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## Moray Council

**Wednesday, 15 September 2021**

**NOTICE IS HEREBY GIVEN** that a Meeting of the **Moray Council** is to be held at remote locations via video conference, on **Wednesday, 15 September 2021** at **09:30**.

### **BUSINESS**

**1. Sederunt**

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

**3. Resolution**

Consider, and if so decide, adopt the following resolution:  
"That under Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting for Item 27 and 28 of business on the grounds that it involves the likely disclosure of exempt information of the class described in the relevant Paragraphs of Part 1 of Schedule 7A of the Act."

**4. Minute of Meeting of 30 June 2021** 7 - 26

**5. Written Questions \*\***

**6. Notice of Motion - River Spey** 27 - 60

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| Report by Depute Chief Executive (Economy, Environment and Finance)  |           |
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| Report by Depute Chief Executive (Economy, Environment and Finance)  |           |
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| Report by Depute Chief Executive (Economy, Environment and Finance)  |           |
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| Report by Depute Chief Executive (Economy, Environment and Finance)  |           |
| <b>23. Forres Common Good - Transition Town Forres</b>   | 253 - 256 |
| Report by Depute Chief Executive (Economy, Environment and Finance)  |           |
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| Report by Depute Chief Executive (Education, Communities and Organisational Development)                             |           |
| <b>25. Committee Governance</b>  | 323 - 374 |
| Depute Chief Executive (Education, Communities and Organisational Development)                                       |           |
| <b>26. Question Time ***</b>   |           |
| Consider any oral question on matters delegated to the Committee in terms of the Council's Scheme of Administration. |           |

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

**27. Glenlivet Estate Masterplan [Para 6]**

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

**28. North Infrastructure Commission [Para 6 8 and 9]**

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

**Moray Council Committee meetings are currently being held virtually due to Covid-19. If you wish to watch the webcast of the meeting please go to:**

**[http://www.moray.gov.uk/moray\\_standard/page\\_43661.html](http://www.moray.gov.uk/moray_standard/page_43661.html)**

**to watch the meeting live.**

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

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

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

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

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

# THE MORAY COUNCIL

## Moray Council

### SEDERUNT

Councillor Shona Morrison (Chair)  
Councillor Graham Leadbitter (Depute Chair)

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

Clerk Name:	Tracey Sutherland
Clerk Telephone:	07971 879268
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**Minute of Meeting of the Moray Council**

**Wednesday, 30 June 2021**

**Various Locations via Video-conference**

**PRESENT**

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

**APOLOGIES**

Councillor Ray McLean, Councillor Sonya Warren

**IN ATTENDANCE**

Also in attendance at the above meeting were the Chief Executive, Depute Chief Executive (Economy, Environment and Finance), Depute Chief Executive (Education, Communities and Organisational Development), Chief Officer, Health and Social Care, Head of Governance, Strategy and Performance, Head of Economic Growth and Development, Head of Education, Chief Financial Officer, Acting Head of Housing and Property, Planning and Development Manager, Estates Manager, Development Officer, Health and Social Care, Asset Management Co-ordinator, Tracey Sutherland and Lissa Rowan, Committee Services Officers.

**1. Chair**

The meeting was chaired by Councillor Shona Morrison.

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

In terms of Standing Order 20 and the Councillors' Code of Conduct, the following declarations were made:

Cllrs Morrison, Item 9 and 10 as Chair of the Integration Joint Board and NHS Grampian Board member;

Cllrs Brown, Coull, Divers, Eagle, Edwards and Nicol on Items 9 and 10 as members and substitutes of the Integration Joint Board. All would remain in the meeting.

Councillor Feaver sought clarification on whether she should declare an interest in Item 20. In response the Head of Governance, Strategy and Performance confirmed that this was not required.

There were no other declarations from Group Leaders or Spokespersons in regard to any prior decisions taken on how Members will vote on any item on the agenda or any declarations of Member's interests in respect of any item on the agenda.

### **3. Resolution**

The meeting resolved that in terms of Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting for Item 30 - 32 of business on the grounds that it involves the likely disclosure of exempt information of the class described in the relevant Paragraphs of Part 1 of Schedule 7A of the Act.

Para Number of the Minute	Para Number of Schedule 7a
29	8 and 9 Information on proposed terms and/or expenditure to be incurred by the Authority
30	8 and 9 Information on proposed terms and/or expenditure to be incurred by the Authority
31	8 and 9 Information on proposed terms and/or expenditure to be incurred by the Authority

### **4. Minute of Meeting of 12 May 2021**

The minute of the meeting of Moray Council dated 12 May 2021 was submitted and approved.

### **5. Minute of Meeting of 16 June 2021**

The minute of the meeting of the special meeting of Moray Council on 16 June 2021 was submitted and approved.

### **6. Emergency Notice of Motion - Findochty Harbour**

A Notice of Motion was submitted by Councillor Eagle, seconded by Councillor Cowie in the following terms:

#### **Findochty Harbour**

This motion is put forward as an emergency motion to recognise the feelings of the community in Findochty and to provide certainty on the financial element of the following to them.

As local members for the Buckie ward we have been in communication with boat users in Findochty harbour. As council will know permission was given to replace the pontoons in this year's capital program, an agreement worth nearly half a million pounds

Sadly the effects of the COVID pandemic and the complexity in the Marine Scotland license application amongst other issues has led to significant delays with the original plan. It is unlikely we will now see them installed until after most boat users will have removed their boats for the winter.

A previous full council agreed to charge pro-rata fees once the pontoons are installed. Currently officers are expecting that to be September 2021.

Recognising the delays as well as the fact the previous pontoons were broken last year we do not feel it is fair to charge users a pro-rata harbour fee when they will not get summer use of the pontoons.

We ask that Council approve –

That all harbour fees for users affected by the pontoon replacement programme be waived for the 21/22 financial year.

Council officers advise that the financial impact of this decision would be approximately £17,000. This is on the basis that the council, in setting its charges for 21-22, had already agreed to charge pontoon user's pro-rata for the financial year 21-22 based on the date that vessels were able to use the new pontoons. This date is estimated to be September 2021, subject to licence approvals.

As there was no one otherwise minded the Council agreed that all harbour fees for users affected by the pontoon replacement be waived for 2021/22 financial year.

## **7. Written Questions \*\***

The Council noted that a written question had been submitted by Councillor Macrae and the response by the Depute Chief Executive (Economy, Environment and Finance) thereto:-

QUESTION SUBMITTED BY COUNCILLOR MARC MACRAE

### **Garmouth Flooding / River Spey Report**

For many years communities who border the River Spey North of Fochabers have raised concerns in regards flooding events. At a public meeting convened by Innes Community Council on Tuesday, 19 January 2021 assurances were given that the findings of a study being conducted would be reported back to councillors by June 2021.

In recent months assurances were sought that this report was still on track for this meeting of full council so that councillors could begin the process of finding a solution. Many in the community were disappointed to only find out upon the public publication of the meeting papers that this report was not to be included.

I therefore ask the Council why the report on the River Spey has not been presented at this meeting of the full council of members?

### **RESPONSE**

The flood team has undertaken an investigation into the change in flood mechanism on the River Spey at Garmouth and agreed to share the findings with key stakeholders, including the local members by end of June 2021 and thereafter with the community. The report is complete and has now been sent to local

members for review and discussion before being shared with other stakeholders. The process and timeline for preparation and review of the report outlined above was not based on committee consideration in June. There is no current mandate for a committee report.

## **8. Best Value Assurance Report - Strategic Action Plan Progress Report**

Under reference to paragraph 18 of the Minute of the meeting of Moray Council dated 28 October 2020, a report by the Chief Executive informed the Council of the latest progress on the Best Value Assurance Report Strategic Action Plan.

Following consideration the Council agreed to note progress made on the Best Value Assurance Report (BVAR) Strategic Action Plan shown in Appendix 1.

## **9. Covid Related Pressures and Service Prioritisation Report**

Under reference to paragraph 9 of the minute of the meeting of Moray Council dated 10 March 2021, a report by the Chief Executive provided the Council with an update of the assessment of the impacts of the varying degrees of lockdown as a consequence on the national pandemic, including additional Covid-related provisions that are being delivered by Council services and the affect this is having on staff capacity and service delivery.

During consideration, Councillor Eagle moved that a further recommendation be added that the Council agree that a comprehensive report covering the improvement and modernisation programme, best value action plan and Covid pressure areas be submitted to the September meeting of Moray Council to give members a complete strategic overview of how the Council is progressing on its priorities, how it is already addressing its pressure and capacity issues and what further solutions are proposed.

Following further consideration the Council agreed to:

- i) note the additional Covid related services being delivered; the continued pressures that this puts on service delivery as a consequence; and the continued effect on the services in a specific number of areas;
- ii) continue to acknowledge the expectation of a scaled down delivery of the non-statutory services outlined in section 4 of this report;
- iii) agree to review the situation in September 2021; and
- iv) that a comprehensive report covering the improvement and modernisation programme, best value action plan and Covid pressure areas be submitted to the September meeting of Moray Council to give members a complete strategic overview of how the Council is progressing on its priorities, how it is already addressing its pressure and capacity issues and what further solutions are proposed.

## **10. Role and Remit of Chief Officer Health and Social Care Moray**

A report by the Chief Executive informed the Council as a constituent party of the implications for the Chief Officer for Moray Health and Social Care Partnership (MHSCP) portfolio of:

- the Partnership's transition from a Covid-19 operating model (Operation Snowdrop)
- NHS Grampian's transition from a Covid-19 operating model (Operation Snowdrop)
- the launch of the new NHS Grampian (NHSG) strategy and the associated plan of implementation and its implications for the portfolios of the Chief Executive's Management Team and of the three Integration Joint Board (IJB) Chief Officers.

Following consideration the Council agreed to note:

- i) the nature and extent of participation at CMT of the Chief Officer IJB is under review in response to an external review of senior management portfolios;
- ii) the potential opportunities of an expanded portfolio alongside the risks for strategic management capacity in terms of strategic and corporate planning; transformational change and corporate leadership and management;
- iii) the risk mitigation measures being considered (Appendix 1); and
- iv) an interim stage to an expanded portfolio is being used to gauge the level of risk, and whether the risk mitigation requires further intervention.

#### **11. Potential Delegation of Children and Families and Justice Services Social Work to MIJB**

A report by the Chief Officer, Health and Social Care provided the Council with an update in relation to the proposed delegation of Children and Families and Criminal Justice to the Moray Integration Joint Board (MIJB).

Following consideration the Council agreed to note:

- i) the work being carried out by the Programme Board which is focussing on both development of the service and the business case for where the service is best aligned; and
- ii) that further updates will be provided to the Council as the project continues to progress.

#### **12. Place Based Investment Programme**

A report by the Depute Chief Executive (Economy, Environment and Finance) informed the Council on the Place Based Investment Programme and recommend spend for 2021/22.

Following consideration the Council agreed to approve spend of this year's allocation for the Place Based Investment Programme for the procurement and preparation of Buckie Harbour for offshore wind support business.

#### **13. The Queens Green Canopy**

A report by the Depute Chief Executive (Economy, Environment and Finance) informed the Council on the Queen's Green Canopy (QGC) project which was launched on 17 May 2021.

During consideration of the report Councillor Eagle, seconded by Councillor Brown, nominated Councillor Feaver to sit on the Steering Group and Councillor Leadbitter, seconded by Councillor Nicol further nominated Councillor Bremner to sit on the Steering Group. The Planning and Development Manager confirmed that 2 elected members would be acceptable to join the steering group.

Following further consideration the Council agreed to:

- i) note the proposals for the Queen's Green Canopy project;
- ii) progress a compensatory tree planting programme as part of the Council's contribution to the project;
- iii) delegate authority to the Head of Direct Services (Head of Environmental and Commercial Services) in consultation with other Heads of Service to consider requests against a set of criteria from schools, communities, members of the public and other organisations for opportunities for avenues, copses, plaques and individual trees to be planted on Council property as set out in paragraph 3.4; and
- iv) Councillors Bremner and Feaver be nominated to join the Steering Group to deliver the project.

#### **14. Property Asset Management Appraisal Update**

Under reference to paragraph 6 of the Minute of the meeting of Moray Council dated 12 December 2018, a report by the Depute Chief Executive (Economy, Environment and Finance) provided a progress update on the key recommendations set out within the Property Asset Management Appraisal (PAMA).

Following consideration the Council agreed to:

- i) note the progress achieved to date;
- ii) notes the revised timescales identified in Appendix I; and
- iii) a further update on the various actions within the PAMA that are nearing completion will be presented to Committee in December 2021.

#### **15. Office Review Report**

Under reference to paragraph 6 of the Minute of the meeting of the Moray Council dated 12 December 2018, a report by the Depute Chief Executive (Economy, Environment and Finance) provided the Council with an update on the Office Review following the recommendations set out within the Property Asset Management Appraisal.

Following consideration, the Council agreed to:

- i) note the Office Review (included as an additional document on the meeting agenda)
- ii) a staged implementation of the Office Review; and
- iii) a further update on the various actions within the Office Review will be presented to Council in December 2021.

## **16. Homelessness Policy Review**

Under reference to paragraph 6 of the Minute of the meeting of Communities Committee dated 9 October 2019, a report by the Depute Chief Executive (Economy, Environment and Finance) provided the Council with an update of requirement to amend the Homelessness Policy and informs the Committee of future legislative changes.

Following consideration the Council agreed to:

- i) note the requirement to amend the Homelessness Policy as set out in Section 4;
- ii) approve the revised draft Homelessness Policy as set out in Section 4 and Appendix I;
- iii) note the legislative changes set out in Section 5; and
- iv) note that further changes will be required to the Homelessness Policy in accordance with the changes set out in Section 5.

## **17. Revenue Out-Turn Variances from Budget**

A report by the Depute Chief Executive (Economy, Environment and Finance) advised the Council of the major variances from the approved budget in the actual outturn for 2020/21 and to seek approval of adjustment to the budget for 2021/22 where income and expenditure trends are forecast to continue into 2021/22 and where there has been slippage in projects which are proposed to be funded from reserves.

