the consideration of community asset transfer requests.

### **2. RECOMMENDATION**

#### **2.1 The Committee is asked to:**

- (i) approve the request to transfer ownership of Dufftown Community Centre, Church Street, Dufftown to Dufftown Community Centre (SCIO SC048668) subject to the terms and conditions set out in section 5 of this report; and,**
- (ii) remit the matter to the Estates Manager and the Legal Services Manager to complete the transfer of title.**

### **3. BACKGROUND**

- 3.1 On 11 April 2018, Moray Council approved transitional arrangements aimed at enabling successful community asset transfers of seven of its town halls and community centres (paragraph 6 of the Minute refers). These arrangements included entering into short term leases with eligible groups.
- 3.2 On 1 November 2018, Dufftown Community Centre (SCIO) took entry to the Dufftown Community Centre in accordance with the agreed transitional lease arrangements. On 9 December 2019, the SCIO submitted a formal request for the transfer of the community centre.

- 3.3 The SCIO is seeking a transfer of ownership of the centre at nil consideration in order to own, manage and maintain the community centre for use by local residents. The stated intention of the proposal is to enable the community to continue accessing the building for a variety of recreational activities and allow for the future development and improvement of the facility.
- 3.4 There is no requirement that all asset transfer requests be made under the Community Empowerment (Scotland) Act 2015. However, where agreement cannot be reached voluntarily, community transfer bodies have a right to make a formal asset transfer request under the Act and to receive a decision made in line with the legislation. This request was made outside of the provisions of the Act, so its determination remains at the discretion of the council. However, as an eligible body, in the event of the request being refused Dufftown Community Centre (SCIO) retains the right to make a formal asset transfer request under Part 5 of the Act.
- 3.5 The redacted submissions in support of Dufftown Community Centre's (SCIO) request are available on the Council's Committee Management System at <https://moray.cmis.uk.com/moray/CouncilandGovernance/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/111/Committee/5/SelectedTab/Documents/Default.aspx>.

#### **4. ASSESSMENT**

- 4.1 Dufftown Community Centre's governance and financial management arrangements are considered to be strong and sustainable. Best value characteristics have been considered by the organisation in preparing its proposal. Overall, the projected benefits have been demonstrated well and are considered to represent value for money.
- 4.2 The projected benefits relate to public health and social wellbeing. They support the Local Outcome Improvement Plan priority of empowering and connecting communities. They also support the Corporate Plan priorities of ensuring caring and healthy communities and working towards a financially stable council.
- 4.3 The council's Estates Manager has advised that the estimated market value of the community centre could reasonably be stated as £86,400. The projected benefits of the proposal are considered to be commensurate with the requested 100% discount on the market value.
- 4.4 There is a low risk of the presence of State Aid as the proposed service is considered to be local and, therefore, unlikely to affect intra-community trade among EU member states.

#### **5. TERMS OF TRANSFER**

- 5.1 If the recommendations are agreed, the following terms would apply to the transfer:
- (a) Subjects – the asset comprises Dufftown Community Centre, Church Street, Dufftown, as shown outlined in red in **Appendix 1**;



- (b) Price – the price payable would be £nil.
- (c) Existing Lease – the existing concessionary lease terms would apply until the date of the transfer;
- (d) Fees/Expenses – each party would meet its own legal expenses in the processing of the transaction, including legal expenses and surveyors fees; and,
- (e) Other Terms – any other detailed terms agreed with the council's Legal Services Manager and Estates Manager.

## **6. SUMMARY OF IMPLICATIONS**

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

Transferring assets to the community supports the 10 Year Plan (LOIP) aim of creating more resilient and sustainable communities and is consistent with the Corporate Plan value of promoting community empowerment as a means of supporting communities take on more responsibility. The proposed transfer has strong links to the Corporate Plan priority of ensuring caring and healthy communities.

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

On 21 March 2017, this committee approved the following policy statement (paragraph 5 of the Minute refers).

“Moray Council recognises the important role that the transfer of property assets can play in empowering communities and strengthening their resilience. Where appropriate, the council will use the transfer of assets to give more control to communities and local people, inspire them to find local solutions to community needs, and as a means of helping communities become more sustainable in the long term. In determining all asset transfer requests, the council will have regard to the guidance provided by the Scottish Government in relation to asset transfer requests made under Part 5 of the Community Empowerment (Scotland) Act 2015, whether or not such requests are made under the provisions contained in the Act.”

Assets transferred to the community at less than market value must comply with the Disposal of Land by Local Authorities (Scotland) Regulations 2010, which requires the council to be satisfied that the proposed transfer is reasonable and that the disposal is likely to contribute to the promotion or improvement within Moray of any of the following purposes:

- (i) Economic Development,
- (ii) Regeneration,
- (iii) Public Health,
- (iv) Social Wellbeing, or
- (v) Environmental Wellbeing.

Reasonableness in this context is taken to imply that the requested discount is the minimum necessary to allow the project to proceed and that it is commensurate with the likely benefits of the project.

**(c) Financial Implications**

The council's Estates Manager has advised that, on the basis of a desktop approach incorporating a number of assumptions, the estimated market value of the community centre could reasonably be stated as £86,400. A capital receipt of this value would provide an estimated loans saving in the region of £6,000. Prior to the community taking on responsibility for the property under the interim lease arrangements, the council's annual cost of running the facility amounted to £8,000. The projected benefits of the proposal, which enables the continuation and improvement of services to the community, are considered to be commensurate with the requested 100% discount on the market value.

**(d) Risk Implications**

Project risks have been considered by Dufftown Community Centre (SCIO) and appropriate actions identified to mitigate these. The risks of the project failing are considered to be low. In the event of its winding up or dissolution, the SCIO's constitution provides that any remaining assets would transfer to another community or charitable body approved by the Scottish Charity Regulator.

If the proposed transfer was not to go ahead, then there is a high risk that the property would lie vacant for several years before a sale could be achieved, incurring annual costs such as empty property rates. The capital receipt obtained may differ from the desktop valuation.

**(e) Staffing Implications**

There are no staffing implications arising from this report.

**(f) Property**

The property implications are as detailed in this report.

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

As part of the council's budget setting process, an equality impact assessment was carried out when the centre's closure was proposed. The business case submitted by Dufftown Community Centre (SCIO) reflects mitigation for the impacts identified by the council at the time.

**(h) Consultations**

The Depute Chief Executive (Economy, Environment and Finance), Chief Financial Officer, Head of Economic Growth and Development, Head of Education Resources and Communities, Legal Services Manager, Estates Manager, P. Connor Principal Accountant, D. Brodie Community Support Officer, T. Sutherland Committee Services Officer,

and Equal Opportunities Officer have been consulted and comments incorporated in the report.

Speyside and Glenlivet Ward Members have been consulted and may make their views known at the meeting.

## **7. CONCLUSION**

**7.1 The proposed transfer is likely to contribute the priorities set out in the council's Corporate Plan and the Local Outcomes Improvement Plan.**

**7.2 Dufftown Community Centre's governance and financial management arrangements are considered to be strong and sustainable. Best value characteristics have been considered by the organisation in preparing its proposal. Overall, the projected benefits have been demonstrated well and are considered to represent value for money, providing sufficient justification to agree a disposal at less than market value.**

Author of Report: Andrew Gray, Asset Management Coordinator  
Background Papers: Held by author  
Ref: CAT/076/ATR (Non-Act)









**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 10 MARCH 2020**

**SUBJECT: ELGIN TOWN HALL TRANSITIONAL LEASE ARRANGEMENTS**

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

**1. REASON FOR REPORT**

- 1.1 This report invites the committee to consider a request for a 5-year extension to the transitional lease arrangements currently in place for Elgin Town Hall.
- 1.2 This report is submitted to the committee in terms of Section III(B)(49) of the council's Scheme of Administration relating to the monitoring and review of concessionary rents.

**2. RECOMMENDATION**

- 2.1 **The committee is invited to approve the request from Elgin Town Hall for the Community to extend the transitional rent-free lease arrangements for Elgin Town Hall on the terms and conditions set out in paragraph 3.5 of this report.**

**3. BACKGROUND**

- 3.1 On 11 April 2018, the Moray Council approved transitional arrangements aimed at enabling successful asset transfers of a range of town halls and community centres (paragraph 6 of the Minute refers). The transitional arrangements included the granting of rent-free leases for a period of 2 years.
- 3.2 In accordance with these transitional arrangements, a lease over Elgin Town Hall at a concessionary rent was granted to Elgin Town Hall for the Community. This lease commenced on 1 August 2018 and is due to expire on 31 July 2020.
- 3.3 Elgin Town Hall is a key element of the Moray Growth Deal's Cultural Quarter Project. While it is anticipated that Heads of Terms for the Growth Deal will be signed soon, prioritisation of project spend is still being developed to manage finances over the 10 year duration of the deal. The outline business case for the project is almost complete. However, further work on the detailed business case for the town hall will be needed before a view can be taken on the future business model. For these reasons, the tenant has requested a 5-year extension to the transitional lease arrangements.

- 3.4 The transitional arrangements included provision to review progress annually to determine whether to terminate the lease or allow it to continue to enable the transfer to be completed. Officers have reviewed the Elgin Town Hall operation and are satisfied that the organisation remains financially viable and is working towards a full transfer. Due to the exceptional circumstances arising from the Growth Deal, the request for a 5-year extension is supported to allow for the continued operation of the town hall while the wider full business case is developed.
- 3.5 The terms and conditions for the proposed lease extension are:
- a) The lease will be on tenant full repairing and insuring terms and conditions.
  - b) The period of the lease shall be 5 years from 1 August 2020.
  - c) The rent payable will be £1 per annum, if asked, with no review.
  - d) The council will have an option to break the lease at any time on giving 6 months' notice in order to facilitate implementation of the future business model for the property.
  - e) Each party will meet its own expenses in the processing of the transaction, including legal expenses and surveyors fees.
  - f) Any other detailed terms and conditions agreed with the council's Legal Services Manager and Estates Manager.

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

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

Transferring assets to the community supports the 10 Year Plan (LOIP) aim of creating more resilient and sustainable communities and is consistent with the Corporate Plan value of promoting community empowerment as a means of supporting communities to take on more responsibility.

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

On 21 March 2017, this committee approved the following policy statement (paragraph 5 of the Minute refers).

*“Moray Council recognises the important role that the transfer of property assets can play in empowering communities and strengthening their resilience. Where appropriate, the council will use the transfer of assets to give more control to communities and local people, inspire them to find local solutions to community needs, and as a means of helping communities become more sustainable in the long term. In determining all asset transfer requests, the council will have regard to the guidance provided by the Scottish Government in relation to asset transfer requests made under Part 5 of the Community Empowerment (Scotland) Act 2015, whether or not such requests are made under the provisions contained in the Act.”*

Assets leased to the community at less than market value must comply with the Disposal of Land by Local Authorities (Scotland) Regulations 2010, which requires the council to be satisfied that the proposed lease



is reasonable and that it is likely to contribute to the promotion or improvement within Moray of any of the following purposes:

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

Reasonableness in this context is taken to imply that the requested discount is the minimum necessary to allow the project to proceed and that it is commensurate with the likely benefits of the project.

The requested discount is significantly less than the net running costs of the Town Hall prior to Elgin Town Hall for the Community operating the facility (£87,000 in 2017/18) and, consequently, the requested discount is considered to be reasonable.

**(c) Financial Implications**

The Estates Manager has advised that there is no commercial market for a similar style use as a town hall in Elgin and letting for alternative commercial uses would be unlikely to be secured on the strength of a 5-year lease – much greater security of tenure would be required for a tenant to obtain a suitable return on investment.

Based on a medium/long lease and various other assumptions it is estimated that the market rent would be in the region of £53,000 per annum, after a rent free period of 12-24 months. However, this estimate carries a much higher degree of uncertainty than usual.

Elgin Town Hall for the Community is fully responsible for all costs associated with the operation of the lease and the ongoing operation of the facility, thus ensuring that services are maintained at no cost to the public purse other than the amount of rent forgone.

**(d) Risk Implications**

A continuation of the transitional arrangements will significantly reduce the risk of the project failing in the short term while the future business model is developed and the full business case prepared.

**(e) Staffing Implications**

There are no staffing implications arising from this report.

**(f) Property**

The property implications are as detailed in this report.

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

An Equalities Impact Assessment is not required as agreeing to the extension would have no adverse impact on service delivery.

## **(h) Consultations**

The Depute Chief Executive (Economy, Environment and Finance), Chief Financial Officer, Head of Economic Growth and Development, Head of Education Resources and Communities, Legal Services Manager, Estates Manager, P. Connor Principal Accountant , Community Support Manager, L. Rowan Committee Services Officer , and Equal Opportunities Officer have been consulted and comments incorporated in the report.

Elgin City North and South Ward Members have been consulted and may make their views known at the meeting.

## **5. CONCLUSION**

- 5.1 Elgin Town Hall is a key element of the Moray Growth Deal's Cultural Quarter Project. Although the outline business case for the project is almost complete, further work on the detailed business case for the town hall will be needed before a view can be taken on the future business model.**
- 5.2 Although Elgin Town Hall for the Community has established its financial viability in the short term, a 5-year extension of the transitional arrangements is necessary for the successful continued operation of the town hall while the future business model is developed.**

Author of Report: Andrew Gray, Asset Management Coordinator  
Background Papers: Held by author  
Ref: CAT/069/EOI



**REPORT TO: POLICY AND RESOURCES COMMITTEE 10 MARCH 2020**

**SUBJECT: EMPLOYEE SURVEY 2019**

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

**1. REASON FOR REPORT**

1.1 This report asks Committee to consider the 2019 employee opinion survey.

1.2 To ask the Committee to approve the actions arising from the results.

*(Please note that a further item on this agenda, update on workforce culture group work contains reference to actions that were aimed at addressing the issues arising from previous surveys).*

1.3 This report is submitted to Committee in terms of Section III (B) (27) and (30) of the Council's Scheme of Administration relating to formulating, supervising the implementation of and review as necessary the policy and practices of the council for all employees in relation to the recruitment, training and development, health, safety and welfare and practices of the Council.

**2. RECOMMENDATION**

**2.1 It is recommended that Committee:-**

- (i) considers and notes the results of the 2019 employee opinion survey; and**
- (ii) approve the actions arising from the results and note the further item on this agenda, the update on the workforce culture group work.**

**3. BACKGROUND**

3.1 Since 2006 Moray Council have regularly surveyed the workforce to find out what employees felt about a range of employment related issues. Actions are identified based on the issues coming out of each survey with planned actions and programmes of work designed to address the issues. These

have included the employee conferences, interim and issue specific surveys, the employee engagement programme and more recently the workforce culture programme. .

- 3.2 Although originally undertaken by specialist survey providers, latterly the surveys have been designed, administered and analysed in-house as part of the council's efficiency measures.
- 3.3 This is the seventh whole workforce survey and it was undertaken in September 2019. The survey received 1,548 returns providing an overall response rate of 31%. This is a decrease on the 2017 response rate of 42%, however it matches the previous highest rate of 31% from 2015. Employees were encouraged to complete the online survey and paper questionnaires were distributed to staff without ready access to a computer at work. Particular emphasis was placed on encouraging completion within the Direct Services male manual front line workforce where much of the workforce culture work has been undertaken.
- 3.4 While results have been analysed to the same level as previously, the results are being cascaded through an employee booklet (as in previous years), a similar booklet for Elected Members with more detail and a front page summary plus spreadsheet of departmental results for the Central and Senior Management Team. The results have been made available to CMT-SMT and will be shared with service managers for further analysis and discussion. This work will be led by HR and any improvement actions will be considered on both a corporate level and service level depending on what is deemed appropriate.

#### **4. RESULTS**

- 4.1 The information in this report is supplemented by:

**Appendix A** – Previous Actions

**Appendix B** – Survey Headlines

**Appendix C** – Year on Year trends

**Appendix D** – Year Comparisons

##### Overview:

- 4.2 While the overall response rate has declined, it is encouraging to note that the trend of more positive and sustained results seen in both the 2015 and 2017 surveys continues across the majority of areas considered which indicates that the actions and programmes of work put in place as a result of previous surveys are continuing to have a long term positive impact. It is noted however, that there is a decline in the positivity in responses in some areas which will be a focus for action arising from these results.
- 4.3 It is also worth noting that the continuing absence of the 'no view' option has had an impact on reducing the percentage of middle or neutral responses providing a more definitive set of responses, which is helpful in identifying areas of strength and those where development actions are required

- 4.4 As with previous whole workforce survey results, it is very difficult to identify specific actions that will address areas identified for improvement as large surveys only provide a measure of satisfaction on general themes and are best used as the starting point for more targeted and focused work in specific areas e.g. the work being done in relation to developing a more positive workforce culture.

Highest and lowest scoring questions:

- 4.5 Four out of the five highest scoring questions were the same as the 2017 survey and were in relation to clarity on what is acceptable and unacceptable behaviour in the workplace, enjoyment of work, clarity on duties and responsibilities, awareness of the challenges facing the council and of the appropriate channels for reporting unacceptable behaviour, bullying or harassment.
- 4.6 Poorest results were in relation to belief in elected members providing leadership for the Council, what elected members do, belief that the council will take action to address issues arising from the survey, communications from the council being open and honest, satisfaction with the leadership and direction received and that senior management have a clear vision of where the organisation is going.

Key improvements, sustained performance and areas for development:

- 4.7 The top 5 improvements since 2017 are in relation to line manager/supervisors passing information to employees effectively, motivating their teams, giving recognition and praise for good performance, overall satisfaction with the line management /supervision received and employees feeling able to approach their supervisor when they have a problem and they are confident that it will be acted upon.
- 4.8 Areas with no change are in relation to clarity around what is acceptable or unacceptable behaviour in the workplace and an awareness of the appropriate channels for reporting this (also two of the highest scoring questions). The other two 'no change' questions are in relation to the lowest scoring questions about elected members providing leadership for the council and employees knowing what elected members do.
- 4.9 The areas which indicate the largest percentage decrease since 2017 include employees indicating their workload is generally manageable reducing by 5% points to 63%, recommending the Council as a good place to work reducing by 5% points to 57%, taking a pride in working for the Council reducing by 4% points to 71%, those having a development activity/session in the last 12 months reducing by 4% points to 69%. The following areas all reduced by 3% points: employee belief that the Council will take action to address the issues arising from survey reducing to 33%; belief that the Council is committed to developing a more positive workforce culture to 64% and that employees have the proper equipment to keep people safe and protect their health – 76%.

The overall engagement index score has reduced by 4% points.

#### You and Your Job:

- 4.10 There is a small decline in the overall results for this section of between a 1 and 5% point decrease in employees reporting that they enjoy the work they do, morale being good, taking pride in working for the council, feeling motivated to do a good job and go the 'extra mile' and recommending the council as a good place to work. It is however interesting to note that despite these decreases, employees feeling valued and recognised for their work has increased by 3% points. While it is not possible to make a direct causal link between these results and the development activity with line managers and supervisors in relation to how they manage their teams, it would appear likely that this work is beginning to show results.

#### Overall Job Satisfaction:

- 4.11 Overall job satisfaction resulted in 67% of employees indicating they were either fully or mostly satisfied in working for Moray Council however when making comparisons, it is important to note that the results in 2019 displayed a lower proportion of employees willing to share their views. As a result, comparison between satisfaction and dissatisfaction cannot be directly correlated
- 4.12 Satisfaction levels vary greatly within department levels however examining results out of the individual factors considered, feeling motivated, valued and recognised, taking pride in working for the Council, overall job enjoyment as well as recommending the Council as a great place to work, has the greatest impact over all other factors in terms of job satisfaction. Other relating factors include morale, as well as being satisfied by the line management received and being treated fairly and being able to approach line management when there is a problem. These factors have remained on the whole fairly consistent since 2017.