Following consideration the Council agreed to note:

- i) the major variances from those anticipated when the budget for 2021/22 was approved, as summarised in Appendix 1;
- ii) the major variances from the approved budget for 2020/21 totalling £24,055,000 as summarised in Appendix 2; and
- iii) a report on the use of the new ear-marked reserve for Covid related expenditure will be submitted to Council or Committee in early course, indicating the likely calls on this reserve.

The Council further agreed to approve:

- i) adjustments amounting to a net cost of £242,000 for variances which are anticipated to continue into 2021/22, as detailed in the table in paragraph 3.21; and
- ii) additional budgets for projects subject to slippage in 2020/21 as detailed in paragraph 3.23 totalling £161,000 to be funded from free general reserves.

## **18. Capital Plan 2020-21 Q4**

Under reference to paragraph 2 of the minute of Moray Council dated 3 March 2020, a report by the Depute Chief Executive (Economy, Environment and Finance) informed the Council of the expenditure to 31 March 2021 under the capital plan for financial year 2020/21 and to recommend budget adjustments for inclusion in the Capital Plan for 2021/22 and future years.

Following consideration the Council agreed to:

- i) note expenditure to 31 March 2021 of £39,269,000 as set out in Appendix 1;
- ii) note the projected overall expenditure for projects spanning more than one financial year, as set out in Appendix 2; and
- iii) approve carry forwards to 2021/22 and future years totalling £7,158,000 in 2021/22 detailed in section 5.

## **19. Trust Funds Summary Expenditure Disposable Income**

A report by the Depute Chief Executive (Economy, Environment and Finance) informed the Council of the disbursement made from Trusts in 2020/21 and the estimated disposable income available for disbursement in 2021/22.

Following consideration the Council agreed to:

- i) note that OSCR approved the re-organisation of 23 Trusts in the year and that these have now been removed from the Scottish Charity Register;
- ii) note the disbursements made from each of the Trust Funds in 2020/21, shown in Appendix 1;
- iii) the estimated income available for disbursement in 2021/22, shown in Appendix 2; and
- iv) the use of Covid-19 ear-marked reserves to make up any shortfall of car parking income during 2021/22.

## **20. Unaudited Annual Accounts for 2020-21**

A report by the Depute Chief Executive (Economy, Environment and Finance) asked the Council to consider the unaudited Annual Accounts for the year to 31 March 2021 for both Moray Council and the Connected Charity Trust Funds administered by the Council.

Following consideration the Council noted:

- i) the unaudited Annual Accounts for Moray Council for the year ended 31 March 2021; and
- ii) Moray Council Connected Charity Trust Funds Trustees' Report and Financial Statements for the year ended 31 March 2021.

## **21. Forres Common Good - Transition Town Forres**

Councillor Allan left the meeting during the discussion of this item and took no part in the decision.

A report by the Depute Chief Executive (Economy, Environment and Finance) informed the Council of an application from Transition Town Forres for financial assistance from Forres Common Good Fund to fund a second year's rental of the ground at Bogton Road following a rental review in March 2020.

During consideration, Councillor Brown moved to deny the grant application for £15,840 and to offer a grant of £5,000 for the year, which is in line with grant given to Forres Mechanics as he believed it was important that Forres citizens felt the Forres Common Good Fund distributions were equitable, this was seconded by Councillor Gatt.

Councillor Aaron McLean confirmed that he had originally supported the awarding of the £15,840 grant and moved that the Council accept the funding request from Forres Transition town, he further added that it would give the group the chance to succeed and that he would not support a request for funding in the future, this was seconded by Councillor Nicol.

In response, Councillor Cowe proposed charging the Group rent of £4,000, which he understood they could afford. This would mean that Forres Common Good Fund would be to the benefit of £4,000 rather than at a loss of £15,840 which would help to sustain Forres Common Good, this was seconded by Councillor Cowie subject to confirmation that this motion was competent.

The Head of Governance, Strategy and Performance suggested that Councillor Cowe may wish to change the wording of his amendment to reduce the amount of the grant by £4,000 rather than change the rent being charged to £4,000. Councillor Cowe confirmed he was happy to amend the wording of his amendment.

During further consideration, the Estates Manager confirmed that the rent for the land was set in accordance with the lease agreed by Transition Town Forres and if this land was leased on the open market, the rent would be higher following a question from Councillor Creswell.

After further consideration and having heard from other Councillors and Officers, Councillor Cowe withdrew his original amendment and proposed to defer the decision for 3 months to allow all concerned to find a way forward for this organisation as they cannot afford the £15,840 with a report back to Council on a way forward. This was seconded by Councillor Bremner who felt it was a fair outcome for all parties.

Councillor A Mclean sought to change his amendment of the recommendations to state that the grant would reduce to £11,840 to take into account the £4,000 Transition Town Forres can afford to pay. Councillor Nicol confirmed that she was happy to continue to second the amendment.

Following confirmation from the Head of Governance, Strategy and Performance, it was agreed to take Councillor Aaron McLean's amendment (1) against Councillor Cowe's amendment (2) and the winner would then be taken against Councillor Brown's motion.

On the division there voted:

For Amendment 1 (10)	Councillors A McLean, Nicol, Coull, Coy, Creswell, Divers, Edwards, Leadbitter, Morrison, and Taylor
For Amendment 2 (12)	Councillors Cowe, Bremner, Alexander, Brown, Cowie, Eagle, Feaver, Gatt, Macrae, M McLean, Powell and Wilson
Abstention (1)	Councillor Ross

Amendment 2 was then taken against the Motion and on the division there voted:

For the Motion (9)	Councillors Brown, Gatt, Eagle, Feaver, Macrae, M McLean, Powell, Ross and Wilson
For the Amendment (14)	Councillors Cowe, Bremner, Alexander, Coull, Cowie, Coy, Creswell, Divers, Edwards, Leadbitter, A McLean, Morrison, Nicol and Taylor
Abstention (0)	

Accordingly the amendment became the finding of the meeting and the Council agreed to defer the decision for 3 months to allow all concerned to find a way forward for this organisation as they cannot afford the £15,840, with a report back to Council on a way forward.

## **22. Education Recovery Monies**

A report by the Depute Chief Executive (Education, Communities and Organisational Development) informed the Council of plans to spend additional monies to support education recovery.

Following consideration the Council agreed to:

- i) the distribution of funding of £1.9m for school year 2021/22 as set out in this report and Appendix 1, based on consultation with Head Teachers;
- ii) the plans to continue with additional cleaning until December 2021 at a cost of £0.3m;
- iii) allocate funding of £0.6m for the estimates for sanitiser, self isolation and pay award contingencies;

- iv) funding of £0.6m for two posts within HR, ICT and Organisational Development for the increased employment administration and payroll processing demands associated with the additional posts within Education; and
- v) fund the shortfall of £1.5m through Covid funds held in reserves for additional support for schools recovery.

### **23. Review of the Community Council Scheme and Election Arrangements**

A report by the Depute Chief Executive (Education, Communities and Organisational Development) invited the Council to approve the proposed Moray Council Scheme for the Establishment of Community Councils 2021 - 2025 following a period of review and the Scheme of Electoral Arrangements for Community Councils 2021 - 2025.

Following consideration the Council agreed the amendments to:

- i) the Moray Council Scheme for Establishment of Community Councils 2021-2025; and
- ii) the Moray Council Scheme of Electoral Arrangements for Community Councils 2021 - 25.

### **24. Committee Governance**

Under reference to paragraph 11 of the minute of Moray Council on 20 January 2021 a report by the Depute Chief Executive (Education, Communities and Organisational Development) asked the Council to review the temporary decision making arrangements put in place due to the Covid-19 response and to progress the Governance Review.

The Council Leader outlined his proposal which had been circulated with Group Leaders prior to the meeting and moved that the Council agree:

- i) that meetings continue to be held by video conference and webcast and that the position is reviewed again at the Council meeting in September 2021;
- ii) to continue the temporary change to paragraph 5 (7) of the Council's Scheme of Delegation so that the Chief Executive may exercise the delegation granted to him (to take such executive actions as may be deemed necessary in the discharge of the Authority's functions without the need for homologation;
- iii) that following the next scheduled Council meeting in September the following Committees are scheduled and should run on an 8 week cycle unless otherwise stated:

Moray Council

Economic Development and infrastructure Services Committee

Education, Children's Services and Leisure Committee (Formerly Children and Young People's Services Committee (CYP). Remit: as per the CYP Committee with better definition of Community Learning and Development plus elements of Communities under the Depute Chief Executive (Education, Communities and Organisational Development) remit.

Communities Committee. Remit: Housing department reports plus existing elements of Communities under the Depute Chief Executive (Economy, Environment and Finance)

Planning and Regulatory Services Committee

Audit and Scrutiny

Licensing Board

Licensing Committee

Police and Fire and Rescue Services Committee - meet quarterly

Corporate Services Committee (formerly Policy and Resources Committee)  
Remit: the existing Policy and Resources Committee plus emerging cross-cutting themes such as welfare benefits, developing partnerships and immigration;

- iv) to instruct the Head of Governance Strategy and Performance to consult with Councillors, Council Officers and the Integration Joint Board (IJB) Chief Officer on the formation of a Children's Services Sub-Committee to scrutinise performance and governance proposals during the shadow period as the service prepares to move under the governance of the IJB and to make recommendations to the Education, Children's Services and Leisure Committee and Moray Council as appropriate;
- v) that the scrutiny role of Audit and Scrutiny Committee is further clarified with reference to a scrutiny charter and that the frequency of meetings is reviewed following the development of the charter;
- vi) that the Economic Development and Infrastructure Services Committee and Communities Committee should be scheduled for the same day and that this arrangement should be reviewed after 3 Committee cycles to assess its effectiveness;
- vii) that the religious representatives on the Education, Children's Services and Leisure Committee will have attendance rights but no voting rights; and
- viii) to instruct the Head of Governance Strategy and Performance to make the appropriate changes to the Scheme of Administration and Committee Calendar for a final decision to be taken at the next Council meeting in September.

The Council Leader thanked other members for their co-operation and acknowledged that the proposal for a children's Services Sub Committee had been the suggestion of the Conservative Group. The proposals were seconded by Councillor Coy.

In response, Councillor Eagle confirmed that his group were mostly in agreement with the Council Leader's proposals but felt that they could not agree with proposals (ii) and (vii) and subsequently moved that the Council agree:

- ii) to cease with immediate effect the temporary change to paragraph 5 (7) of the Council's Scheme of Delegation referring to the Chief Executive's delegated powers; and
- vii) that non councillor Committee members offer a valuable contribution to Committee discussions and continue to be welcome but given the wider governance and finance responsibilities specific to Elected Members that the voting entitlement is removed from community representatives.

This was seconded by Councillor Brown.

Councillor Ross, seconded by Councillor Wilson proposed that all non councillor Committee members on Committees should retain their current voting rights.

Councillor Eagle sought clarification on whether it would be possible to agree all the recommendations with the exception of (ii) and (vii).

In response, the Head of Governance Strategy and Performance confirmed that if members were happy this would be the best way to proceed.

Members confirmed that they were happy to agree proposals (i), (iii), (iv) (v), (vi).

In respect of proposal (ii) on the division there voted:

For the Motion (12)	Councillors Leadbitter, Alexander, Bremner, Coull, Cowie, Coy, Creswell, Divers, A, McLean, Morrison, Nicol and Taylor
For the Amendment (10)	Councillors Eagle, Brown, Edwards, Feaver, Gatt, M Macrae, M McLean, Powell, Ross and Wilson
Abstention (1)	Councillor Cowe

Accordingly the motion became the finding of the meeting.

The Head of Governance Strategy and Performance confirmed that Councillor Eagle's amendment in regards to recommendation (vii) would be taken against Councillor Ross' in the first instance.

On the division there voted:

For Amendment 1(16)	Councillors Eagle, Brown, Alexander, Cowe, Cowie, Coy, Creswell, Feaver, Gatt, Leadbitter, Macrae, A McLean, M McLean, Morrison, Powell and Taylor.
For Amendment 2 (7)	Councillors Ross, Wilson, Bremner, Coull, Divers, Edwards and Nicol
Abstention (0)	

Amendment 1 was then taken against the Motion and on the division there voted:

For the Motion (8)	Councillors Leadbitter, Coy, Bremner, Coull, Divers, A McLean, Nicol and Taylor
For the Amendment (14)	Councillors Eagle, Brown, Alexander, Cowe, Cowie, Crewsell, Feaver, Gatt, M McLean, Macrae, Powell, Ross, Taylor and Wilson
Abstention (1)	Councillor Edwards

Accordingly the Amendment became the finding of the meeting and the Council agreed:

- i) that meetings continue to be held by video conference and webcast and that the position is reviewed again at the Council meeting in September 2021;
- ii) to continue the temporary change to paragraph 5(7) of the Council's Scheme of Delegation so that the Chief Executive may exercise the delegation granted to him (to take such executive actions as may be deemed necessary in the discharge of the Authority's functions) without the need for homologation;
- iii) that following the next scheduled Council meeting in September the following Committees are scheduled and should run on an 8 week cycle unless otherwise stated:

Moray Council

Economic Development and infrastructure Services Committee

Education, Children's Services and Leisure Committee (Formerly Children and Young People's Services Committee (CYP). Remit: as per the CYP Committee with better definition of Community Learning and Development plus elements of Communities under the Depute Chief Executive (Education, Communities and Organisational Development) remit.