#### Leadership and Senior Management:

- 4.13 Overall, this section shows some incremental improvements from the 2017 survey results. Belief that senior management demonstrate leadership and direction for the service and department and have a clear vision of where the organisation is going have both increased by 1% point to 51 and 47% respectively. As already noted, knowledge about what elected members do and belief that they provide leadership for the council are both static at 36 and 23% respectively. Seeing how their job links to the Council's objectives and priorities has increased by 4% (59%), overall satisfaction with leadership and direction has increased by 2% points (48%), awareness of the challenges facing the council over the next few years has increased by 4% points to 86% and the expectation that the council will have to change the way it delivers services because of these changes has also increased by 4% points to 82%.

#### Supervision:

- 4.14 This section explores the next level of management and relates specifically to the day to day line management and supervision received. Consistent with

results from previous surveys, the opinions about line management are generally more positive than towards senior management. Each question in this section sees an improvement. 78% of respondents indicate feeling supported by their line manager /supervisor (an increase of 4% points), line managers pass information effectively has a 7% point increase at 77%, line management recognises and gives praise for good performance has improved by 6% points to 72%, line manager/supervisor treats me fairly and with respect has increased by 5% points to 84%, motivation has improved by 7% points to 68%, overall satisfaction with line management/supervision has improved by 7% points to 76% and as already mentioned, feeling able to approach their supervisor when there is a problem with confidence it will be acted upon has improved by 6% points to 78%.

#### Communication:

- 4.15 Views about how well informed employees feel, the communication between different parts of the organisation, the communication culture and the effectiveness of various communication methods have mixed results in this survey. Being kept well informed at team level, having the opportunity to participate in regular team meetings, team communications being open and honest and being kept informed about what is happening within the council have improved between 1 and 4% points to 70%, 74%, 70% and 54% respectively. In contrast, belief that the council will take actions to address issues arising from the survey, information received is easy to understand, communications from the council are open and honest, overall satisfaction with communication in the council has seen slight declines of between 1 and 3% points at 33%, 74%, 44% and 47% respectively.
- 4.16 These results indicate that while the team communications are good, there is room for improvement with the council wide communications.

#### Training, Performance and Development:

- 4.17 This section explores employee views of the opportunities and availability of training and development, as well as the performance development processes in place. There is a 3% point increase in employees feeling encouraged to improve their own performance at 72%, a 2% point increase at 65% of employees reporting that the training and development they receive helps them to do their job better, and a 1% point reduction at 58% of respondents reporting that they get the training and development they need to do their job effectively. There is a 4% point decline in the number of respondents reporting they have had an appraisal of some description in the last 12 months (e.g. ERDP, PR&D, professional supervision or appraisal). This decline is higher than the overall number of appraisals reported corporately in 2018, but does correlate generally with the overall reduction.

#### Change:

- 4.18 The council has undergone a number of significant changes in recent years including stream-lining, merging, restructures and modernising ways of service delivery to balance budgets. In the last 2 years, 60% of respondents reported experiencing change of some type, a 16% point increase on the

figure of 44% in 2017. Overall satisfaction with the way the change management process was handled has declined by 8% points to 34%.

- 4.19 Of those experiencing change 47% were satisfied with the level of communication and consultation and 53% received formal written notification of the proposals for change. 44% indicated they had the opportunity to contribute to the change through a consultation exercise which is a reduction of 1% since 2017; 88 % responded to the consultation which is an increase of 9% since 2017 and 46% felt their response was taken into account, which is a positive increase of 8% since 2017.

#### Workforce Culture:

- 4.20 This section explores issues related to creating a positive work force culture where morale is good, people are proud to work for the council and would recommend it to others. It is split into three sections: management and team, work related and behaviour related questions.
- Management and team – the questions in this section relate to believing line managers/supervisors care about employee well-being, feeling contributions are valued, trust that communications are open and honest, belief that the team is managed fairly and consistently, that the team co-operates and works well together and that employees feel respected by colleagues. This section received improved responses. All responses have improved between 1 and 5% points and sit between 72 and 83%.
  - Work Related – the questions in this section relate to having a manageable workload, unrealistic time pressures, a choice in deciding what to do at work, clarity on duties and responsibilities and whether relationships at work are strained. Having a manageable workload and clarity on duties and responsibilities have decreased by 5% points to 63% and 1% point to 87% respectively. 42% of employees feel they have Unrealistic time pressures which is an increase of 3% points from 2017, 33% feel they have strained relationships which is an increase of 2% points from 2017 and having a choice on the work they do has increased by 2% points to 33% in 2019.
  - Behaviours – this section asks about acceptable and unacceptable behaviours, confidence they will be dealt with, believing the council is committed to developing a positive workforce culture, harassment and the channels for reporting unacceptable behaviour. All the responses are either the same or improved other than belief that the council is committed to developing a more positive workforce culture which has seen a 3% point decline to 64%. Both negative statements regarding being subject to harassment and unacceptable behaviour/bullying in the workplace saw a decline of 1 and 2% points respectively which is an improvement.

#### Employee Engagement:

- 4.21 Employee engagement is the discretionary commitment and enthusiasm people give to the council, their services and their colleagues meaning we can provide better services and it matters to employees that the council does well. Disappointingly, each of the four measures in this set of results sees a



decline: pride in working for the council is sitting at 71% (-4%), feeling motivated to do a good job/go the extra mile is at 79% (-2%), would recommend the council as a good place to work is at 57% (-5%) and belief the council will take action to address the issues arising from the survey is at 33% (-3%). Given the prolonged period of austerity, budget difficulties and uncertainty for many employees within those services most often impacted by the requirement for budget savings, these results are perhaps not surprising. Nevertheless, this is of concern to the council and some consideration is required about how to address these concerns.

#### Health & Safety:

- 4.22 In order to form a baseline and measure the culture of Health and Safety within our workplace, this new section was introduced in 2017. In 2019 a new question was added to consider the mental health of employees. 80% of respondents reported that their health and safety is well looked after at work (an increase of 2% points) and 57% report feeling involved in decision regarding health and safety. 76% (-3%) feel involved in decision regarding health and safety. An additional question was added to this year's survey to set a baseline that will allow the council to monitor and track trends in the future. The question asks whether employees feel their mental health is sufficiently supported to which 53% of respondents agreed.

#### Benchmarking:

- 4.23 Benchmarking with other local authorities has not proved possible due to the lack of availability of up to date data.

### **5. ACTIONS**

- 5.1 While these results provide a picture of responses to the survey questions at a corporate level, as in previous surveys there are distinct variations at departmental / service level which will be discussed and managed, with improvement actions and timescales identified and agreed with Heads of Service.

#### Summary:

- 5.2 The 2019 results show that while there are broad areas where there is a sustained improvement in feedback there also continue to be some discrete areas where further consideration is required in order to develop actions which will bring about potential improvements. These are specifically in relation to elected member activity and leadership, employee engagement and corporate communications and managing change.
- 5.3 In terms of responses to survey results, historically the council has put in place a range of large scale programmes of activity likely to have a larger impact across the majority of the workforce. In 2015 and 2017, based on the wide variations in responses to the different employment themes within the survey across the various sections of the council's workforce, it was decided to work closely with departmental Heads of Service and third tier managers as part of the workforce planning process. This allowed

interpretation of the results within the context of specific services and teams with resultant actions agreed and owned by the managers whilst being supported by the workforce culture team where necessary.

- 5.4 While it is clear that the 2019 results are mixed, the responses indicate that progress is being made in some areas and that the culture of the organisation is beginning to change. It is however also evident that there are still areas that require significant improvement with work still to be done in embedding the wider aspects of a positive workforce culture within specific teams and services.
- 5.5 It is proposed to continue to use this strategy to enable targeted work to take place in the specific areas of the council that are flagged up as having less positive results.
- 5.6 The main area for ongoing concentrated development work appears to be in relation to corporate communications, appraisals, understanding of the role of elected members and senior leadership and managing workload and time pressures. It is proposed that the overarching theme for action plans is centred around improving the corporate communications with the workforce, including in relation to the vision and direction of senior leadership for the council, having regular appraisals or workplace discussions and improving the understanding of elected member roles. This will be supplemented by specific actions within departments and services as noted in 5.3.
- 5.7 Therefore, actions will be:
- Continue to disaggregate the results to an incremental bespoke approach specific to each service
  - Focus engagement and culture activity on improving corporate communications, health and safety, workplace discussions and managing workload and time pressures
  - Work to promote and inform on the role of elected members
  - Adaptation of solutions to suit services
  - Development of proposals and timelines to progress with manageable sections of the workforce following discussions with management teams on survey results
  - Development of monitoring arrangements
  - Development of a performance target for survey results within services

## **6. SUMMARY OF IMPLICATIONS**

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

The work noted in this report supports the Council in achieving the objectives and priorities in the Corporate and 10 Year Plan, and sets out how the Council will meet the challenges in making best use of our workforce and resources. In particular, the actions will ensure continued progress towards the aims of ensuring an engaged workforce with a positive workforce culture.

**(b) Policy and Legal**

There are no legal implications arising directly from this report although it is possible that bullying and harassment in particular could lead to legal challenges against the council.

The work that is ongoing and planned in relation to employee engagement and workforce culture continues to provide a solid foundation from which to develop further work to address the cultural issues identified in this report.

It is also important to recognise the importance that the Scottish Government places on the people working in the public sector to deliver the reforms identified by the Christie Commission including the principles of Fair Work. The links to workforce planning and thereby to demonstrating best value are also important considerations for the council.

**(c) Financial implications**

There are no financial implications arising from this report.

**(d) Risk Implications**

As with previous survey reports, there are risk implications related to decreasing staff morale should no action be taken as a result of the survey findings. These are heightened during periods of significant change and/or sustained austerity, such as the council continues to experience and the lower response rate and rise in less positive results in some areas are clear indications that the workforce is feeling less positive and less resilient compared to two years ago.

The risks associated with workforce culture are also around the consequences of leaving the culture issues unaddressed and the complexity and challenge of dealing with behavioural issues.

The developmental nature of the work combined with the long term nature of establishing a cultural shift in behaviours means there are long term maintenance requirements to be accommodated before a permanent step change in culture can be achieved.

**(e) Staffing Implications**

While there are no direct staffing implications arising from this report it should be noted that the resource for employee engagement and culture work has been reduced as part of saving proposals for the 2019-20 budget.

**(f) Property**

There are no property implications arising from this report.

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

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

**(h) Consultations**

The content of this report has been considered by the central management team.

The headline results have been seen by the central and senior management teams, the Admin Group and Group Leaders, managers at the Personnel Forum and considered by the Trade Unions.

Tracey Sutherland, Committee Services Officer has also been consulted in the preparation of this report.

This report will be provided to the Trade Unions for discussion and consultation at the next scheduled Trade Union / Officer Group and Local Negotiating Committee for Teachers meetings with a view to seeking their input to any action plans developed.

A copy of this report will also be provided to the managers at the Personnel Forum and feedback will be sought from all groups to influence the development of any actions arising.

An employee booklet will be available on interchange for the workforce with access to a paper version available for employees without ready access to a work computer.

An elected members' booklet will be available on the members' smi site.

## **7. CONCLUSION**

**7.1 The results of the 2019 employee survey contain a mixture of positive and improved results in some areas and some declining results in others with a decline in the overall response rate.**

**7.2 It is proposed that further work is undertaken with departments and services as part of the annual workforce planning process.**

**7.3 Any actions will become part of the engagement and culture work, or set up as distinct pieces of work specific to the services where the issues are prevalent.**

Author of Report:	Frances Garrow
Background Papers:	Elected Members Booklet (either attached or on smi site)
Ref:	Employee Opinion Survey (P & R 24-01-17) Employee Opinion Survey (P & R 24-11-15) Employee Opinion Survey (P & R 05-11-13) Employee Opinion Survey (Full Council 28-09-11) Employee Opinion Survey (P & R 02-06-09)
Appendices:	Appendix A – Previous Actions Appendix B – Survey Headlines Appendix C – Year on Year trends Appendix D – Year Comparisons

## Issues from previous surveys with actions taken so far:

<b>2006/2008 Survey Issues</b>	<b>Actions</b>
Working conditions (e.g. office accommodation, showers, canteen facilities)	Improvements to office accommodation and canteen facilities through DBS Programme Increased number of showers within HQ
Performance feedback/wider application of appraisals Improve keeping staff informed and cross departmental communications	Corporate framework for ERDPs and wider more consistent application Establishment of Connections Notice-boards Recycling computers for wider installation Development of internal communications strategy Co-ordination of internal communications identifying linked themes between different strands of communications
Senior management visibility	Expansion of CMT visits Establishment of annual Employee Conference including Discussion Groups with members of CMT and Heads of Service Articles on senior management team in Connect
<b>2011 Survey Issues</b>	<b>Actions as part of Employee Engagement Programme</b>
Effective leadership Council acting on feedback from workforce Having open and honest culture Management of change Inter-departmental communication Belief our customers think we are doing a good job Easy to understand information Motivation by line managers/supervisors	Employee Charter Managers' Briefings Team Talk Listening Meetings Service/Learning Visits Employee Conference Chief Executive Blog/Questions Employee Recognition Management Training and Support Reaction (review process)
<b>2013 Survey Issues</b>	<b>Actions</b>
<b>Responses</b>	<b>Action</b>
<u>Leadership:</u> Effectiveness of elected member leadership	Training and development, raise profile with open communication to increase visibility, transparency and trust
Senior management acting openly and fairly	Running 'story' on main issues coming out of Committee by Service Managers each month/Committee cycle e.g. 'Committee diaries' section for each service on intranet for updates
Dissatisfaction with leadership and direction received	
<u>Communications:</u> Council acting on feedback Communication between areas of Council Honesty Open/transparent	Improve communication methods, and of actions taken e.g. from Employee Engagement Programme, Conference, Survey using methods that reach whole workforce, reinforced by manager and supervisor participation to ensure dissemination

<u>Culture:</u> Becoming more open, honest and transparent	Linked with above - open communications
<u>Training &amp; Development:</u> More commitment to training	Review of training provision within services, use of informal/bespoke training using existing experience when applicable
<u>Relationships:</u> Becoming strained	Develop resilience training and support, review use of temporary appointments
<u>Overall</u>	Take more targeted approach rather than one size fits all, departmental action plans
<b>2015 Survey Issues</b>	<b>Actions</b>
Significant variation in responses at service level indicating areas of major concern e.g. supervision, communications, morale	
<u>Overall:</u> Disaggregating to incremental approach bespoke to each service e.g. for up to 200 employees, adapting bespoke solutions to suit services and focusing engagement activity on areas with the lowest survey results	
<u>Specific:</u> Focused work with Direct Services aimed at addressing problems, improving communications, ensuring individual ERDPs, individual training plans in development, management development activity to develop positive management, transparency and fairness and team building to improve morale, being valued and fairness	
<u>Specific:</u> Every employee having an employee in the last 12 months	Bespoke ERDP toolkit developed, first line supervisor training provided and ongoing support to develop capacity
Unacceptable behaviour and bullying in the workplace	Established and reviewed team meetings, providing a forum for staff communications with a feedback mechanism, one to one drop in sessions
Strained relationships at work	Management development activity, Moray Management Methods providing consistent base for people management, development plans for supervisory staff, ongoing support and open HR sessions
Low morale and not feeling valued	Employee involvement and team building, workforce task groups, train the trainer events, risk assessment staff hand/guide book
<b>2017 Survey Issues</b>	<b>Actions</b>
<u>Leadership:</u> Continue to development and improve skills, competencies and behaviours of managers in managing their teams	MMM framework reviewed and training links added for ease of reference. Training/briefing sessions completed and a MMM training plan rolled out  Enhanced blended suite of learning available  E-Learning induction package completed and corporate e-induction now live  Flexible Working Development Fund – management development courses delivered.

## APPENDIX A

Continue to promote and inform on the role of Elected Members	EM Strategy developed which includes self-directed learning. To develop an engagement calendar specifically for Ems. Due to resources this was not fully implemented and will be carried forward with the results from 2019 Survey
<u>Communications:</u> Council acting on feedback Communication between areas of Council Honesty Open/transparent	Targeted approach for Direct Services which embedded the foundations from 2016 action plans  Utilisation of different forums and platforms to communicate with the workforce and delivery of engagement programme.
<u>Culture:</u> continue to embed wider aspects of a positive workforce culture	Linked with above and implementation of service specific action plans. Development of management tools to aid improvement
<u>Training &amp; Development:</u> Supervision	Supervisory training delivered to Direct Services as part of their specific service action plan Access to Flexible Working Development Fund training courses on specific management development courses and resilience training
<u>Relationships:</u> target to service specific areas of concern to improve relationships at work - linked to training and development	See above and links to improving communications





**2019 Employee Survey Headlines**

Following on from the 2019 Employee Survey in September, the results have been analysed and the headline results are displayed below.

- Response rates
- Highest scoring questions
- Lowest scoring questions
- Areas of improvement, sustained performance and development

Response Rates:

Distribution method	Sent out	Returns	2019 Response Rate (%)	2017 Response Rate (%)	2015 Response Rate (%)	2013 Response Rate (%)
Paper questionnaire *	1,220	237	19.4%	61.4%	9.5%	8.3%
Online / electronic survey	3,810	1,311	34.4%	39.4%	35.2%	29.9%
<b>Total</b>	<b>5,030</b>	<b>1,548</b>	<b>31%</b>	<b>42%</b>	<b>31%</b>	<b>25%</b>

\*please note that there were more surveys issued by paper this year due to GDPR legislation discouraging use of personal email addresses for non-contractual activities however all staff with computer access could use the online survey if they preferred.

Highest Scoring Questions:

- 97% It is clear to me what is acceptable and unacceptable behaviour in the workplace
- 88% I enjoy the work I do
- 87% I am clear what my duties and responsibilities are
- 86% I am aware of the challenges that face the Council over the next few years
- 84% My line manager/supervisor treats me fairly and with respect

Lowest Scoring Questions:

- 47% I believe that senior management have a clear vision of where the organisation is going
- 47% Morale is good where I work
- 47% Overall, I am satisfied with communication within the council
- 44% Communications from the Council are open and honest
- 36% I know what Elected Members do
- 33% I believe that the Council will take action to address issues arising from the survey
- 23% I believe Elected Members provide leadership for the Council

## APPENDIX B

	2019 % agreeing with statement	2017 % agreeing with statement	% change since 2017
<b>Key Improvements</b>			
My line manager/supervisor passes information to me effectively	77%	70%	+7%
My line manager/supervisor motivates me	68%	61%	+7%
Overall, I am satisfied with the line management/supervision I receive	76%	69%	+7%
My line manager/supervisor recognises and gives praise for good performance	72%	66%	+6%
I feel able to approach my supervisor when I have a problem and I am confident it will be acted upon	78%	72%	+6%
My line manager/supervisor treats me fairly and with respect	84%	79%	+5%
I believe my line manager/supervisor cares about my well-being	82%	77%	+5%
<b>Areas of Sustained Performance</b>			
It is clear to me what is acceptable and unacceptable behaviour in the workplace	97%	97%	No change
I am aware of the appropriate channels for reporting unacceptable behaviour, bullying or harassment	82%	82%	No change
I believe Elected Members provide leadership for the Council	23%	23%	No change
I know what elected members do	36%	36%	No change
<b>Areas for Development</b>			
My workload is generally manageable	63%	68%	-5%
I would recommend the Council as a good place to work	57%	62%	-5%
I take pride in working for the Council	71%	75%	-4%
I have had a development activity/session in the last 12 months (this might be an ERDP, PR&D, professional supervision or appraisal)	69%	73%	-4%
I believe that the Council will take action to address issues arising from the survey	33%	36%	-3%
I believe the Council is committed to developing a more positive workforce culture	64%	67%	-3%
I am given the proper equipment to keep me safe and protect my health	76%	79%	-3%

This year the employee survey achieved a lower response rate than the 2017 survey. Despite this there are a number of positive improvements coming from the results particularly from within the theme of supervision. The highest improvements related to employees feeling motivated, and the effective passing of information to them by their manager/supervisor and overall satisfaction with the management/supervision they receive, with these three questions receiving a 7% increase on 2017 responses.