Communities Committee. Remit: Housing department reports plus existing elements of Communities under the Depute Chief Executive (Economy, Environment and Finance)

Planning and Regulatory Services Committee

Audit and Scrutiny

Licensing Board

Licensing Committee

Police and Fire and Rescue Services Committee - meet quarterly

Corporate Services Committee (formerly Policy and Resources Committee) Remit: the existing Policy and Resources Committee plus

emerging cross-cutting themes such as welfare benefits, developing partnerships and immigration;

- iv) to instruct the Head of Governance Strategy and Performance to consult with Councillors, Council Officers and the Integration Joint Board (IJB) Chief Officer on the formation of a Children's Services Sub-Committee to scrutinise performance and governance proposals during the shadow period as the service prepares to move under the governance of the IJB and to make recommendations to the Education, Children's Services and Leisure Committee and Moray Council as appropriate;
- v) that the scrutiny role of Audit and Scrutiny Committee is further clarified with reference to a scrutiny charter and that the frequency of meetings is reviewed following the development of the charter;
- vi) that the Economic Development and Infrastructure Services Committee and the Communities Committee should be scheduled for the same day and this arrangement should be reviewed after 3 Committee cycles to assess its effectiveness;
- vii) that non-councillor Committee members offer a valuable contribution to Committee discussions and continue to be welcome but given the wider governance and finance responsibilities specific to Elected Members that the voting entitlement is removed from community representatives; and
- viii) to instruct the Head of Governance, Strategy and Performance to make the appropriate changes to the Scheme of Administration and Committee calendar for a final decision to be taken at the next Council meeting in September.

## **25. Suspension of Standing Orders**

In terms of Standing order 83 the Chair moved to suspend standing order 75 in order to conclude the meeting after 5.00pm.

Councillor Brown stated that as there was still a number of agenda items to discuss he would be opposed to continuing the meeting beyond 5pm and as an amendment moved that the meeting be adjourned and reconvened at a later date.

Following clarification from the Head of Governance, Strategy and Performance the meeting noted that a two thirds majority was required to suspend standing orders in order to continue the meeting beyond 5.00pm.

For the Motion (8)	Councillors Morrison, Bremner, Coull, Coy, Divers, Leadbitter, A McLean and Nicol
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For the Amendment (14)	Councillors Brown, Alexander, Cowe, Cowie, Creswell, Eagle, Feaver, Gatt, Macrae, M McLean, Powell, Ross, Taylor and Wilson
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Abstentions (1)	Councillor Edwards
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Accordingly, in terms of Standing Order 83 , the Council agreed not to Suspend Standing Order 75 as two thirds of the members of the Council present did not

agree to continue the meeting past 5.00pm and the meeting was suspended and arrangements to be made to re-convene the meeting at another time.

## **26. Resumption of the Meeting - 1 July 2021**

### **PRESENT**

Councillor George Alexander, Councillor James Allan, Councillor David Bremner, Councillor Frank Brown, Councillor Theresa Coull, Councillor John Cowe, Councillor Gordon Cowie, Councillor Paula Coy, Councillor John Divers, Councillor Donald Gatt, Councillor Graham Leadbitter, Councillor Marc Macrae, Councillor Aaron McLean, Councillor Maria McLean, Councillor Ray McLean, Councillor Shona Morrison, Councillor Louise Nicol, Councillor Laura Powell, Councillor Derek Ross, Councillor Amy Taylor, Councillor Sonya Warren.

### **APOLOGIES**

Councillor Lorna Creswell, Councillor Tim Eagle, Councillor Ryan Edwards, Councillor Claire Feaver, Councillor Walter Wilson.

### **ALSO IN ATTENDANCE**

Chief Executive, Depute Chief Executive (Education, Communities and Organisational Development), Depute Chief Executive (Economy, Environment and Finance), Head of Economic Growth and Development, Ms J Hughes, Director of Planning and Performance, Digital Health and Care Innovation Centre, Legal Services Manager and Mrs L Rowan, Committee Services Officer as Clerk to the Meeting.

## **27. Order of Business**

In terms of Standing Order 28, the Chair sought the agreement of the Council to vary the order of business and take Item 28 "Moray Growth Deal – Full Business Case – Digital Health" following Question Time, to allow Ms Hughes, Director of Planning and Performance, Digital Health and Care Innovation Centre to leave the meeting at her earliest convenience. This was agreed.

## **28. Political Balance - Appointments to Committees**

Under reference to paragraph 5 of the Minute of the meeting of Moray Council dated 17 November 2020, a report by the Depute Chief Executive (Education, Communities and Organisational Development) invited the Council to determine the membership of committees in terms of the political balance in light of a change to the membership of the Moray Alliance Group (MAG) and to approve a protocol for dealing with changes to membership of committees where there is no impact on the political balance.

The Council Leader outlined his proposal which had been circulated with Group Leaders prior to the meeting and moved that the Council agree to form major committees of 14, with 'Licensing Board', 'Moray Local Review Body' and 'Police & Fire & Rescue Services' committees of 9; that political balance on committees is applied using the 'seats' table as set out in Appendix 1 of the report and that the protocol for dealing with changes to membership not affecting political balance be used, as outlined in para 4.2 of the report. This was seconded by Councillor Coull.

Councillor Brown moved as an amendment that the Council agree to form major committees of 11, with Licensing and Moray Local Review Body committees of 9, recognising that all councillors have the ability to request to speak at committees at the acceptance of the committee chair; that for any collective of councillors (two or more) to be considered a group, the leader of the new group must submit to the Monitoring Officer the name and leader of this group and that where councillors sit as individuals, they shall be treated as such when allocating committee spaces; and that the protocol for dealing with changes to membership not affecting political balance be used, as outlined in para 4.2 of the report. This was seconded by Councillor Gatt.

On a division there voted:

For the Motion (13)	Councillors Leadbitter, Coull, Alexander, Bremner, Cowe, Cowie, Coy, Divers, Morrison, A McLean, Nicol, Taylor and Warren
For the Amendment (8)	Councillors Brown, Gatt, Allan, Macrae, M McLean, R McLean, Powell and Ross
Abstentions (0)	

Accordingly, the Motion became the finding of the meeting and the Council agreed:

- i) to form major committees of 14, with Licensing Board, Moray Local Review body and Police and Fire and Rescue Services Committees of 9;
- ii) that political balance on Committees is applied using the seats table as set out in Appendix 1 for the report; and
- iii) the protocol for dealing with changes to membership not affecting political balance as outlined in para 4.2 of the report.

## **29. Question Time \*\*\***

Councillor Warren sought an update in relation to the Ice Plant at Buckie Harbour.

In response, the Depute Chief Executive (Economy, Environment and Finance) advised that she would email Council Warren and the rest of the Members with an update on the Ice Plant at Buckie Harbour following the meeting.

Councillor Alexander highlighted the success of the projects in Elgin and Forres to mitigate against the seagull population in those areas and asked whether the Council had any intention to make the roofs on Council properties seagull proof.

In response, the Depute Chief Executive (Economy, Environment and Finance) advised that the increased presence of seagulls was a consequence of living near the coast and that she was not aware of any intention to carry out works on council properties to prevent seagulls nesting however would confirm this and advise Members following the meeting.

The Head of Economic Growth and Development further advised that the Council had no statutory responsibility to mitigate against the seagull population which is a

problem throughout Scotland and that it would be expensive to make the roofs on all Council owned properties seagull proof.

Councillor Warren welcomed the summer activities programme for school children in Moray over the summer holiday period however stated that some of her constituents had had issues logging on to book the sessions with many sessions being booked up 10 minutes after being released. She queried whether there was any intention to add to the activity programme and whether changes could be made to the booking system to make it more equitable for families throughout Moray. She also queried whether there was any intention to provide extra swimming lessons which were also full.

In response, the Depute Chief Executive (Education, Communities and Organisational Development) advised that there was no capacity to add to the current programme however additional funding had been provided from the Scottish Government to other providers who may be able to provide activities. She further advised that the swimming lessons were full with no capacity to increase further and that she would take on board the feedback in relation to possible future adaptation of the system in place for booking activities for the future.

With regard to the vote at the previous meeting of Council where there failed to be a two thirds majority to suspend standing order 75 to allow the meeting to carry on beyond 5:00 pm, Councillor Coy was of the view that working an 8 hour day is acceptable and asked if the Council's Standing Orders could be reviewed to allow meetings to continue beyond 5:00 pm if need be without the need to suspend standing orders to allow this to happen.

In response, the Legal Services Manager advised that a review of the Council's Standing Orders was being carried out as part of the Governance review and that she would pass on Councillor Coy's concerns to the Head of Governance, Strategy and Performance for consideration.

### **30. Moray Growth Deal - Full Business Case - Digital Health Para 8 and 9]**

Councillors Morrison and R McLean left the meeting during discussion of this item and took no part in the decision. Councillor Leadbitter being Leader of the Council assumed the role of Chair for the remainder of the meeting.

Under reference to paragraph 10 of the Minute of the meeting of Moray Council dated 18 February 2021, a report by the Depute Chief Executive (Economy, Environment and Finance) informed the Council of the progress of the Moray Growth Deal and, more specifically, the Digital Health Project. The report further requested delegated authority to enter into a partnership agreement to regulate duties and liabilities during the interim period between now and the Moray Growth Deal being formally approved and also asked that Council accept the Offer of Grant relative the project.

During discussion, Members welcomed the project however there were some concerns in relation to its location and costs to the Council therefore it was queried whether an update report could be brought to a special meeting of Council in August 2021.

In response, the Depute Chief Executive (Economy, Environment and Finance) agreed to arrange a confidential briefing in August to keep Members updated in relation matters surrounding the Moray Growth Deal.

Thereafter, the Council agreed to:

- i) note progress with the Deal since the last report on 18 February 2021;
- ii) approve the full business case for the Digital Health Project as summarised in Appendix 1 and supporting Equality Impact Assessment (EIA) and delegate authority to the Depute Chief Executive (Economy, Environment and Finance) to make final changes that may be required from Government Feedback;
- iii) delegate authority to the Depute Chief Executive (Economy, Environment and Finance) or such other signatory as may be required to:
  - a) enter into an interim partnership agreement with the Digital Health and Care Innovation Centre to regulate the relationship;
  - b) accept the offer of grant form the Scottish Government relative to the Digital Health Project to allow the Digital Health project to be initiated;
- iv) approve the purchase of vehicles for the Bus Revolution project which is estimated to be within the allowance included in the capital plan for 2021/22 for this purpose; and
- v) approve recruitment of a Project Manager for the Bus Revolution project for 5 years at grade 11.

### **31. UK Levelling Up Fund [Para 8 and 9]**

A report by the Depute Chief Executive (Economy, Environment and Finance) informed the Council on the proposed Levelling Up Fund (LUF) from UK Government and asked that the Council agree the general scope for the Council bid and agree budget to support the Council's development and project management of the bid.

Following consideration, the Council agreed:

- i) to note the criteria and timescales for delivery of projects to be eligible for the UK Levelling Up Fund;
- ii) agree the themes of the Moray bid for UK Levelling Up Fund be:
  - increasing Town Centre Vitality through Economic and Cultural Regeneration
  - improving the transport network including active travel links between areas of inequality and new employment/training opportunities
- iii) note the criteria and approach set out in Appendix 1 for assessing, prioritising and shortlisting projects;
- iv) that projects assessed, priorities and worked up in detail with a view to submitting a bid in the second round of funding;

- v) that £430,000 be committed from reserves towards evidence base, detailed design and project management costs to support the bid;
- vi) that project management, modelling and design work proceeds to support the submission; and
- vii) that further reports be submitted to Council as the bid progresses and details of the second round of funding are published.

### **32. Land Acquisition, Buckie [Para 8 and 9]**

Councillor Macrae left the meeting during discussion of this item and took no part in the decision.

A report by the Depute Chief Executive (Economy, Environment and Finance) provided the Council with an update on securing Buckie Harbour as a base to support the Moray West Offshore Windfarm and asked to allocate the 2021/22 funding from the Place Based Investment Programme to property in Buckie to support the Windfarm and associated supply change.

The Head of Economic Growth and Development advised that an additional recommendation had been circulated to Members ahead of the meeting in relation to the information contained within Appendix A of the report. The Chair confirmed that this additional recommendation had been received by Members.

Following consideration, the Council agreed to:

- i) purchase the property as detailed in para 5.5 and Appendix C of the report;
- ii) apply flexibility as outlined in para 6.4 to purchase of any further property required to facilitate the development of an Operations and Maintenance Base and property in the vicinity of the harbour that will support future supply chain businesses as outlined in Section 6 of the report; and
- iii) to negotiate and agree the issues raised in the letter of confirmation set out in Appendix A of the report, including the negotiation and purchase of the properties identified in the letter which Moray West have now identified as critical.

**Notice of Motion  
Moray Council - 15 September 2021**

**River Spey Flooding**

Over the last few years the residents of Garmouth have faced increased flooding events effecting several homes and businesses in and around the village. Despite some discussions during committee and from the local MSP nothing has yet been put to council or the Scottish Government which seeks to alleviate the problem.

The community are deeply concerned about the increased flooding events and the local community council have undertaken significant work to look at soft engineering options to try and provide a solution.

Local community members forming part of Innes Community Council have provided the following documents, which are attached for information:

1. A report from Innes Community Council highlighting their views on the flooding events and the work they have done.
2. A report from Dr Hamish Moir an expert in water management detailing the history of the area and potential solutions
3. A cost breakdown of the community council proposed solution
4. Pictures of the planned works

We believe in community; we believe that where they come together to raise issues of importance to their towns and villages, we as elected members should be responsive. Today we wish to recognise the work of community members in reaching this point.

We ask the Council to -

1. Recognise the community concern around increased flooding events impacting upon Garmouth.
2. Agree to officers working with local groups including Innes community council and land owners to bring a report back to the 30 November meeting of the Council with potential solutions and indicative costs, including the community proposals above, in order that Councillors can agree the proposed way forward.
3. Ask Officers to engage with the Crown Estate and other relevant partners regarding this issue.

Cllr Marc Macrae  
Proposer

Cllr Tim Eagle  
Seconder



Secretary: James A Mackie,  
Mo Dhachaidh, South Road, Garmouth, IV32 7 LX  
Telephone 01343 870310.  
Email [secretaryinnesscc@gmail.com](mailto:secretaryinnesscc@gmail.com)

## **River Spey, Garmouth Report, August, 2021**

Innes Community Council is a statutory body formed under the Moray Council scheme for Community Councils. The Community Council area is bordered on the eastern side by the River Spey at Garmouth and Fochabers. Two of the current Community Councillors have between them over 100 years living experience in Garmouth and of the River Spey in all its conditions. Innes Community Council is a legitimate organisation to take the lead on this project.

For over 10 years Innes Community has acted in response to concerns raised by residents of Lower Garmouth about the movement of the River Spey westwards and ever closer to Garmouth. The river has moved 600 yards westwards in the past 20 years and half of that distance has been inside the last 5 years. The erosion westwards gathers speed each year, with climate change induced heavier, and more rain not helping the situation. Changes in the main course of the River Spey has seen greatly increased deposition of gravel on the east bank opposite where it is eroding the west bank at Queenshaugh. A high number of trees washed out in floods get stranded on these gravel deposits accentuating the problem, both factors acting to force the river further westwards, especially in high waters.

Innes Community Council has, over the period of time, liaised with all land and property owners affected and threatened by the great increase in the number of flooding incidents. Innes Community Council has liaised and spoken with Moray Council officials and other statutory bodies discussing solutions to reduce the number of flooding events in Lower Garmouth. SNH and SEPA have said that they would support any application for a project that guided the river away from Lower Garmouth on condition that no materials were taken into or out of the area of the engineering works. Any works to guide the river eastwards must be classed as sustainable or 'green' engineering i.e. they work in sympathy with natural river process and use natural materials (i.e. Large Wood Structures – LWS) obtained from the vicinity of the works.

The ratio of flooding incidents in Garmouth has risen over the years from an average of 1 or 2 days a year to the current situation where Lower Garmouth and Spey Street were flooded on 11 days between October, 2020 and February, 2021. In January, 2021, Innes Community Council

# Innes Community Council

held a virtual meeting of landowners, residents, agencies, politicians and others with an interest in Garmouth. A total of 35 individuals participated. Neither Moray Council officials or SEPA reps attended the meeting. ICC produced a report (attached) showing the net financial loss to land and property owners in Lower Garmouth attributed to increased flooding events over the previous 5 years. The calculated sum was over £1.87 million. Some of those costs are ongoing as the result of loss of land and other household costs. Innes Community Council have kept photographic evidence of this section of river going back more than 10 years. These total more than 5,000 photographs and many have been shared over that time with Crown Estates Scotland and Moray Council officers.

In 2021, Dr Hamish Moir, MSc, PhD, UK Managing Director and Principal Geomorphologist of cbec eco-engineering, Inverness, was commissioned to produce a report detailing what engineering works would be required to guide the river eastwards away from the lands of Essil Farm, and Queenshaugh and, thus, Lower Garmouth. Dr Moir has more than 25 years of experience working in the water resource industry of the UK and the US, particularly in the areas of river engineering, management and restoration. He has extensive training in the fields of fluvial geomorphology, in-stream ecology interactions and river engineering, both in research and consultancy capacities. Dr Moir has extensive experience in project management, both in the delivery of large academic research projects and leading many consultancy assignments in relation to river management.

Dr Moir's report details engineering works that would be classed as a sustainable 'green' engineering. One part was the placing of numbers of trees as engineered Large Wood Structures (LWS) removed from the river following flood events. Wooden piles (made from untreated Larch posts) would be pushed into the west side of the riverbed upstream of the boundary between Essil Farm and the lands of Queenshaugh. Once in place, trees already stored on site would be built around the wooden posts/ piles before being covered in gravel removed from associated adjacent channel management works (see below). This construction would guide the river eastwards away from Queenshaugh towards the original main channel on the east bank opposite Ross House. That channel formed part of the main course of the River Spey up until October 2012. Currently there is a small stream running down the old channel. This would be reprofiled to encourage flow through this more easterly orientation, allowing the river to develop a new main channel along the route of the pre-2012 channel (i.e. the channel management works, referred to above). The combination of the two parts of the projects would take the river away from the west bank. Over time the current channels would become overspill

# Innes Community Council

areas for flood waters and would fill up with silt and sediment creating a bank to continue guiding the river eastwards towards its pre-2000 course and, in doing so, dramatically reduce flood events in Lower Garmouth. Sustainable, 'green' engineering methods would be used. See attached report by Dr Moir and diagrams by Innes Community Council of the proposals.

Once this initial project is completed, annual minor maintenance work may be required just to maintain the river in a controllable area which will greatly reduce flooding while allowing the river to adjust naturally. The use of trees washed down from further upstream could be used as part of any further sustainable engineering works.

The proposed engineering works would arrest the current westerly migration of the meander in the vicinity of Ross House. In doing so, the river will be able to push the gravel that annually comes downstream out to sea rather than accumulating upstream of the viaduct and accentuating meandering processes, increasing flood risk to Lower Garmouth. Various reports by experts over the past decades show that the erosion of Kingston Beach is partly caused by the failure of the gravel brought downstream annually by the river to enter the sea and be pushed up as replacement gravel on the beach. Coastal erosion currently is a major problem in Kingston. By opening up the river, such erosion could be prevented, and the beachhead built up naturally by the gravel that should flow down the River Spey.

The proposed engineering works would have other significant benefits to the local ecology and environment. Former native woodlands and plants would flourish, improving the environment allowing the return of various native species of animals and birds. With less unstable dynamic meandering behaviour, aquatic life such as invertebrates would be able to colonise and increase in numbers providing food for both fish and some species of birds. The constant movement of the river and riverbed has caused a large decline in the number of salmonid fish species in the area, partly through less food availability, constant movement of the riverbed disturbing/destroying habitats (e.g. spawning). Other wildlife has been adversely affected by the erosion and constant flooding. The constant erosion has allowed the growth over large areas of non-native species such as Giant Hogg Weed and Japanese Knotweed all to the detriment of native plant species, thus wildlife.

Innes Community Council is a body capable of taking the lead in the project. The management of the proposed project should be carried out with great experience of river management and

# Innes Community Council

hydrology, namely Dr Moir. River management is a specialist skill, not something standard trained general engineers can carry out successfully.

James A Mackie,  
Secretary to Innes Community Council.

Attachments: -

Dr Hamish Moir's full report,  
Financial breakdown of the project  
Simple diagram to show proposed works

# PROJECT COSTINGS

<b>PROJECT No:</b> LOWER SPEY 08082021	<b>CLIENT:</b> INNES COMMUNITY COUNCIL	<b>CLIENT REF:</b> GARMOUTH FLOODING	<b>PROJECT:</b> ROSS HOUSE BEND
<b>EQUIPMENT NUMBER:</b> SPEY WORK AUGUST 2021	<b>EQUIPMENT DESCRIPTION:</b> PROJECT WORKSCOPE & COSTINGS	<b>SHEET NUMBER:</b> 1 OF 1	<b>REVISION:</b> A <b>DATE:</b> 10/8/2021

## **1:PROJECT TEAM:**

1a:Project Expert and site supervision Dr Hamish Moir/ CBEC	£5000
1b: Project labour and specialist professionals 3-Contracted Persons on site/ offsite	£12000

## **2: WORK PROGRAM:**

Sepa/ Crown approved contractor

2a: Prepare Old Channel	£3200
2b: Prepare Large Wood Structure (LWS ) to take fallen trees	£1600
2c: Move existing fallen trees and start to stake	£4800
2d: Obtain other trees as required- contingency	£6000
2e: Stake LWS area	£2000
2f: Backfill LWS area with material extracted from Old Channel	£4000
2g: Tidy up and prepare Viaduct Area	£1600

## **3: EQUIPMENT:**

Specialist Purchase and Hire

3a: Maxi Postmaster	£9100
3b: Non-treated/ extra length Timer stakes	£3750
3c: Water Craft/ River access	£3500
3d: Waders and specialist PPE	£2500
3e: Site hut and welfare unit	£1200

## **4: MISCELLANEOUS / CONTINGENCY**

4a: Prepare West bank and access	£2000
4b: New landscaping and LWS Willow planting	£7800
4c: Tidy work site, banks and access	£2500
4d: Compensate Landowners for loss of crop/inconvenience	£4800

## **5: POST PROJECT**

5a: Post Project monitoring and Adaptive Managemet Dr Hamish Moir/ CBEC	£5000
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## **6: DURATION**

The Scope of work is to be done on a “site fit basis” with continuation over a 4 week period in 3<sup>rd</sup> quarter of 2021.

**TOTALS: £82350**

<b>Date:</b>	11 <sup>th</sup> August 2021	<b>Version:</b>	FINAL
<b>To:</b>	Innes Community Council		
<b>From:</b>	Hamish Moir, cbec eco-engineering UK Ltd		
<b>Project:</b>	Lower Spey Sustainable Channel Management		
<b>Subject:</b>	Proposed options and outline designs for channel management at Ross House		

## 1. INTRODUCTION

cbec eco-engineering UK Ltd was commissioned by Innes Community Council, to undertake the development of sustainable options for the management of the lower River Spey in the reach extending ~500 m upstream from the Spey Viaduct (crossing the main channel of the river at OS NGR NJ 3458 6418). This section of the River Spey has historically been very dynamic but currently is presenting significant risk to local property, services, and infrastructure as it migrates to the west in the vicinity of Ross House.

Recent observations of the lower River Spey at Garmouth indicate that there is:

- Evidence of significant erosion of the channel margin directly impacting Ross House associated with the migration of the channel in this direction and likely exacerbated due to agricultural practices.
- Significant overbank flow onto the west floodplain through preferential flow paths and associated with significant scour through the conduit under the viaduct causeway.
- Significant deposition of large wood and sediment through the reach of interest.
- Significant section of hard bank protection (rock armour/ rip-rap) and embankment extending ~200 m downstream from this at the upstream extent of the surveyed reach that impacts natural river processes.
- The highly dynamic nature of the Lower Spey in the vicinity of the Spey Viaduct means that if left unchecked, continuing erosion of the left bank at Ross House poses a potential risk of destabilising adjacent infrastructure, properties, local amenities, and land use. The existing flood issues at Garmouth are also likely to continue unabated.

The proposed approach is to, through an understanding of local river processes, encourage the dominant flow of the river to migrate back towards a more easterly orientation that approaches the main span of the Spey Viaduct more directly. This is to be achieved through working with natural river process as opposed to traditional intrusive 'hard engineered' measures to force the river into a specific course (e.g., rock armour, channel dredging etc). Specifically, after assessments of local river conditions, an approach that implements Large Wood Structures (LWS) within the margins of the active channel in combination with localised sediment reprofiling (i.e., not removal/ dredging) is determined to be most appropriate.

This type of intervention will judiciously add ‘roughness’ to the channel, encouraging the natural deposition of sediment (cobbles, gravels etc) that will begin to deflect flow away from the western margins of the river (i.e., where continued migration/ bank retreat presents significant risks to local property, infrastructure, services etc) to occupy an accentuated back channel (a previous course of the main river flow).

This report presents outline designs and an implementation strategy for the deployment of a significant LWS and associated sediment reprofiling at an optimal location on the river and summarises the design process including the outputs of the desk-based site characterisation, geomorphic walk-over and the design approach.

## **2. CATCHMENT CHARACTERISTICS**

The River Spey is an upland river located in the north east of Scotland (Figure 2.1), with a catchment area of 3,008 km<sup>2</sup> at its tidal limit at Spey Bay (NJ 3455 6566). It rises in the western Cairngorm Mountains, then draining into Loch Spey and, from there, it flows north east through Newtonmore, Kingussie, Aviemore, Grantown on Spey, Rothes, and Fochabers in the Vale of Strathspey before discharging into the Moray Firth, a total distance of ~170 km.

The River Spey initially flows through steep and confined glacially sculpted valleys related to underlying resistant bedrock in the upper catchment area. Superficial deposits relate to glacial deposits laid down during the Quaternary period. As the River Spey flows north east, channel gradient (and therefore energy) reduces and valley confinement decreases causing sediment to be deposited, encouraging the development of alluvial barforms. This is enhanced further by a supply of coarse sediment from the numerous tributaries which join the River Spey along its course.

At the downstream extents of the River Spey (i.e., the reach of interest, downstream from Fochabers) in particular, relict meanders are observed within the surrounding floodplain, suggesting active channel migration has occurred over time (Figure 2.2). This dynamic condition is associated with the river actively migrating through and reworking its floodplain, although with associated bank erosion most likely enhanced in recent historic times due to the reduction in riparian tree cover (at the specific site and throughout the catchment), an increase in intensification of agriculture and climate change. Military maps of Scotland produced between 1747 and 1752 by William Roy show that the River Spey was very dynamic which reflects the likely naturally active and morphologically diverse reference state. The channel through this section is eroding into fluvio-glacial, raised marine and alluvial material, providing a plentiful supply of a wide size-range of sediments. Valley confinement and slope decreases downstream of Fochabers, decreasing the channel’s ability to transfer sediment and, with a consistent supply of coarse sediment from upstream and adjacent floodplain areas, facilitating the development of extensive alluvial barforms with associated erosion on the opposite banks. Downstream of the Spey viaduct and Garmouth, the valley gradient further reduces at the coastal margin and the River Spey forms multiple channels and a delta at the Spey Bay Nature Reserve.

Land use within the River Spey catchment is primarily agricultural (pastoral and arable) along the lower lying open floodplains, with managed forestry and moorland dominating the steeper valley sides. Soils within the catchment are predominately free draining mineral podzols with smaller areas of brown earths present.