A key focus for previous years has been the number of employees subject to unacceptable behaviour/bullying in the workplace, this has positively decreased from 16% to 14%. Employees reporting being subject to harassment has also decreased from 11% to 10%.

There were less positive responses in relation to themes such as 'you and your job' and 'communication' and more specific questions around workload and development of positive culture, receiving a development activity/session, and having proper equipment.

## **APPENDIX B**

Another area that has increased is employees who have experienced change in the last 2 years with a 16% increase from 44% in 2017 to 60% in 2019. There was some positive feedback in this area however with employees responding to consultation up by 9%, those finding it useful up by 6% and those thinking their response was taken into account up by 8%.

The next step is to produce a corporate analysis which this year will be in booklet format and thereafter departmental summaries and the employee booklet. The departmental summaries will be issued to each Director and Head of Service and these will be used to help inform specific areas of action both from within the departments and in conjunction with corporate initiatives such as employee engagement and workforce culture work. The outcome of the survey will also be used to inform the direction of the workforce culture work to continually meet the shared aim of developing a more positive workplace environment.

### **Indicative Timescales:**

Corporate Analysis (booklet) – mid-January 2020

Employee Booklet – end January 2020

Departmental Summaries (spreadsheet style) – mid-February 2020



Survey Sections	2019		2017		2015		2013	
<b>You and Your Job</b>								
I enjoy the work I do	88%	-1%	89%	no change	89%	2%	87%	-1%
I feel valued and recognised for my work	61%	+3%	58%	+1%	57%	10%	47%	-7%
Morale is good where I work	47%	-1%	48%	-1%	49%	9%	40%	8%
I take pride in working for the Council	71%	-4%	75%	+5%	70%	5%	65%	-5%
I feel motivated to do a good job and go the extra mile when required	79%	-2%	81%	+2%	79%	5%	75%	-2%
I would recommend the Council as a good place to work	57%	-5%	62%	+1%	61%	14%	47%	-8%
<b>Leadership and Senior Management</b>								
I believe senior management demonstrate leadership for my service and department	51%	+1%	50%	-2%	52%	n/a	n/a	n/a
I believe senior management have a clear vision of where the organisation is going	47%	+1%	46%	-3%	49%	19%	30%	-4%
I believe elected members provide leadership for the Council	23%	no change	23%	-4%	27%	16%	11%	-1%
I understand the role of elected members	36%	no change	36%	-19%	55%	6%	49%	6%
I can see how my objectives link to the Council's objectives and priorities	59%	+4%	55%	+10%	45%	-1%	46%	-11%
Overall, I am satisfied with the leadership and direction I receive	48%	+2%	46%	-1%	47%	22%	25%	-18%
I am aware of the challenges that face the Council over the next few years	86%	+4%	82%	+3%	79%	n/a	n/a	n/a

Survey Sections	2019		2017		2015		2013	
I expect the Council will have to change the way it delivers services because of these changes	82%	+4%	78%	+1%	77%	n/a	n/a	n/a
<b>Supervision</b>								
I feel supported by my line manager/supervisor	78%	+4%	74%	+2%	72%	3%	69%	-4%
My line manager/supervisor passes information to me effectively	77%	+7%	70%	+1%	69%	8%	61%	-3%
My line manager/supervisor recognises and gives praise for good performance	72%	+6%	66%	+3%	63%	2%	61%	-1%
My line manager/supervisor treats me fairly and with respect	84%	+5%	79%	+1%	78%	4%	74%	-4%
My line manager/supervisor motivates me	68%	+7%	61%	+2%	59%	11%	48%	-1%
Overall, I am satisfied with the line management/supervision I receive	76%	+7%	69%	+1%	68%	8%	60%	-7%
I feel able to approach my supervisor when I have a problems and I am confident it will be acted upon	78%	+6%	72%	n/a	n/a	n/a	n/a	n/a
<b>Communication</b>								
I am kept well informed about what is happening in my team	70%	+4%	66%	+1%	65%	5%	60%	-9%
I have the opportunity to participate in regular team interactions (or meetings)	74%	no change	74%	n/a	n/a	n/a	n/a	n/a
I am kept well informed about what is happening within the	54%	+2%	52%	+4%	48%	12%	36%	2%

Survey Sections	2019		2017		2015		2013	
Council								
I believe that the Council will take action to address issues arising from the survey	33%	-3%	36%	-3%	39%	24%	15%	-15%
The information I receive is easy to understand	74%	-1%	75%	+4%	71%	14%	57%	1%
Communication in my team is open and honest	70%	+3%	67%	no change	67%	n/a	n/a	n/a
Communications from the Council are open and honest	44%	-2%	46%	-1%	47%	9%	38%	-14%
g) Overall, I am satisfied with communication in the Council	47%	-1%	48%	+1%	47%	16%	31%	-3%
<b>Training, Performance and Development</b>								
a) I am encouraged to improve my own performance	72%	+3%	69%	-1%	70%	21%	49%	-5%
b) I get the training and development I need to do my job effectively	58%	-1%	59%	-3%	62%	n/a	n/a	n/a
c) The training and development I receive helps me to do my job better	65%	+2%	63%	-2%	65%	16%	49%	-9%
<b>Development activity/session</b>								
I have had a development activity/session in the last 12 months (this might be an ERDP, PR & D, professional supervision or appraisal)	69%	-4%	73%	+16%	57%	8%	49%	2%
<b>Experience of Change</b>								

Survey Sections	2019		2017		2015		2013	
Has your team or service experienced change in the last 2 years?	60%	+16%	44%	-21%	65%	n/a	n/a	n/a
During the change management process was the level of communication and consultation satisfactory?	47%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Did you receive formal written notification of the proposals for change?	53%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Did you get the opportunity to contribute to the change through a consultation exercise?	44%	-1%	45%	-3%	48%	n/a	n/a	n/a
Did you respond?	88%	+9%	79%	-2%	81%	n/a	n/a	n/a
Was this useful?	51%	+6%	51%	-3%	54%	n/a	n/a	n/a
Do you think your response was taken into account?	46%	+8%	38%	+2%	36%	n/a	n/a	n/a
Did you receive anything after the consultation period was complete to let you know what happens next?	46%	-2%	48%	n/a	n/a	n/a	n/a	n/a
Overall I am satisfied with the way the change management process was handled	34%	-8%	42%	no change	42%	19%	23%	-1%
<b>Workforce Culture – Management and Team</b>								
i) I believe my line manager/supervisor cares about my well-being	82%	+5%	77%	+3%	74%	n/a	n/a	n/a
ii) I feel my contribution is valued	75%	+4%	71%	+4%	67%	n/a	n/a	n/a
iii) I trust my line manager/supervisor to communicate openly and honestly with me	77%	+4%	73%	+5%	68%	n/a	n/a	n/a
iv) My line manager/supervisor manages staff in our	72%	+4%	68%	+4%	64%	n/a	n/a	n/a



Survey Sections	2019		2017		2015		2013	
team fairly and consistently								
v) My team co-operates and works well together	77%	+1%	76%	-1%	77%	3%	74%	no change
vi) I feel respected by my colleagues	83%	+2%	81%	no change	81%	8%	73%	-6%
<b>Workforce Culture: Work Related</b>								
i) My workload is generally manageable	63%	-5%	68%	-1%	69%	7%	62%	-5%
ii) I have unrealistic time pressures*	42%	+3%	39%	+1%	38%	-2%	40%	14%
iii) I have a choice in deciding what I do at work	52%	+4%	48%	-3%	51%	7%	44%	6%
iv) I am clear what my duties and responsibilities are	87%	-1%	88%	+1%	87%	no change	87%	-1%
v) Relationships at work are strained *	33%	+2%	31%	+2%	29%	1%	28%	14%
<b>Workforce Culture: Behaviours</b>								
It is clear to me what is acceptable and unacceptable behaviour in the workplace	97%	no change	97%	+3%	94%	n/a	n/a	n/a
I am confident that unacceptable behaviour will be taken seriously and dealt with	72%	+4%	68%	+2%	66%	n/a	n/a	n/a
I believe the Council is committed to developing a more positive workforce culture	64%	-3%	67%	+6%	61%	n/a	n/a	n/a
I am subject to unacceptable behaviour / bullying in the workplace *	14%	-2%	16%	-3%	19%	11%	8%	3%
I am subject to harassment in the workplace *	10%	-1%	11%	n/a	n/a	n/a	n/a	n/a

Survey Sections	2019		2017		2015		2013	
I am aware of the appropriate channels for reporting unacceptable behaviour or bullying	82%	no change	82%	no change	82%	n/a	n/a	n/a
<b>Health and Safety</b>								
My health and safety is well looked after at work	80%	+2%	78%	n/a	n/a	n/a	n/a	n/a
I am given the proper equipment to keep me safe and protect my health	76%	-3%	79%	n/a	n/a	n/a	n/a	n/a
I feel involved in decisions regarding health and safety	57%	+1%	56%	n/a	n/a	n/a	n/a	n/a
Do you feel your mental health is sufficiently supported?	53%	n/a	n/a	n/a	n/a	n/a	n/a	n/a

<b>Key</b>
n/a = not asked
Improvement
Static (+/- 2%)
Decline
* = Negative question

## Year on Year Comparison

**Year on year comparison** There are a number of indicators in the 2019 questionnaire that have been kept the same as previous years to allow for year-on-year comparisons.

**Table 1: Year on Year Comparison on selected indicators**

	2019	2017	2015	2013	2011	%change since 2017
I am kept well informed about what is happening within my team	70%	66%	65%	60%	69%	+4%
I am clear about what my duties and responsibilities are	87%	88%	87%	87%	88%	-1%
I can see how my job links to the Council's objectives and priorities	59%	55%	45%	47%	57%	+4%
The training and development I receive helps me to do my job better	58%	59%	62%	49%	58%	-1%

**Table 2: Highest percentage changes since 2017**

	2019 %age agreement with the statement	2017 %age agreement with the statement	%age Change since 2017
My line manager/supervisor passes information to me effectively	77%	70%	+7%
My line manager/supervisor motivates me	68%	61%	+7%
Overall, I am satisfied with the line management/supervision I receive	76%	69%	+7%
My line manager/supervisor recognises and gives praise for good performance	72%	66%	+6%
I feel able to approach my supervisor when I have a problem and I am confident it will be acted upon	78%	72%	+6%

**Table 3: Lowest percentage changes since 2017**

	2019 %age agreement with the statement	2017 %age agreement with the statement	%age Change since 2017
It is clear to me what is acceptable and unacceptable behaviour in the workplace	97%	97%	No change
I am aware of the appropriate channels for reporting unacceptable behaviour, bullying or harassment	82%	82%	No change
I believe Elected Members provide leadership for the Council	23%	23%	No change
I know what elected members do	36%	36%	No change

**Table 4: Largest percentage decreases since 2017**

	2019 %age agreement with the statement	2017 %age agreement with the statement	%age Change since 2015
My workload is generally manageable	63%	68%	-5%
I would recommend the Council as a good place to work	57%	62%	-5%
I take pride in working for the Council	71%	75%	-4%
I have had a development activity/session in the last 12 months (this might be an ERDP, PR&D, professional supervision or appraisal)	69%	73%	-4%
I believe that the Council will take action to address issues arising from the survey	33%	36%	-3%
I believe the Council is committed to developing a more positive workforce culture	64%	67%	-3%
I am given the proper equipment to keep me safe and protect my health	76%	79%	-3%



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**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 10 MARCH 2020**

**SUBJECT: WORKFORCE CULTURE UPDATE**

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

**1. REASON FOR REPORT**

- 1.1 To ask the Committee to bring the Culture Working Group to a close.
- 1.2 This report is submitted to Committee in terms of Section III (B) (27) and (30) of the Council's Scheme of Administration relating to formulating, supervising the implementation of and review as necessary the policy and practices of the council for all employees in relation to the recruitment, training and development, health, safety and welfare and practices of the Council.

**2. RECOMMENDATION**

- 2.1 It is recommended that Committee:-
  - (i) considers and notes the workforce culture update; and
  - (ii) approves the proposal to bring the Culture Working Group to a close.

**3. BACKGROUND**

- 3.1 Following issues of victimisation and harassment raised in the 2013 employee survey various actions were taken in relation to the bullying and harassment reported, one of which was a further specific survey to gather information on the nature, source and extent of the issues and discussions with the trade unions.
- 3.2 The results of this second survey were considered at the special meeting of Moray Council on 2 July 2014 (paragraph 11 of the minute refers). The Council agreed to:
  - (i) develop and implement a programme of cultural change

- (ii) remit to a working group of councillors, officers and trade union representatives to develop and implement the action plan and monitor progress, and
- (iii) that additional resources will be allocated and that the specific requirements needed to develop or implement the agreed solutions will be reported back to policy and resources committee for approval.

3.3 As a result of the above, the Workforce Culture Group was established in September 2014. The group progressed a number of actions as well as developing a work plan aimed at delivering the desired changes.

3.4 The group began by discussing the issues from the survey results and the experiences of members of the group, particularly the trade union representatives who could report information from the workforce anonymously and in a confidential environment. This open and frank exchange was crucial to developing a common understanding of the current workforce culture and to identifying the changes that might provide improvement.

3.5 The group established the overall purpose of the work as: creating a positive workforce culture where morale is good, people are proud to work for The Moray Council and would recommend it to others. In support of this, eight specific aims were developed and for each of these the outcome to be achieved and how success would be measured, see Table 1.

3.6 TABLE 1: Summary of Aims, Outcomes and Measures

	Aims	Outcomes	Measures
1.	Create a common understanding of un/acceptable behaviour	All employees and councillors are aware of the standards of behaviour required	Revised policy/definitions that people can tell us about
2.	Establish behavioural leadership roles and standards for officers and members	Positive behaviour is demonstrated from the top of the organisation	Staff report that managers care about their well-being – can report examples
3.	Create a culture where the contribution of every employee is valued	There is an environment of mutual respect across all services and levels	Public statements by council employees and members about the council, its services and employees are positive
4.	Develop systems and circumstances to ensure that cultural issues are addressed proactively and when specifically raised	Employees are listened to and believe they are being heard and that action will be taken	<ul style="list-style-type: none"> <li>• Increase in percentage of people reporting B&amp;H</li> <li>• All reported bullying is acted upon timeously</li> <li>• Employees and trade unions report that they are comfortable raising concerns and confident will be dealt</li> </ul>

			with
5.	Review and enhance communications to ensure these are open and honest and recognised as such	There is trust between employees, managers, trade unions and councillors	Over 50% of workforce complete the employee survey
6.	Ensure that the issues arising from the 2013 and 2014 employee surveys are addressed	Reduced bullying and harassment and more positive working environment	Improved results reported in next survey
7.	Address issues of workload to ensure that it is reasonable and manageable for all jobs	Workloads are manageable. No employee faces undue pressure because of an unreasonable workload	Some things are not done as a result of a decision not to prioritise them
8.	Enhance the people management skills of all managers and supervisors	Managers are enabled and encouraged to manage workforce positively	More positive responses to management questions in survey

#### **4. CURRENT POSITION**

- 4.1 Assessment of the work undertaken in the work plan as directed by the Workforce Culture Group shows that substantial and sustained progress has been made against the majority of the original outcomes.
- 4.2 This indicates a marked change in approach from the council's managers and employees in terms of their expectations regarding the development of a positive workforce culture, and an appropriate time to consider the future direction and governance of the culture work.
- 4.3 Conclusions and recommendations of how to progress each element of the culture work are contained within **Appendix A**.
- 4.4 Overall, this indicates that the majority of the residual work can be regarded as business as usual and subsumed within the core work of the Organisational Development (OD) and Human Resources (HR) teams.

#### **5. FUTURE ARRANGEMENTS**

- 5.1 The Culture Working Group has been in place since July 2014. Normally a working group is a short term temporary arrangement to address a specific issue or attain a specific outcome.
- 5.2 As the majority of the culture work is in practice being absorbed into the day to day work of the HR and OD teams, it seems an opportune time to review the role of the Culture Working Group.
- 5.3 The workforce culture and engagement activity is a core part of the corporate workforce strategy and governance and accountability sits within the HR, ICT

and Organisational Development service with oversight by Elected Members on a 6 monthly and annual basis as part of the normal performance management arrangements.

5.4 It is proposed therefore that the Culture Working Group is brought to a close.

## **6. SUMMARY OF IMPLICATIONS**

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

The work noted in this report supports the Council in achieving the objectives and priorities in the Corporate and 10 Year Plan, and sets out how the Council will meet the challenges in making best use of our workforce and resources. In particular, the actions will ensure continued progress towards the aims of ensuring an engaged workforce with a positive workforce culture.

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

There are no legal implications arising directly from this report although it is possible that bullying and harassment in particular could lead to legal challenges against the council.

The work that is ongoing and planned in relation to employee engagement and workforce culture continues to provide a solid foundation from which to develop further work to address the cultural issues identified in this report.

It is also important to recognise the importance that the Scottish Government places on the people working in the public sector to deliver the reforms identified by the Christie Commission including the principles of Fair Work. The links to workforce planning and thereby to demonstrating best value are also important considerations for the council.

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

There are no financial implications arising from this report.

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

The risks associated with workforce culture are around the consequences of leaving the culture issues unaddressed and the complexity and challenge of dealing with behavioural issues.

The developmental nature of the work combined with the long term nature of establishing a cultural shift in behaviours means there are long term maintenance requirements to be accommodated before a permanent step change in culture can be achieved.

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

While there are no direct staffing implications arising from this report it should be noted that the resource for employee engagement and culture work has been reduced as part of saving proposals for the 2019-20 budget.



**(f) Property**

There are no property implications arising from this report.

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

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

**(h) Consultations**

The content of this report has been considered by the central management team, senior management team and the Culture Working Group.

Tracey Sutherland, Committee Services Officer has also been consulted in the preparation of this report.

This report will be provided to the Trade Unions for discussion and consultation at the next scheduled Trade Union / Officer Group and Local Negotiating Committee for Teachers meetings.

A copy of this report will also be provided to the managers at the Personnel Forum.

**7. CONCLUSION**

**7.1 The Culture Working Group was set up to respond specifically to workforce culture issues raised in an employee survey.**

**7.2 Following five and a half years of activity with the development and implementation of a programme of work spanning eight main themes related to workforce culture, it is proposed that this work is now considered 'business as usual', any future actions will be part of the engagement and culture work and the Culture Working Group is disbanded.**

Author of Report: Frances Garrow

Background Papers:

Ref: Employee Opinion Survey (P & R 05-11-13)  
Employee Survey (The Moray Council 2 July 2014)



	<b>Aims</b>	<b>Outcomes</b>	<b>Measures</b>	<b>Progress</b>	<b>Conclusion</b>
1.	Create a common understanding of un/acceptable behaviour	All employees and councillors are aware of the standards of behaviour required	Revised policy/definitions that people can tell us about	Revised bullying and harassment policy, working positive guide developed with regular communications and publicity. 2019 survey results confirm that employees are clear of what is acceptable and unacceptable behaviour with 97% positively responding to this question which is a result maintained from the 2017 survey. The number of employees feeling subject to unacceptable behaviour has also positively reduced from 16% to 14% (from 19% in 2015). A calendar of activity that promotes purpose, standards and behaviours expected from elected members has been drafted as well as an EM development strategy. An e-form for EM evaluation of L & D activity is also in development.	Maintain the position through targeted communications where required and ongoing culture work to improve and maintain a positive workplace culture and finalise Elected Member activity.  <u>Recommend:</u> Continue as part of business as usual for OD Team.
2.	Establish behavioural leadership roles and standards for officers and members	Positive behaviour is demonstrated from the top of the organisation	Staff report that managers care about their well-being – can report examples	MMM framework has been refreshed. Training links and resources are available to support managers with the framework on Interchange. The 2019 survey shows an increase of 5% to 82% of employees stating that they believe their manager / supervisor cares about their well-being	Employee Charter to be updated to reflect changes in Corporate Plan MMM training to continue and promotion of tool/framework for existing managers as well as new. EM actions as per Point 1.  <u>Recommend:</u> Continue as part of business as usual for OD Team.
3.	Create a culture where the contribution of every employee	There is an environment of mutual respect across all services and levels	Public statements by council employees and members about the council, its services and	2019 survey results show a 4% increase to 75% that employees feel their contribution is valued.	Continue with STAR awards and Bright Ideas scheme  Action plans arising from