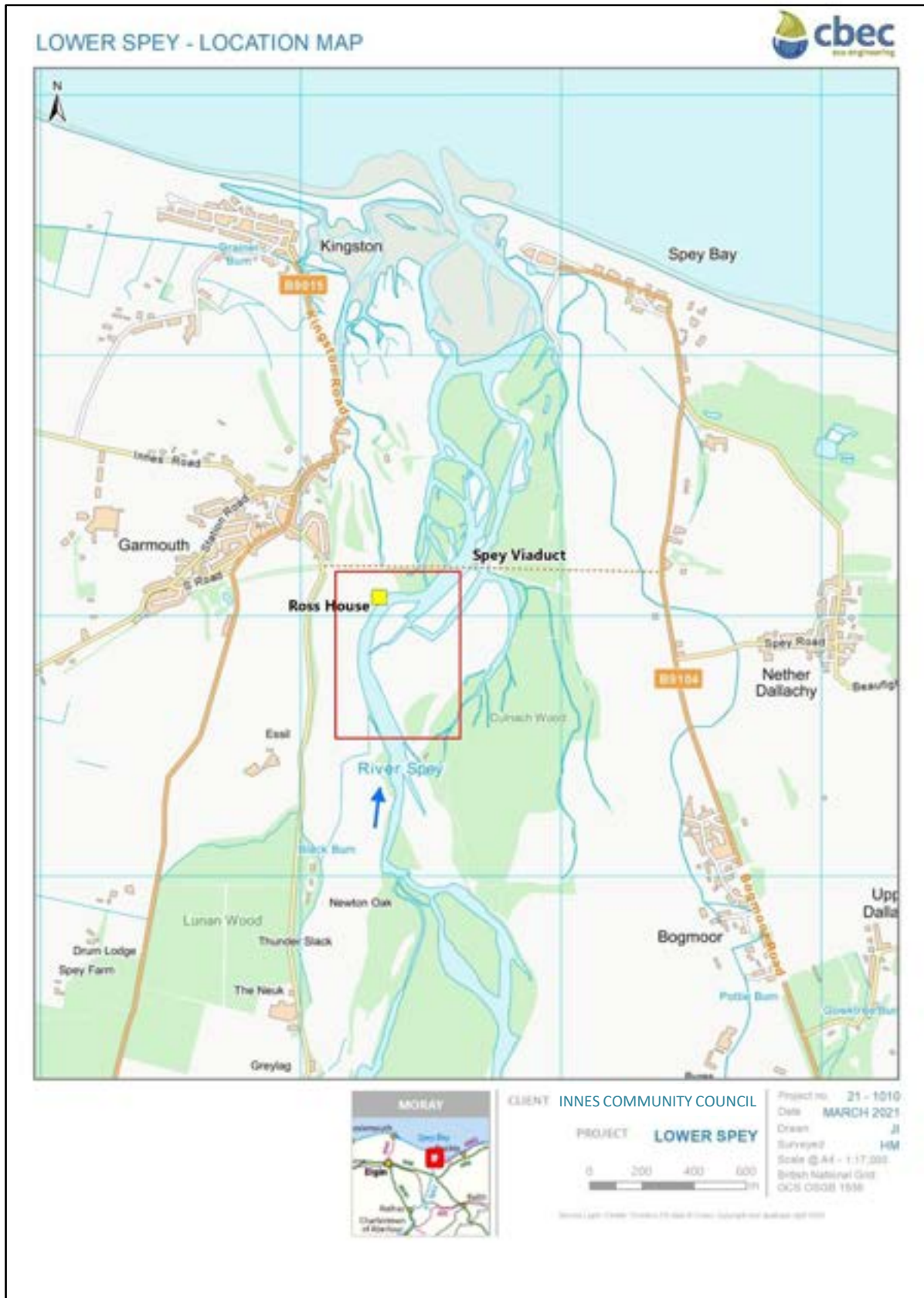


Figure 2.1. Location map for the Lower River Spey study reach in the vicinity of Ross House near Garmouth.

Between Fochabers and Garmouth the river corridor is characterised predominately by a high energy active meandering channel. The banks in many locations are vertical and composed of alluvial material of a sand/ gravel/ cobble mix. The channel bed, where observed, is a mix of large cobbles and gravels and with the extensive point, medial and lateral bars characterised primarily by coarse gravels and sand. Riparian vegetation is poor with the river corridor being mainly grassland with limited tree cover. The surrounding land is primarily given over to pastoral agricultural outside of the channel corridor. To the east of the active channel area within the historical mapped extents of the river, there is a clear succession of vegetation establishment that reflects the physical evolution of the reach (i.e., scroll bars and relict channels associated with varying maturity and types of vegetation, although including some INNS).

In terms of Water Framework Directive (WFD) classification, the River Spey at the study location (River Fiddich to tidal limit waterbody ID: 23065) is currently classified as having an overall WFD status of 'Good', as is the Lossiemouth to Portgordon Coastal Waterbody (SEPA, 2018). The River Spey at Ross House forms part of the designated River Spey and Lower River Spey Sites of Special Scientific Interest (SSSI), the River Spey and Lower River Spey-Spey Bay Special Areas of Conservation (SAC), and the Moray and Nairn Coast Special Protection Area (SPA) and Ramsar site.

The closest SEPA gauging station to the study location is on the River Spey at Boat o' Brig approximately 12 km upstream. This station records annual average rainfall as 1119 mm where elevations reach 1306 mAOD (FEH, 2020). The closest rain gauge to Ross House is located at Dipple at Fochabers (Station number: 115217) which is approximately 5.6 km upstream. This station records average monthly rainfalls ranging between 103mm in August to 48 mm in February over the last 10 years.

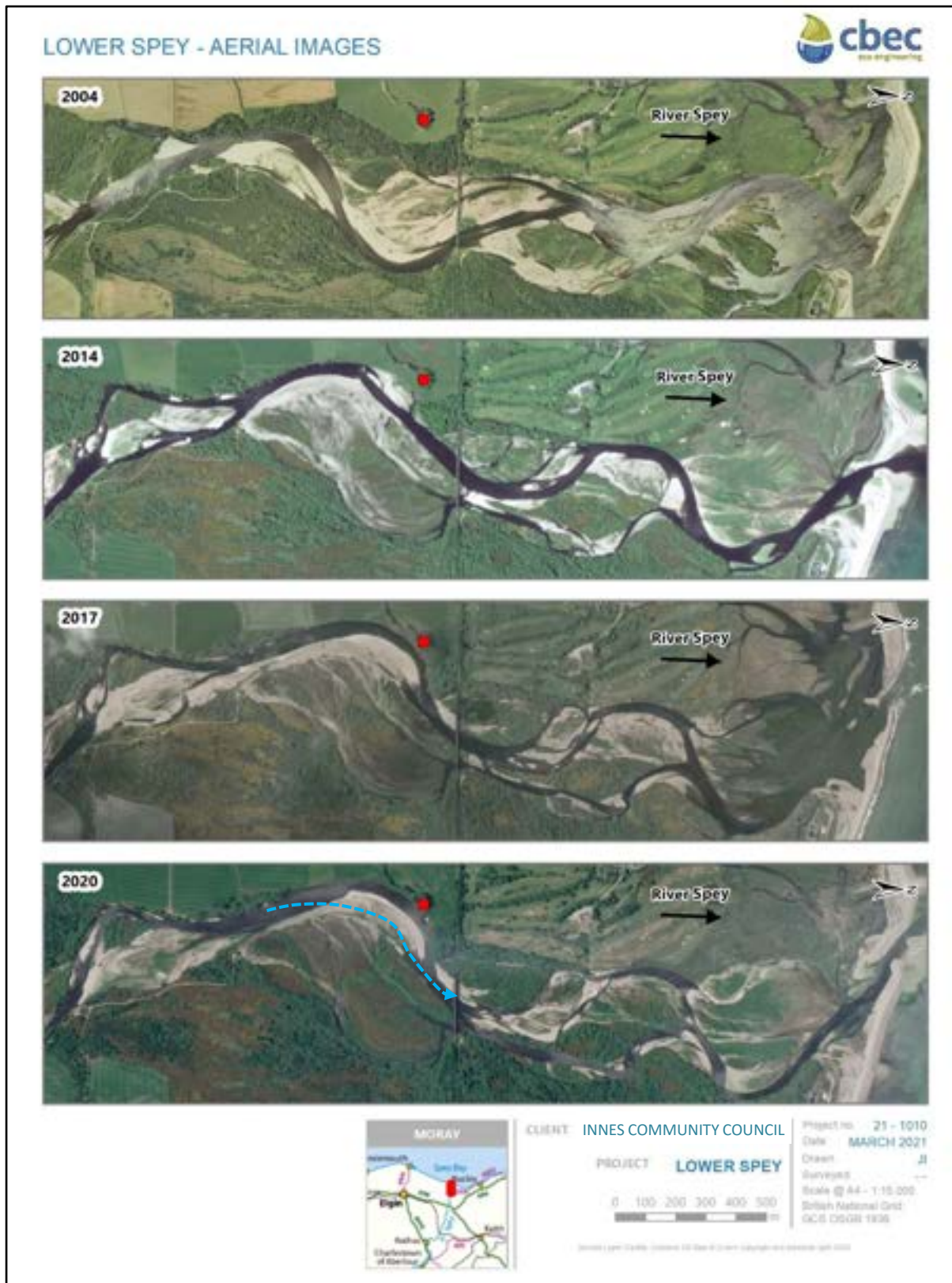


Figure 2.2. Aerial imagery of the lower River Spey at Garmouth and Spey Bay showing significant changes in the location and morphology of the channel between 2004 and 2020. For instructional purposes, the dashed light blue line in the 2020 frame represents the preferred alignment of the main flow of the river that the proposed works intend to deliver.

### 3. HISTORICAL ASSESSMENT

Aerial Imagery (Figure 2.2) and historical maps (Figure 3.1) illustrate the highly dynamic behaviour of the lower River Spey in the Garmouth area which has implications for the study section at Ross House.

There is a demonstrably high degree of change (both channel migration and associated morphological evolution) over the period of record (i.e., since the earliest accurate topographic maps). From the available aerial imagery, it is estimated that the lower River Spey has migrated diagonally 350 m across its active corridor since 2004 to the northwest as the meander bend has evolved, or translated, across to the Ross House vicinity (Figure 3.2). This lateral migration equates to an average of ~17 m of migration per year (although actual migration has been sporadic, primarily in relation to periods of high flow events), indicating a highly dynamic section of the lower River Spey at this location.

In particular, the historical maps<sup>1</sup> note that:

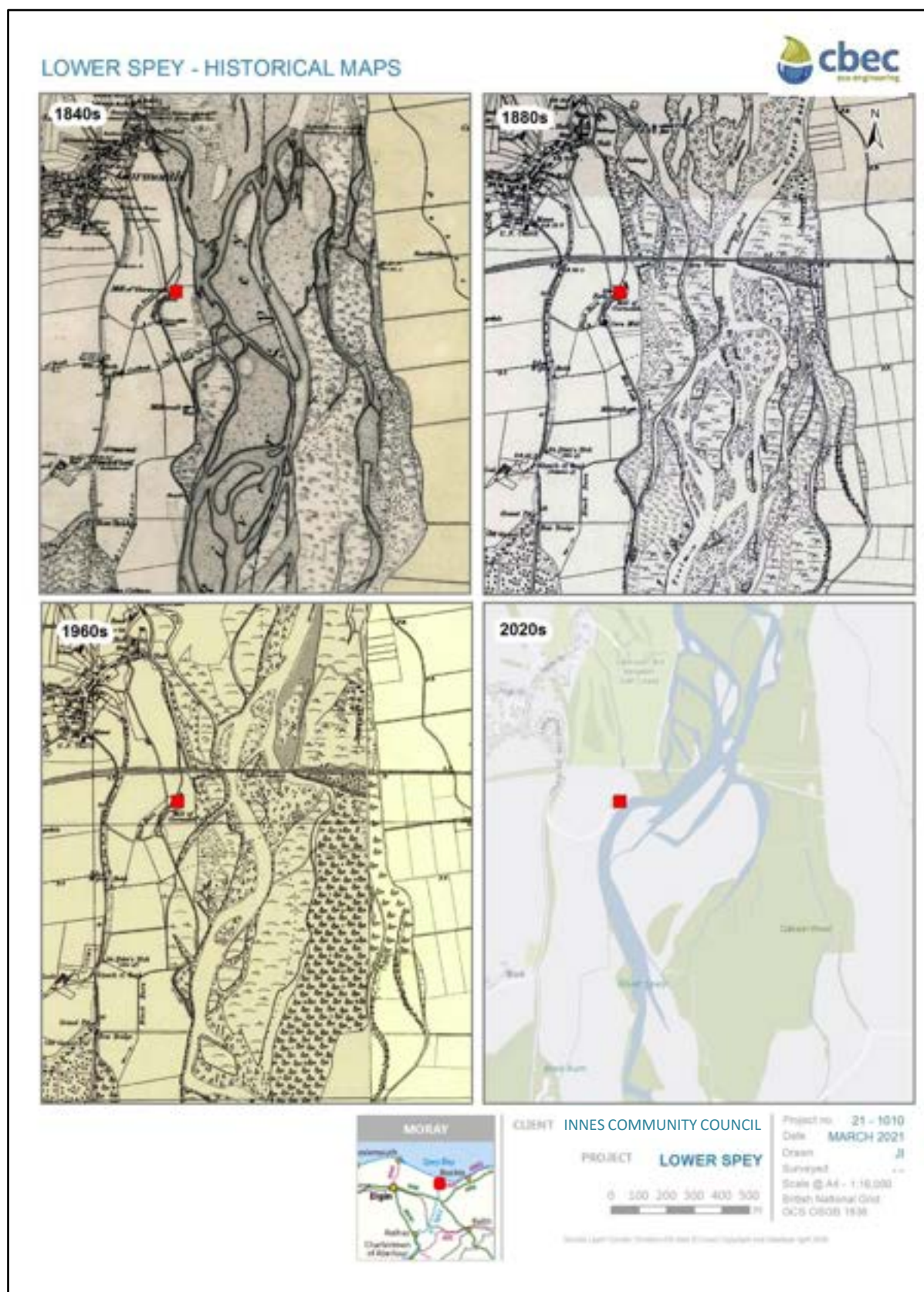
- Ross House is located at the former Mill of Garmouth. Maps produced after 1905 show that the mill lade, Millcroft and Corn Mill to the south of the Mill of Garmouth between Newton and Essil are no longer marked and may have been lost as the Spey has migrated west.
- The Black Burn originates to the south of Newton and flows north through Garmouth to Spey Bay. Between 2004 and 2012 the Black Burn watercourse at this location was also captured by westward migration of the River Spey.
- The Black Burn originally flowed to the west of Ross House and formed part of an artificial drainage network linked with the mill lade system. The former course can be seen on modern aerial imagery as a topographic low/wetter ground.
- Maps published in the 1960s show that there is evidence of a new topographic low to the east of Ross House which has been connected to the Black Burn and the mill lade at the former Millcroft location. It is not clear if this connection was artificially dredged as a navigation/access channel but remains apparent on recent OS maps and aerial imagery.

#### Summary of historical observations

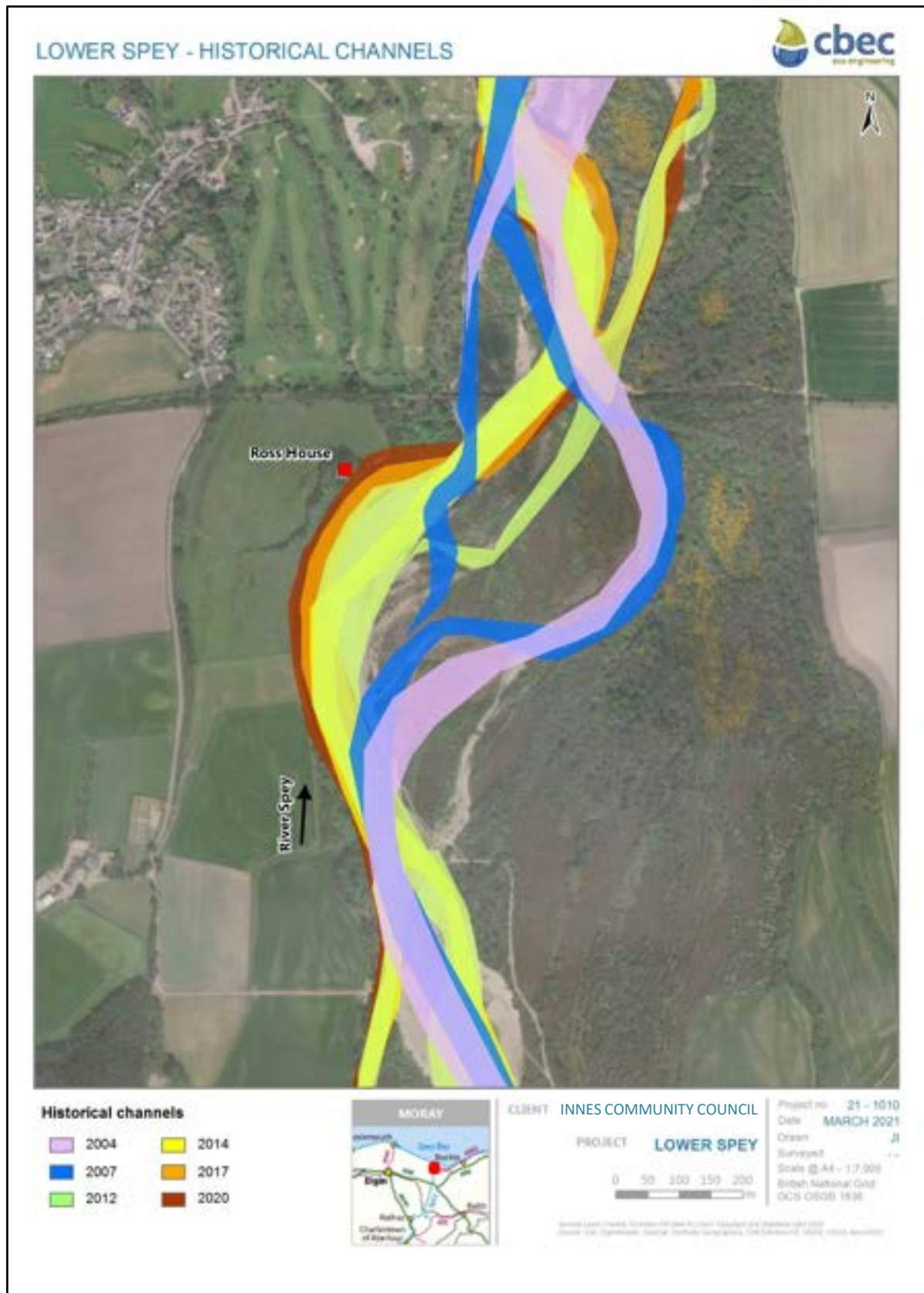
The oldest published maps (Roy, 1747-1752) and paleo-evidence from aerial images (i.e. both pre-dating properly geo-referenced maps) indicate a very dynamic environment of an actively wandering/braided system with very wide active corridor. This is the natural 'reference state' for the river. More recent maps and aerial imagery identify that this condition continues to the present day but now impacts infrastructure. The presence of the viaduct acts as a 'throttle' to sediment transport, resulting in a net accumulation of material in the reach upstream, associated with enhanced geomorphic process (i.e. barform development and associated material channel migration through bank erosion).

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<sup>1</sup> National Library of Scotland (NLS). Available at <https://maps.nls.uk/>.



**Figure 3.1. Historical channel changes of the lower River Spey near Garmouth from published maps over the last ~160 years. The location of Ross House is indicated by the red square.**



**Figure 3.2. Summary of recent historical channel changes of the lower River Spey near Garmouth from aerial imagery since 2004. The location of Ross House is indicated by the red square.**

#### 4. GEOMORPHIC WALKOVER

cbec conducted a geomorphic walkover (following a 'fluvial audit' type of methodology) to assess the current physical condition of the watercourse. This process allowed accurate interpretation of the location and extent of important features influencing the physical condition of the river (e.g., sediment input from bank/ terrace erosion and tributaries; area of sediment stored in active bar features; anthropogenic/ engineering pressures; riparian vegetation).

##### 4.1.1. Location

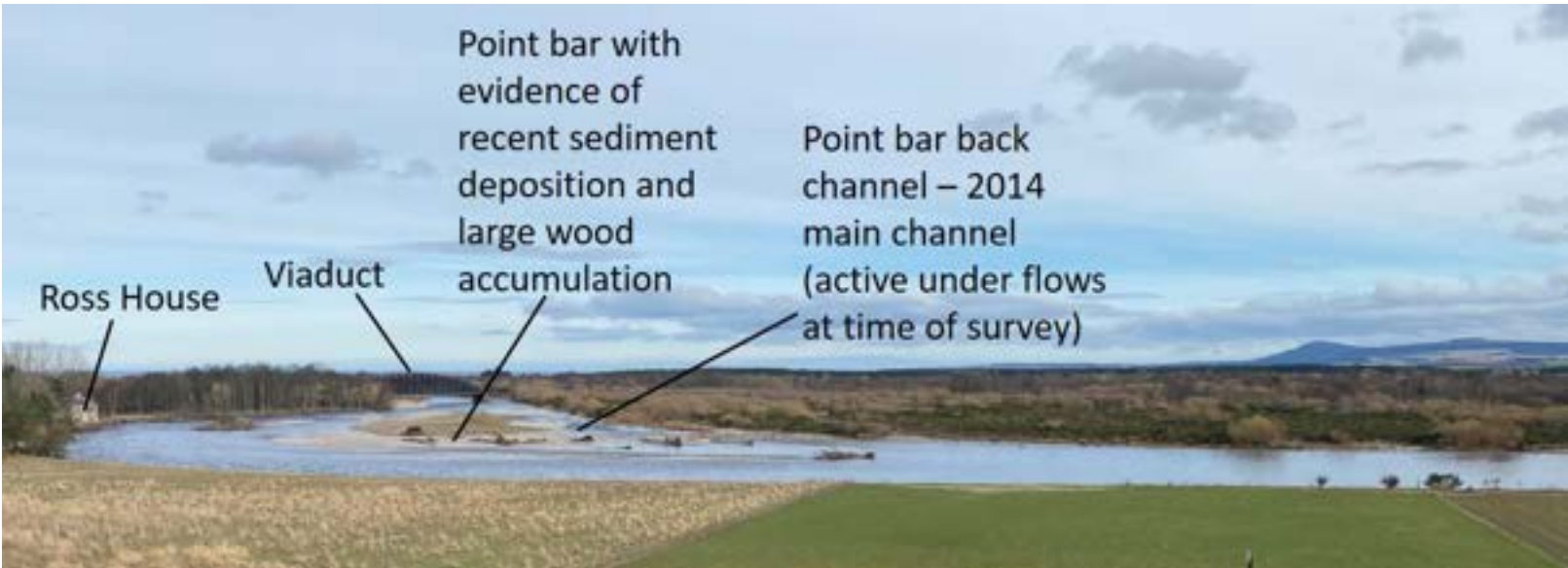
The geomorphic walkover/ fluvial audit survey covered a ~1.5 km extent of the River Spey from just downstream of the Spey viaduct (OS NGR NJ 3446 6437, i.e., downstream extent) upstream to adjacent to Alma Cottage (NJ 3430 6307).



##### 4.1.1. Method



The fluvial audit was undertaken on 9<sup>th</sup> March 2021 by Dr Hamish Moir and Dr Eric Gillies who have experience in delivering geomorphology and hydraulic modelling assessments and river management solutions. Although not a flood event, river flow was somewhat elevated so certain aspects of in-channel characteristics (e.g., a proportion of the extent of alluvial barforms) were partially obscured. However, this did not significantly hinder the assessment of the geomorphic condition of the site. Locations and characteristics of physical features were recorded using a hand-held GPS and camera. The data were subsequently transformed into GIS format to allow visualisation and further analysis. The types of features and characteristics recorded are listed below.



- **Reach scale channel morphology** (using a classification scheme that draws on aspects of other recognised procedures – SEPA, 2012; Montgomery and Buffington, 1997; Brierley and Fryirs, 2000).
- **Sediment sources/ storage** (e.g., tributaries, bank erosion, within-channel storage in barforms), noting dominant sediment sizes.
- **Indicators of the sediment transport regime** (e.g., the form, texture and vegetation cover of bar features and bed forms).
- **Vegetation** - both in-channel vegetation (e.g., 'large woody material', macrophytes) and riparian/bankside cover, as well as invasive alien species.
- **River engineering pressures** (e.g., bank protection, realignment, embankments, hydraulic structures, bridge crossings, etc.).


**Table 4.1. Geomorphic walkover photographs and observations (upstream to downstream, noting that flows were elevated during the survey).**



Location	Observations	Photo
Site overview		

<p>NJ 3430 6310 (Alma Cottage, Newton. Upstream extents of survey)</p>	<p>Hard bank protection (rock armour/ rip-rap) at the upstream extent of the surveyed section of the river. This structure (and the associated embankment adjoining downstream) act to inhibit natural river processes (e.g., connection with the west floodplain and channel migration).</p>	
	<p>Artificial embankment extending ~200 m downstream from the end of the rock bank protection in the photo above. This feature inhibits high flows naturally connecting with the river left/ west floodplain, focussing overbank flow into the reach downstream (i.e., in the vicinity of Ross House).</p>	

<p>NJ 3421 6383</p>	<p>View downstream to Ross House with active bank erosion river and location of incipient overbank flow evident on left/ west margins of the channel. The significant sediment and large wood accumulation (i.e., associated with the developing point bar feature) is evident on river right/ east. The point bar back channel is partially visible to the far right of the photograph.</p>	
<p>NJ 3430 6406</p>	<p>The east corner of Ross House, directly on the line of the eroding top of bank edge (note that the bank erosion has extended further since this photograph was taken and a section of the corner wall of the building has collapsed as a result).</p>	

<p>NJ 3437 6411</p>	<p>Looking upstream to Ross House, showing evidence of active bank erosion and large wood accumulation (with associated sediment deposition).</p>	
<p>NJ 3456 6417</p>	<p>Significant sediment accumulation under the viaduct on river left/ west side of channel. Also note the large wood material trapped on around the pier of the viaduct.</p>	

<p>NJ 3458 6418</p>	<p>View upstream from Spey viaduct, close to downstream extent of survey. Note the significant accumulations of large wood and alluvial sediment, indicative of a highly dynamic geomorphic environment. Ross House is located just out of the photograph on the right (i.e., river left/ west). The 2014 back-channel and preferred route is shown as red dashed arrows.</p>	
<p>NJ 3458 6418</p>	<p>View downstream from Spey viaduct, close to downstream extent of survey. As in upstream reach, note the significant accumulations of large wood and alluvial sediment, indicative of a highly dynamic geomorphic environment.</p>	

<p>NJ 3431 6419</p>	<p>Evidence of preferential floodplain flow path around west side of Ross House, towards viaduct causeway.</p>	
<p>NJ 3431 6419</p>	<p>Scour located at the entrance to the conduit under the viaduct causeway related to overbank flow through the floodplain preferential flow paths (see above photograph).</p>	

### Summary of walkover observations

- Evidence of significant erosion of the west channel margin, associated with the migration of the channel in this direction (i.e., directly impacting Ross House). Likely exacerbated due to simple riparian vegetation cover (i.e., relating to agricultural practices).
- Significant overbank flow onto the west floodplain through preferential flow paths (i.e., possibly related to natural and anthropogenic historical channels) and associated with significant scour through the conduit under the viaduct causeway.
- Significant deposition of large wood and sediment through the reach of interest, intrinsically linked to (and enhancing) the processes of lateral channel migration and morphological change.
- Significant section of hard bank protection (rock armour/ rip-rap) and embankment extending ~200 m downstream from this at the upstream extent of the surveyed reach that impacts natural river processes - means that overbank flow for moderately-sized flood events is focussed in the area between the downstream end of the embankment (and the viaduct – i.e., potentially accentuating the impact of this process to channel margins and the floodplain). Other than this, little other evidence of direct engineering pressures.
- **The highly dynamic nature of the Lower Spey in the vicinity of the Spey Viaduct means that if left unchecked, continuing erosion of the left bank at Ross House poses a potential risk of destabilising adjacent infrastructure, properties, local amenities, and land use. The existing flood issues at Garmouth are also likely to continue unabated.**

## 5. DESIGN RATIONALE

The historical assessment and geomorphic walkover observations confirmed the dynamic nature of the lower River Spey which poses a significant risk to the Ross House property on the left bank (and other significant infrastructure downstream).