	<b>Aims</b>	<b>Outcomes</b>	<b>Measures</b>	<b>Progress</b>	<b>Conclusion</b>
	is valued		employees are positive	<p><i>Employee Handbook has been developed and in final stages of approval which will be used as a promotion tool in recruitment activities. This contains 'stories' from employees about positive experiences and demonstrates how employees feel valued</i></p> <p>Bright Ideas Scheme is now open all year so as to encourage ideas to be shared as they arise rather than being restricted to an annual event.</p>	<p>departmental management survey meetings to capture any areas where specific departments need to address work streams arising</p> <p><i>Publish Handbook for use and make available on both Council and Interchange sites</i></p> <p>Continue to promote Social Engagement activities</p> <p>Submit application for Flexible Workforce Development Fund to cascade training across workforce for 2020</p> <p><u>Recommend:</u> Continue as part of business as usual for OD Team.</p>
4.	Develop systems and circumstances to ensure that cultural issues are addressed proactively and when specifically raised	Employees are listened to and believe they are being heard and that action will be taken	<ul style="list-style-type: none"> <li>• Increase in percentage of people reporting B&amp;H</li> <li>• All reported bullying is acted upon timeously</li> <li>• Employees and trade unions report that they are comfortable raising concerns and confident will be dealt with</li> </ul>	<p>Culture Workplace Toolkit now in place and rolled out via the Leadership Forum</p> <p>Joint Statement with TUs of collaborative working developed</p> <p>Employees feeling subject to unacceptable behaviour has positively reduced from 16% to 14% (from 19% in 2015)</p>	<p>Existing improvement actions within services continued</p> <p>Publish Joint Statement and issue with contractual paperwork to new employees</p> <p>Action any issues / work streams arising from the 2019 survey results</p> <p><u>Recommend:</u> Continue as part of business as usual for OD Team.</p>
5.	Review and enhance communications	There is trust between employees, managers, trade unions and	Over 50% of workforce complete the employee survey	2017 survey - 42 % response rate. This fell to 31 % response rate in 2019 33% believe action will be taken to address	Improving but work still to be done. Corporate communications

	<b>Aims</b>	<b>Outcomes</b>	<b>Measures</b>	<b>Progress</b>	<b>Conclusion</b>
	to ensure these are open and honest and recognised as such	councillors		<p>survey results 44% Communications from the Council are open and honest 47% Overall, I am satisfied with communication within the council</p> <p>Overall there is a less positive result in relation to these themes however this may be due to the significant period of change that the council is experiencing.</p>	<p>approach being developed and will contribute to further work around this area. Actions to support this will include Interchange Registration scheme which will support access to communications for staff working remotely and in the frontline.</p> <p>Survey review meetings will also identify actions to improve.</p> <p>Develop an Engagement programme for EMs (as per section 1)</p> <p><u>Recommend:</u> Continue as part of business as usual for OD Team.</p>
6.	Ensure that the issues arising from the 2013 and 2014 employee surveys are addressed	Reduced bullying and harassment and more positive working environment	Improved results reported in next survey	Employee Survey 2019 shows an improved figure: Employees feeling subject to unacceptable behaviour has positively reduced from 16% to 14% (from 19% in 2015)	<p>Continue to monitor progress through surveys and routine employee relations activity</p> <p><u>Recommend:</u> Continue as part of business as usual for HR Team.</p>
7.	Address issues of workload to ensure that it is reasonable and manageable for all jobs	Workloads are manageable. No employee faces undue pressure because of an unreasonable workload	Some things are not done as a result of a decision not to prioritise them	<p>Governance arrangements have been agreed by the Council to prioritise and oversee projects and transformational work, including resourcing and overall plan and volume of work. Resilience training is available. Workload management tool is developed</p>	Review success of workload management pilot and revisit toolkit as necessary. Agree roll out. New service plan format will use ranked prioritisation of actions to assist in managing workload

	Aims	Outcomes	Measures	Progress	Conclusion
				<p>and being piloted.</p> <p>2019 survey results show a slightly less positive response than 2017 where 63% of staff believe their workload is generally manageable (68% in 2017) and 42% believe they have unrealistic time pressures which is an increase of 3% since 2017</p>	<p>and expectations. These will be approved by service committees, demonstration of an organisational level change in approach.</p> <p><u>Recommend:</u> Continue as part of business as usual for OD Team.</p>
8.	Enhance the people management skills of all managers and supervisors	Managers are enabled and encouraged to manage workforce positively	More positive responses to management questions in survey	<p>2019 Survey results show that 48% are satisfied with the overall leadership received and 76% are satisfied with overall supervision/management received both of which are improvements on 2017 results</p> <p>Induction training for managers is developed and tested</p> <p>360 Feedback process in place in some services</p>	<p>A final review of Induction Training for managers is being undertaken before going live</p> <p>Implementation of continuing professional development proposals for managers and peer support for managers/mentoring option is outstanding</p> <p>Determine and agree corporate approach for 360 feedback</p> <p><u>Recommend:</u> Continue as part of business as usual for OD Team.</p>
	Other			<p>Mental health plan – initial assessment of council approach measured against Stevenson Farmer recommendations completed</p> <p>Domestic Violence Support – suggestion of specific policy</p>	<p>Take areas for improvement forward as part of HR-OD review of absence management work</p> <p>To be raised by Trade Unions at TU/Officer Group</p>



**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 10 MARCH 2020**

**SUBJECT: EMPLOYMENT POLICY FRAMEWORK REVIEW 2019 -20**

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

**1. REASON FOR REPORT**

- 1.1 The Committee is invited to consider and note the update on the employment policy framework for 2019 - 20.
- 1.2 This report is submitted to Committee in terms of Section III A (32) Section (a) to (c) and Section A (35) of the Council's Scheme of Administration relating to the formulation, implementation and review of policies and practices for Council employees.

**2. RECOMMENDATION**

- 2.1 The Committee is asked to consider and approve the update on the employment policy framework for 2019 - 20 as follows:
- i) **Secondment Policy – clarity on clearance procedures; reinforcement on the roles within the process with regards to supporting or refusing an application and reference to Transform and Change Management clarified;**
  - ii) **Regrading – includes clarification on use of Delegated Authority Reports (DARs) where Committee Report is provided; clarity of who sits on Regrading Panel and their roles and GDPR references;**
  - iii) **Working Time Regulations Policy – Brief summaries of each section have been included to aid the reader in accessing the correct section of the document and hyperlinks included to speed access. Also now incorporates the inclusion of a link to the Conflicts of Interest Form;**
  - iv) **Whistleblowing Policy – Confirms a clear distinction between whistleblowing and a complaint; improve navigation and accessibility (e.g. add in contents page, hyperlinks); amend the language to take a softer approach and place greater focus on**

**encouraging reporting and add in reference to the Bullying & Harassment policy; and**

- v) **Special Leave Policy – addition of Parental Bereavement guidance following the change in legislation and subsequent entitlements.**

### **3. BACKGROUND**

- 3.1 The Council's employment policy framework is reviewed regularly to ensure it remains up-to-date in terms of legislative requirements, good practice and operational relevance.
- 3.2 This year continued the previously agreed approach that policy work would be taken forward on a minimal basis with only essential amendments or developments being undertaken. Policies are reviewed initially through a desk-top exercise to establish the level of review required: minimal for essential updates, mid-level for more in-depth amendments or full where a change of approach is being considered.
- 3.3 The policies referred to in this report have been reviewed as set out below and changes are highlighted in yellow on the attached final versions for ease of reference (Appendices 1 to 5). A summary review highlighting the changes and copies of the attached policies are also available on the elected members' portal.
- 3.4 Based on the desk top reviews referred to above, work required on policies for review was categorise as noted below:
- Minimal review:       Secondment Policy (**Appendix 1**)  
                                   Regrading Policy (**Appendix 2**)  
                                   Working Time Regulations (**Appendix 3**)  
                                   Whistleblowing Policy (**Appendix 4**)
- Mid review:             Parental Bereavement Policy/ Special Leave (**Appendix 5**)
- 3.5 Table 1 sets out the main amendments for the policies under review.

<b>Policy Name</b>	<b>Description</b>
Secondment Policy	Amend Personnel to HR Provision of clearer guidance for employees that permission should be obtained prior to any application i.e. Clarity on Clearance Procedures. Provide reinforcement of the role of Head of Service in providing rationale to support or refuse clearance. Amend to include reference to change management policy and Transform
Regrading	Clarification to include information when a DAR is not required i.e. where new posts and grading has been agreed at Full Council. Includes information of who makes up a panel and clarification of their roles. Reference to GDPR.



Working Time Regulations Policy	Review of introduction to include a brief introduction to each section and include hyperlinks to ease navigation Tidy up of wording i.e. removing 'the' from references to Moray Council. Updating changes to departments or locations that are referred to in the guidance to reflect current position i.e. removal of reference to homes for the elderly. Link to the Conflicts of Interest Form.
Whistleblowing Policy	Make a clear distinction between whistleblowing and a complaint Improve navigation and accessibility (e.g. add in contents page, hyperlinks) Amend the language to take a softer approach and place greater focus on encouraging reporting Add in reference to the Bullying & Harassment policy
Parental Bereavement Guidance to be added to Special Leave	Addition of Parental Bereavement section to the Special Leave policy which outlines our responsibilities following the change in legislation.