The principal driver for the proposed restoration/ management interventions resulting from this project will be the reinstatement, as much as is practicable, of natural channel-floodplain physical and ecological functioning on the study reach (and the associated benefits that this will bring). To achieve this, we propose to apply an over-arching philosophy of ‘process-based restoration’. This concept is gaining increasing interest in river management worldwide and Dr Moir has recently co-authored a paper on the practical applications of the philosophy (Beechie *et al.*, 2010). The underlying concept of the theory is that by firstly determining the ‘reference state’ for the river and subsequently tackling the impacts to the processes of water and sediment supply, transport, and storage at the largest possible spatial scale, this will permit the physical recovery of the river in a more natural, stable, and self-sustaining manner, thereby also providing the fundamental basis for ecological recovery. In this way the river itself will subsequently do the work of maintaining a ‘natural’ and self-regulating environment with the minimal requirement for subsequent intrusive interventions.

To reiterate, since physical form and processes provide the template for many important ecological functions (and the associated biota and their habitats), restoring these generic controls at appropriately meaningful scales will bring about, in the medium to longer terms, a sustainable ecological benefit. Ecological benefit will also be explicitly assessed in terms of local protected species. Therefore, in addition to site-specific restoration interventions, the range of options presented may

well include broader-scale suggestions on the management of the entire reach and span 25 years or more into the future.

As with any construction that involves working in the natural environment, complete and spatially continuous supporting data sets (e.g., services, ground conditions etc) are not always available. Therefore, unexpected issues may arise once the construction phase has begun. Under such circumstance, we are required to make decisions at short notice as to how designs need to be modified to solve these issues. This process is known as 'field-fitting', with this term used throughout this document where necessary.

The proposed channel management options are illustrated in Figure 5.1. and aim to reproduce natural processes for the development of stable bar or island features that divert the course of the river and drive long-term morphological evolution. Natural log jams commonly encourage changes in flow process and sediment dynamics that lead to the development of bar features.

Aerial imagery indicates a transverse bar forming a submerged riffle across the channel as it extends from the exposed point bar on the right bank. Figure 5.1 indicates the approximate locations<sup>2</sup> for the proposed implementation works (i.e., installation of LWS, described in more detail below) that aim to align with the sub-surface extents of the riffle; representing an existing net zone of sediment accumulation (i.e., associated with reduced the depth of flow), the aim is to enhance these processes by increasing the roughness of the channel in this area.

Upstream from the riffle, an exposed embryonic lateral bar was evident on the aerial image in Figure 5.1 during low flow conditions. Recent site observations suggest that this lateral bar feature is no longer as apparent although the associated transverse bar/riffle crest have remained largely in situ indicating a zone of net sediment storage. This natural sediment accumulation along the left bank can be accentuated through the addition of a substantial LWS, a feature that will increase roughness and reduce the competency of the flow in the vicinity of the structure, encouraging a zone of enhanced/preferential sediment deposition. The gradual increase in elevation and volume of this left bank bar associated with the enhanced sediment transport processes will direct flows away from the left bank and towards the existing point bar back channel to the right/ east.

The former 2014 channel (Figures 2.2 and 3.2 and Table 4.1) is preserved as a topographic low within the accumulating right bar feature and acts as a back-channel feature. Reprofiling (i.e., lowering) the channel bed at the entrance to this back-channel feature will further encourage the main flow route of the Spey to follow this former flow path of the river and, therefore, away from the left bank where Ross House and other infrastructure are at considerable risk. Material excavated from the backwater can be redistributed to support the construction and stabilisation of the LWS on the left bank.

There are two potential construction approaches with regards to installation of the proposed management options:

- 1) Installation follows a phased approach such that the LWS will be installed from upstream to downstream over a series of interventions to better mimic natural bar evolution. In this way the LWS will more effectively tie into the embryonic lateral bar feature, gradually enhance sediment accumulation, and allow diversion of the flow

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<sup>2</sup> Note that the physical condition of the channel has changed from that of the background photograph, meaning that the specific location of the works will likely require to be 'field-fitted' to some degree to reflect the current form of the site.

path into the 2014 channel and restoration of adequate dimensions to contain a range of flows. In the absence of detailed morphodynamic modelling this will allow progressive adjustments to designs following high flow events before implementing the next phase of construction. The disadvantage being that this will take quite a lot of time, to the extent that the ongoing risk is not managed in a sufficient timeframe. An issue may also arise with regards to sourcing the required ballast and back-fill for the LWS if the back channel reprofiling is not partially or fully undertaken at the same time.

- 2) Construction of the full design (i.e., full extent of LWS and associated reprofiling of the back channel) is undertaken is a single phase of works. The advantage of a single phase of works is that it more quickly reduces ongoing risk to property and infrastructure and the number of occasions disruptive in-channel and bankside construction works take place. The disadvantage is that the design cannot be progressively adjusted in response to flow events which increases the risk of damage.

It is recognised that constructing a substantial LWS could potentially constrict the width of the existing River Spey flow path if the former 2014 channel is not sufficiently increased in dimensions. It is therefore advised that, under both options 1 and 2, some degree of associated reprofiling of the back channel is undertaken. However, given the ongoing high risk to Ross House and other downstream infrastructure, construction option 2 is recommended; although allowing for greater confidence that the ultimate implemented works will perform as required, it is likely that the timescales necessary to deliver option 1 will be too great (i.e., given the high degree of risk to Ross House and other downstream infrastructure).

The proposed management options at the locations shown in Figure 5.1 are intended to provide sustainable medium- to long-term solution for the risk posed to the Ross House founded on a process-based approach which work in tandem with interim bank stabilisation measures at the property. It is also anticipated that the management options proposed in this report will tie into long-term plans proposed for this reach of the River Spey which may include restoring the main flow path to the 2004 alignment (Figure 3.2).

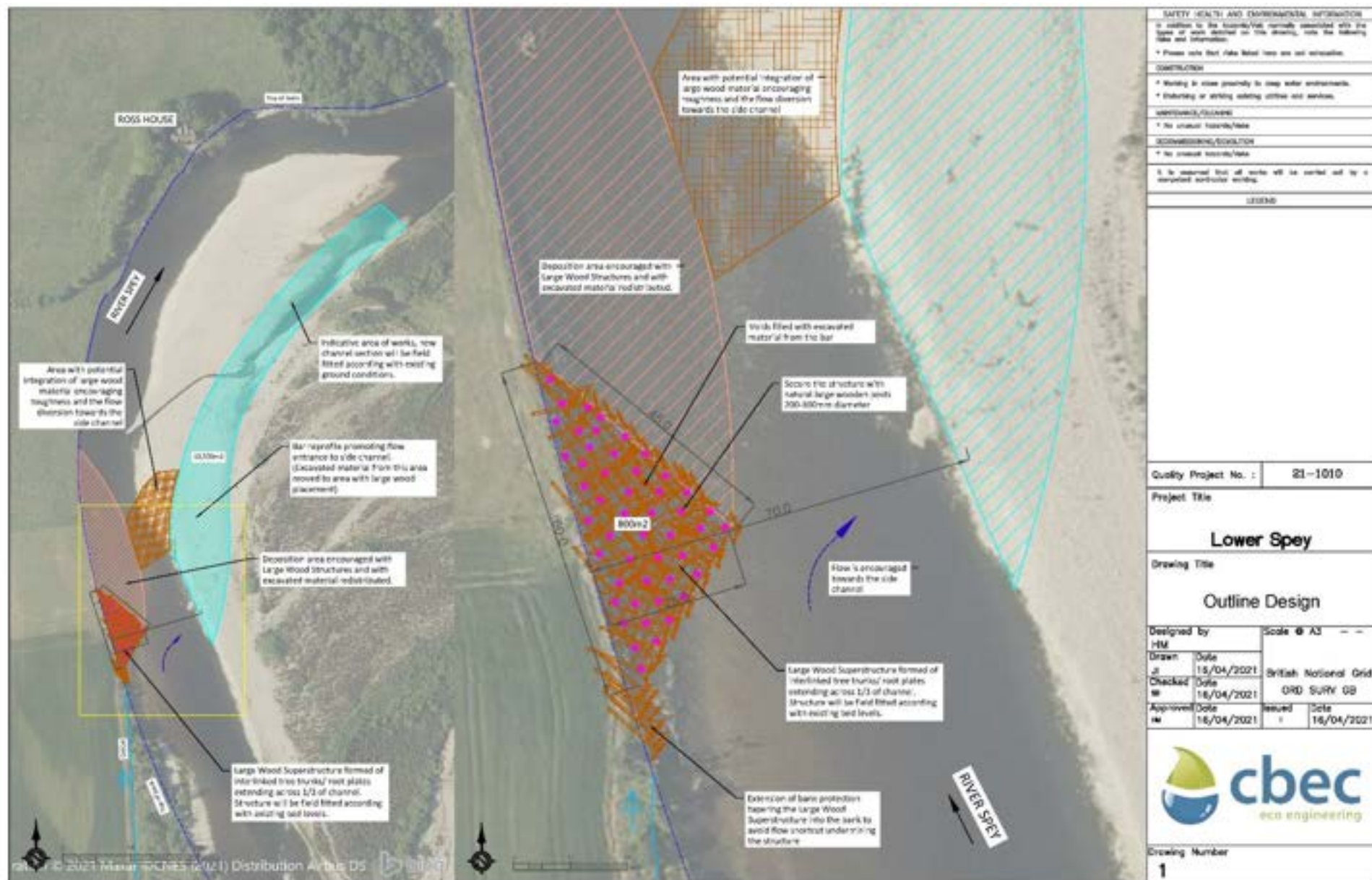


Figure 5.1: Location and general design specifications of proposed channel management works to encourage flow diversion into the former 2014 channel.

## 6. IMPLEMENTATION AND DESIGN OF LARGE WOOD FEATURES AND CHANNEL REPROFILING

To ensure the effectiveness of the LWS for reducing the risk to the specific area of concern (i.e., in the vicinity of Ross House), the development of the proposed design has also considered the wider study area (and adjacent sections of river) for the site. The interaction between flow, channel geometry (e.g., depth, width, slope) and bed particle size is important for determining how sediment is stored and mobilised in the vicinity of the proposed LWS (and, therefore, how it impacts the evolution of flow patterns over time). Our experience has shown that if the large wood structures are not suitably scaled to the channel dimensions (particularly width), their influence on river processes (i.e., particularly sediment transport) may not be sufficient to provide the desired effect (i.e., in this case, diverting the main flow of the river away from area of risk). For this reason, multiple trees of sufficient size have been recommended to construct the LWS to ensure that the area presented to the flow (i.e., the vertical extent above the channel bed and the width of structure presented to the prevailing flood flow direction) is sufficient to exert an appreciable influence on in-channel processes (i.e., to direct flow into the back-channel feature).

Ideally detailed design specifications would be supported by hydraulic or morphodynamic modelling for best results – both to determine the likely trajectory of evolution of the channel post-construction to result in the required longer-term adjustment of the main flow direction and to ensure that the required stabilisation of the structure has been adequately specified (i.e., relating to hydraulic forces experienced during high flow events). Given the current budget and time constraints, the outline design presented here has been based on expert judgement and, given the complex geomorphic processes exhibited at the site, there is some residual uncertainty associated with this.

### 6.1 LARGE WOOD STRUCTURES

The trees comprising the LWS should be generally oriented so that the root plates face upstream (i.e., relative to the prevailing flow direction) at an angle of 30°-45°. To further increase structure stability, the root plates should be buried into the channel bed to about half of their diameter and with the retained length of trunk away from the root plate being angled down into the channel bed. Given the dynamic character and high hydraulic forces of the River Spey at the design reach, the proposed LWS requires to be constructed with an interlinked latticework structure, with each large wood<sup>3</sup> element being stabilised by other elements lying over it (i.e., forming an ‘engineered log jam’, Figure 6.1; with each large wood element overlapping by at least 25% of their total trunk length at their downstream and upstream extents.

Furthermore, wooden posts of 200-300mm diameter shall be buried to a depth of up to 2 m where feasible into the channel bed to stabilise the trunks. These should rest up against the downstream side of the trunks of each large wood element, one at the base (i.e., at the root plate) and another near the opposite end (although other intermediate posts can also be implemented). The placement of the posts will require an element of field fitting to account for the location of branches and the local condition of the channel bed (e.g., difficulty of driving them into the substrate). The design principles are based on extensive experience of the design team gained in high river energy environments, published research and methodological guidelines (e.g., Brooks et al. 2006; Gallisdorfer, M.S. 2014).

Sediment excavated from the associated reprofiling of the eastern back channel (see Section 6.2, below) will be used to infill the voids between the large wood elements comprising the LWS. This

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<sup>3</sup> Trunks with root plates attached

material will be sufficient to also fill on top of the wood elements, providing ballast to resist buoyancy and drag forces during high flow events. The resulting engineered log jam structure essentially forms a bank-attached flow deflector as shown indicatively in Figure 6.1. It is anticipated that the constructed structures will have more sediment integrated within them as explained in Section 5 and shown on Figure 5.1.

The combination of the sufficient burial of the large wood elements into the bed/ bank of the channel, their combined interlinked latticework structure, the stabilising wooden posts, and the sediment fill/ ballast, the LWS will remain intact in up to moderately size flood events.

In our experience, an element of field fitting is always required to ensure the structures are implemented correctly, based on site-specific characteristics. For this reason, cbec always recommends that a member of the design team is on site for key stages of the construction phase. This ensures the designs are built as specified, maximising habitat value and the longevity of the structures.



**Figure 6.1: Examples of engineered log jam flow deflectors (from Brooks, A. P. 2006)**

## 6.2 CHANNEL REPROFILING

The proposed excavation must be subtle so that it only serves to accentuate the back channel as a preferential flow path rather than constructing a new channel of sufficient cross-sectional area to carry all the flow of the Spey. There must be very gradual lateral and longitudinal grading of the back channel, ensuring that there are no abrupt breaks in slope that subsequent hydraulic processes could exploit causing adverse impacts such as bed incision and head-cut and lateral erosion processes. As such, we recommend field fitting the extent and scale of excavation based on the morphology of the back channel at the time of construction works.

Most of the excavation should be undertaken in the upstream entrance to the back channel – once sufficient flow enters the back channel, hydraulic forces should work to mobilise any excess material within it further downstream.