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

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

The work noted in this report supports the Council in achieving the objectives and priorities in the Corporate and 10 Year Plan, and sets out how the Council will meet the challenges in making best use of our workforce and resources. In particular, the actions will ensure continued progress towards the Council's commitment to be a good employer

**(b) Policy and Legal**

There are no policy and legal implications arising from this report.

**(c) Financial implications**

There are no financial implications arising from this report.

**(d) Risk Implications**

There are no risk implications arising from this report other than those set out within the body of the report.

**(e) Staffing Implications**

There are no staffing implications arising from this report.

**(f) Property**

There are no property implications arising from this report.

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

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

**(h) Consultations**

Consultation has taken place with the Personnel Forum and the views of managers have been incorporated. The policies have been developed and discussed with the Policy Forum which includes Trade Union representatives for Scottish Joint Council employees, Craft Operatives and Teachers. Following the meeting of the Committee, items will be submitted for ratification to the relevant Trade Union groups.

**5. CONCLUSION**

- 5.1 Each year the Council's employment policy framework is reviewed to ensure that the policies remain up to date and relevant based on the priorities within the Corporate Workforce Plan and the strategic direction of the Council. The policies referred to in this report ensure that the 2019-20 review has been undertaken in accordance with these priorities.**

Author of Report: Anne Smith, Senior HR Adviser

Background Papers: None

Ref:

<b>SECONDMENT POLICY</b>	
<b>Background</b>	<p>The guidelines on secondment is in the early stages of its review to enhance its use where there is an opportunity to fill a temporary vacancy using secondment arrangements.</p> <p>Equality Act 2010 Contract – T's &amp; C's GDPR (Both the seconder and the host will hold personal data (and possibly also sensitive personal data) relating to the secondee and so will be subject to obligations under new regs)</p> <p>There have been no recent legislative changes which require to be updated within the policy.</p> <p>Benchmarking against a number of other Local Authorities, along with general research into best practice has been carried out.</p>
<b>Findings</b>	<p>Suggested amendments/additions to the Secondment Policy / Guidance include:</p> <ul style="list-style-type: none"> <li>• Amend Personnel to HR</li> <li>• Clearer guidance for employees that permission should be obtained prior to application (could have pop up on Talentlink) and attach to JD – manage expectations</li> <li>• Para 2.7 – doesn't always happen, better management of?</li> <li>• Para 4.7 – update to include change management policy and Transform</li> </ul> <p>It is therefore recommended that a low level review of the Secondment Policy is completed.</p>
<b>Implications</b>	<p>The above changes would improve the clarity and use of the application for those who require to follow the policy and guidance.</p>
<b>Summary</b>	<p>In order to move forward with reviewing this Policy, the Personnel Forum are asked to consider the suggested amendments/additions above.</p>



<b>REGRADING POLICY</b>	
<b>Background</b>	<p>The Grading Review Policy and Guidance is in the early stages of its review. The Moray Council in accordance with the National Conditions of Service for SJC employees, the Council aims to ensure that the pay and grading of jobs is fair and non-discriminatory.</p> <p>The key legislation in connection with this policy is :</p> <p>National Conditions of Service for SJC employee Equality Act 2010</p> <p>Benchmarking against a number of other Local Authorities, along with general research into best practice has been carried out.</p> <p>The policy and guidance is in line with current practices but some clarity around some aspects would be beneficial.</p>
<b>Findings</b>	<p>Suggested amendments/additions to the Regrading Policy / Guidance include:</p> <ul style="list-style-type: none"> <li>• Para 4 include line to inform that DAR is not required where new posts and grading has been agreed at Full Council.</li> <li>• Para 6 include text to inform who makes up a panel and what they do.</li> <li>• Para 16 refer to GDPR.</li> <li>• Include links to relevant documentation – Questionnaire and Appeal Form.</li> </ul> <p>It is therefore recommended that a low level review of the Regrading Policy is completed.</p>
<b>Implications</b>	<p>The above changes would improve the clarity and use of the application for those who require to follow the policy and guidance.</p>
<b>Summary</b>	<p>In order to move forward with reviewing this Policy, the Personnel Forum are asked to consider the suggested amendments/additions above.</p>



<b>WORKING TIME REGS POLICY</b>	
<b>Background</b>	<p>The Grading Review Policy and Guidance is in the early stages of its review. The Moray Council in accordance with the National Conditions of Service for SJC employees, the Council aims to ensure that the pay and grading of jobs is fair and non-discriminatory.</p> <p>The key legislation in connection with this policy is :</p> <p>Working Time Regulations Working Time Directives</p> <p>Research and benchmarking has been carried out against Local Authorities and professional bodies outlining best practice from the Chartered Institute of Personnel and Professional Development (CIPD), Advisory, Conciliation and Arbitration Services (ACAS) and Xpert HR. HM Government, data.gov.uk www.freelanceadvisor.com Three case studies Direct Gov website.</p> <p>The policy and guidance is in line with current practices but some clarity around some aspects would be beneficial.</p>
<b>Findings</b>	<p>In summary, the Working Time Regs guidance is in line with current legislation.</p> <p>Suggestions for improvement:</p> <p>Policy content:</p> <ul style="list-style-type: none"> <li>• Include opt out for employees</li> <li>• Have an in brief summary description of main points to assist reader in accessing correct section of guidance with bookmarks to sections</li> </ul> <p>It is therefore recommended that a low level review of the Regrading Policy is completed.</p> <p><i>NB: As the Working Time Regs are an EU directive, Brexit may have an impact on this as the UK Government will then be able to make any changes or keep them the same. There is currently no guidance on this as any amendments / decisions will not be made until the UK leaves the EU. This will need to be monitored and guidance reassessed when any decisions are made.</i></p>
<b>Implications</b>	<p>The above changes would improve the clarity and use of the application for those who require to follow the policy and guidance.</p>
<b>Summary</b>	<p>In order to move forward with reviewing this Policy, the Personnel Forum are asked to consider the suggested amendments/additions above.</p>





<b>CONFIDENTIAL REPORTING POLICY (WHISTLEBLOWING)</b>	
<b>Background</b>	<p>Whistleblowing is the term used when a worker passes on information concerning wrongdoing. The wrongdoing will typically (although not necessarily) be something they have witnessed at work.</p> <p>To be covered by whistleblowing law, a worker who makes a disclosure must reasonably believe two things. The first is that they are acting in the public interest. The second is that they must reasonably believe that the disclosure tends to show past, present or likely future wrongdoing.</p> <p>The overall aim of our policy is to encourage employees who have serious concerns about any aspect of the Council's work, to come forward and voice those concerns.</p> <p>The Confidential Reporting Policy (Whistleblowing) was last reviewed in 2012. Since then, there have been legislative changes including the introduction of the Enterprise and Regulatory Reform Act 2013.</p> <p>Benchmarking against a number of other Local Authorities, along with general research into best practice has been carried out.</p> <p>The policy requires to be updated to take account of the legislative changes as well as incorporating other amendments to improve its effectiveness within the workplace.</p>
<b>Findings</b>	<p>The Confidential Reporting Policy (Whistleblowing) is in the early stages of its review, suggested amendments/additions include:</p> <ul style="list-style-type: none"> <li>• Amend the title to Whistleblowing Policy ensuring its purpose is explicit</li> <li>• Make a clear distinction between whistleblowing and a complaint</li> <li>• Improve navigation and accessibility (e.g. add in contents page, hyperlinks)</li> <li>• Amend the language to take a softer approach and place greater focus on encouraging reporting</li> <li>• Add in reference to the Bullying &amp; Harassment policy</li> </ul> <p>It is therefore recommended that a low level review of the Confidential Reporting Policy (Whistleblowing) is completed.</p>
<b>Implications</b>	<p>The above changes would enhance its use, application and effectiveness in supporting employees to report serious concerns about any aspect of the Council's work.</p>
<b>Summary</b>	<p>In order to move forward with reviewing the Whistleblowing Policy, the Personnel Forum are asked to consider the suggested amendments/additions above.</p>



## POLICY REVIEW RECORD

<b>(a) SPECIAL LEAVE POLICY and (b) LEAVE OF ABSENCE FOR TEACHERS AND ASSOCIATED PROFESSIONALS POLICY</b>	
<b>Background</b>	<p>The Employment Rights Act 1996 provides a legal right for employees to take “reasonable” time off to deal with an emergency (such as the death of a child). However, this entitlement is only to unpaid leave.</p> <p>The Parental Bereavement (Leave and Pay) Act 2018 (and associated Regulations) will give two weeks statutory bereavement leave, paid at the statutory rate (currently £151.20) for employed parents with 26 weeks service.</p> <p>The Special Leave Policy and Leave of Absence for Teachers and Associated Professionals both currently provide for up to 5 days paid leave (normal contractual pay) to be granted to all employees in these circumstances.</p> <p>The Policies will require amendment to reflect the new legislation, including any enhanced provisions already in place and considering whether or not this enhanced provision will extend to all employees over both weeks of leave.</p> <p>Benchmarking with a number of other Local Authorities, along with research into the legislative requirements has been undertaken.</p>
<b>Findings</b>	<p>Suggested amendments/additions to the Policies include:</p> <ul style="list-style-type: none"> <li>• Revised wording to reflect the specific requirements in relation to Parental Bereavement Leave and Pay</li> <li>• The introduction of a specific form for this purpose to adhere to the requirements of the Statutory Parental Bereavement Pay element as it is not appropriate to amend the generic Special Leave Form, given the particular circumstances relating to parental bereavement leave and pay.</li> </ul> <p>It is therefore recommended that a low level review of the Policies is completed.</p>
<b>Implications</b>	<p>The above changes would ensure that the Council meets the legislative requirements and affords appropriate enhancement in line with current policy arrangements.</p>
<b>Summary</b>	<p>In order to move forward with reviewing this Policy, members of the Policy Forum are asked to consider the suggested amendments above.</p>



# QUESTION TIME