Riparian planting is normally recommended to reduce erosion rates by promoting increased bank stabilisation through the establishment of root structures and added roughness to the channel margins. Fencing may be required to prevent grazing of native tree species within the planted areas of the riparian corridor whilst acknowledging the limitations of current land use and landownership.

## 7. IDENTIFICATION OF LICENCES AND PERMISSIONS

Following consultation with the relevant local planning departments and SEPA, the licencing requirements and permissions that may be required to be able to undertake the proposed management works have been outlined in Table 7.1.

**Table 7.1 Licencing and Permissions for Lower Spey sustainable channel management**

Organisation	Type of Licence/ Permission	Comment
SEPA	Control Activities Licence (CAR)	CAR and/or GBR25 (likely CAR)
SNH	Freshwater Pearl Mussel Survey	To be completed 2 weeks prior to construction works commencing.
SNH	Otter Survey	To be completed 2 weeks prior to construction works commencing.
Moray Council	Planning Permission	Planning permission not required.

## 8. POST-CONSTRUCTION MONITORING CONSIDERATION

Post-construction monitoring of the physical condition of the study site is important to assess the stability and function of the built design (especially immediately after construction) and to support any 'adaptive management' of the design that may subsequently be required. Prior to developing the monitoring scheme, areas of particular concern or risk should be identified with particular attention on these areas within the proposed plan.

Monitoring is recommended immediately after the construction work has been completed and should ideally involve topographic surveying (although could include less intensive methods such as reconnaissance walk-over surveys and fixed-point or aerial 'drone' photography, see below). This would provide a 'post-implementation' baseline condition of the individual site against which subsequent monitoring could be assessed. The bank stabilisation and in-channel sediment management works will have the greatest potential for change in the period immediately following implementation (particularly in response to high flow events) prior to a state of 'dynamic equilibrium' being achieved. Therefore, resurveys are recommended after significant flood events ('bankfull' or higher) for a period until a condition of stability is reasonably determined to have been achieved.

Potential monitoring methods:

- **Fixed-point photography:** to visually capture the physical evolution occurring at specifically selected GPS-locations, at relatively frequent intervals (e.g., once every three months).
- **Geomorphic walkover resurveys:** post-construction and then subsequent geomorphic walkover surveys to assess the physical conditions of the site. Comparison between surveys allows evolution to be assessed.
- **Drone survey:** overhead survey of the site to visually capture the changes in the physical evolution of the site.

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## Proposed engineering works for River Spey at Queenshaugh, August, 2021



Red line current main flow of river directly into lands of Queenshaugh. Broken line direction river heading  
Red box represents proposed tree construction to guide river eastwards. Yellow line direction that river will be guided.  
Blue hash box. Channel to be deepened and widened to encourage river eastwards away from Queenshaugh land.

## Proposed engineering works for River Spey at Queenshaugh, August, 2021



Red line current main flow of river directly into lands of Queenshaugh

Red box represents proposed tree construction to guide river eastwards. Yellow line direction that river will be guided.

Blue hash box. Channel to be deepened and widened to encourage river eastwards away from Queenshaugh land.

## Proposed engineering works for River Spey at Queenshaugh, August, 2021





**Notice of Motion  
Moray Council - Wednesday 15 September 2021**

**Gulls**

Gulls, also known locally as Seagulls are a prominent feature of coastal life. Due to various reasons Seagulls are often found in close contact with humans. In the past this has caused difficulties particularly as adult birds protect their young on residential streets. This year appears to have shown a significant rise in complaints throughout Moray.

There is no current duty on local authorities in Scotland to provide advice, support or action to local residents in dealing with Gull problems.

Given the level of public demand we ask council to direct officers to look into a package of options Moray Council could put in place to support communities, bringing back a paper detailing those options and costs.

We recognise that the administration have already instructed officers to undertake some work and we welcome cross-party working on what is an important issue to local residents. This motion seeks to formalise the work that has been asked for and provide officers with the assurance of cross party agreement -

We therefore ask council to agree –

1. To instruct officers to bring a paper to the next Economic Development and Infrastructure Committee on 19 October 2021 with the potential measures Moray Council could put in place to support communities with Gull problems along with costings.
2. That the leader and chief executive will write to the Scottish Government and local MSP's highlighting the concerns of local people and calling on them to consider a new funding package to support coastal communities who face Gull problems.

Cllr Tim Eagle

Cllr Donald Gatt



**NOTICE OF MOTION to Moray Council**  
**Wednesday 15 September 2021**

**Glasgow Food & Climate Declaration**

Council notes the request made to the Council Leader by the Leader of Glasgow City Council to sign the Glasgow Food and Climate Declaration ahead of COP26 and join the commitment and call to action for a food-systems approach to tackling the climate and nature emergency.

Council further notes that signatories include a range of sub-national governments and organisations from countries around the world and include a number of Scotland's Local Authorities.

Council notes that there are no significant financial implications to signing the declaration as actions already agreed as part of our Climate Change strategy aim to deliver these benefits.

Council notes the information that can be found on the Glasgow declaration webpage at [www.glasgowdeclaration.org](http://www.glasgowdeclaration.org) and instructs the Council Leader to sign the Declaration, the text of which is detailed in Appendix 1.

Proposer

Seconder

Cllr Louise Nicol

Cllr Paula Coy



# Glasgow Food & Climate Declaration

***A commitment by subnational governments to tackle the climate emergency through integrated food policies and a call on national governments to act***

**This Declaration brings together all types and sizes of local authorities – from small and medium sized towns to mega-cities, districts and regions, territories, federal states and provinces – to speak with a unified voice in renewing their commitments to develop sustainable food policies, promote mechanisms for joined-up action and call on national governments to put food and farming at the heart of the global response to the climate emergency.**

1. *Concerned* that the COVID-19 crisis has exposed the fragility of our food systems, the vulnerabilities of large parts of urban and rural populations and the critical need for preparedness and resilience in the face of shocks;
2. *Acknowledging* that food systems currently account for 21-37%<sup>[1]</sup> of total GHGs, and are at the heart of many of the world's major challenges today including biodiversity loss, enduring hunger and malnutrition, and an escalating public health crisis;
3. *Recognizing* that unsustainable dynamics are locked in along the whole food chain, primarily stemming from industrial food and farming systems;
4. *Recognizing* that extreme inequalities are pervasive throughout the food system, and are disproportionately affecting communities including people living in poverty, people experiencing racism, people displaced due to climate change or conflict, people with precarious legal status, and many others; and furthermore that many of these same groups are exploited for their labour globally;
5. *Convinced*, therefore, that only a food systems approach targeting all the Sustainable Development Goals can identify effective intervention points to accelerate climate action while delivering many co-benefits, including the promotion of biodiversity, ecosystem regeneration and resilience, circularity, equity, access to healthy and sustainable diets for all, and the creation of resilient livelihoods for farm and food workers;
6. *Recognizing* the need to involve all food system stakeholders in decision-making for a sustainable and just transition – including food and farm workers, civil society groups, researchers, indigenous communities, women, and especially youth whose future are the most at risk from the effects of climate change and biodiversity loss;
7. *Recalling* that cities and regions are leading the way in pioneering integrated food policies and strategies at the local level to reduce their environmental footprint, drive positive food system change and ensure greater resilience to shocks;

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[1] IPCC (2019). Summary for Policymakers. In: Climate Change and Land: an IPCC special report on climate change, desertification, land degradation, sustainable land management, food security, and greenhouse gas fluxes in terrestrial ecosystems [P.R. Shukla, J. Skea, E. Calvo Buendia, V. Masson-Delmotte, H.-O. Pörtner, D. C. Roberts, P. Zhai, R. Slade, S. Connors, R. van Diemen, M. Ferrat, E. Haughey, S. Luz, S. Neogi, M. Pathak, J. Petzold, J. Portugal Pereira, P. Vyas, E. Huntley, K. Kissick, M. Belkacemi, J. Malley, (eds.)].

8. *Building* on the number of commitments on sustainable urban and regional food policies already made by cities, local and regional governments over the last two decades, in particular the 2014 World Urban Forum Medellín, the 2015 Milan Urban Food Policy Pact (MUFPP), the 2015 Seoul Declaration, the 2016 New Urban Agenda, and the 2019 C40 Good Food Cities Declaration;
9. *Recognizing* that actions must be aligned horizontally (across policy areas) and vertically (between different levels of governance) to accelerate the transition to sustainable food systems;
10. *Emphasizing* that cross-sectoral, multi-level, and multi-actor governance of food systems is required in order for sustainable and just food systems to take root, and that this requires national governments to take a proactive and enabling role;
11. *Acknowledging* that cities and regions are becoming a high ambition coalition for sustainable food system development, and that the rapidly growing global movement of city and regional food partnerships provides a uniquely powerful mechanism to deliver these reforms;
12. *Acknowledging* that without accompanying regulatory and legislative reforms at the national level, the impact of such partnerships and policies will be limited;
13. We, the undersigned elected leaders of subnational governments, in anticipation of the 26th Conference of Parties of the UNFCCC in Glasgow, commit to accelerate climate action by building and facilitating sustainable food systems transformation, by:
14. ***Developing and implementing integrated food policies and strategies*** as key tools in the fight against climate change; and ensuring that these instruments adopt a food systems approach that involves actors across all parts of the food chain; include metrics to assess GHG emissions reduction targets from food systems, as well as opportunities for cooperation and best practice sharing between subnational governments.
15. ***Reducing greenhouse gas (GHG) emissions from urban and regional food systems*** in accordance with the Paris Agreement and the Sustainable Development Goals, and building sustainable food systems that are able to rebuild ecosystems and deliver safe, healthy, accessible, affordable, and sustainable diets for all.
16. ***Calling on national governments to establish supportive and enabling policy frameworks and multi-level and multi-actor governance mechanisms***, allowing coordinated decision-making on food systems. These mechanisms will support the drafting of inclusive national food policies to be included into the revisions of the Nationally Determined Contributions (NDCs).
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**Notice of Motion  
Moray Council 15 September 2021**

**Moray Tuition – Pipes and Drums**

In light of the proposed extra funding from the Scottish Government for music tuition in our schools, this motion calls for a report to the Education, Children's and Leisure Services Committee detailing how the Council could include in its curriculum an inclusive and fully funded option for pupils to receive tuition in piping and drumming. Pipe bands are an integral part of our Scottish tradition and play a huge roll in the attraction of tourists to our area. Many councils already include this choice in their curriculum and the Moray Council should pick up the baton and continue the sterling work that has already been started by the Moray Youth Pipes and Drums Tuition Scheme in conjunction the Scottish Schools Pipes and Drums Trust (SSPDT)

Councillor Alexander  
Proposer

Councillor Creswell  
Seconder



**URGENT NOTICE OF MOTION**  
**Moray Council - Wednesday 15 September 2021**

**UNIVERSAL CREDIT REDUCTION**

Due to the potential scale of the impact of the Universal Credit cut to Moray becoming clearer and the publication of the Citizens Advice Scotland report in the last week, the Council urgently notes with concern the reduction of £20 per week for the estimated 3150 Universal Credit claimants in Moray will mean a loss of income of over £1000 per year for Moray's most financially vulnerable families. As the Joseph Rowntree Foundation has stated: 'This will hit families on the lowest incomes and disproportionately affect families with children, particularly single parent families and families where someone is disabled.'

Council further notes that as the cost of food, clothing and energy continues to rise this council must do all it can to protect Moray's most financially vulnerable families.

Council acknowledges the pressure this cut will have on local 3rd sector organisations and council services like the Income Maximisation team and Welfare Benefits team.

Council instructs the Leader to write to the UK Government, the MP for Moray and the Secretary of State for Scotland with urgency to add our voices to the calls from the devolved governments in Scotland, Wales and Northern Ireland to rethink the plans to end the Universal Credit uplift on the 6th of October.

Proposer

Seconder

Cllr Paula Coy

Cllr Graham Leadbitter





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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: RESETTLEMENT AND RELOCATION SCHEMES**

**BY: CHIEF OFFICER, HEALTH & SOCIAL CARE MORAY**

**1. REASON FOR REPORT**

- 1.1 To obtain approval to participate in the following Resettlement and Relocation Schemes and to subsequently advise the Convention of Scottish Local Authorities (CoSLA) of Moray Council's commitment towards:
- Afghanistan Relocation and Assistance Policy (ARAP) Scheme (Emergency Response) to support Afghan Locally Employed Staff (LES).
  - National Transfer Scheme to support Unaccompanied Asylum Seeking Children.
- 1.2 This report is submitted to Council in terms of Section III (B) (36) of the Council's Scheme of Administration relating to exercise the statutory power of the Council to advance well-being under the Local Government in Scotland Act 2003.

**2. RECOMMENDATION**

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

- i) agrees to participate in the Afghan Relocation Scheme;**
- ii) agrees to participate in the National Transfer Scheme for Unaccompanied Asylum Seeking Children;**
- iii) note the Council's positions in respect of the current and future Resettlement Schemes;**
- iv) agrees to allocate funding for a dedicated resettlement team;**
- v) delegates authority to the Head of Housing and Property to negotiate and agree terms for the lease of Ministry of Defence (MOD) housing stock; and**
- vi) notes the precedent for any allocations of social housing under related schemes to be made by the Housing Needs Review Group.**

### **3. BACKGROUND**

- 3.1 The 1951 UN convention relating to the status of Refugees is the framework which underpins international refugee protections. It, along with the 1967 Protocol, clearly sets out the definition of a refugee, along with the legal protection, assistance and social rights a refugee is entitled to receive. It also highlights the obligations of refugees towards their host country.
- 3.2 Convention of Scottish Local Authorities (CoSLA) is coordinating refugee resettlement efforts between all 32 Scottish local authorities. Refugee resettlement schemes seek to resettle the most vulnerable adults and children's who have fled violence in their home country. The United Nations Refugee Agency (UNHCR) refers refugees to the UK Government for relocation through resettlement programmes. People who are selected by the UNHCR are some of the most vulnerable refugees in the MENA (Middle-East and North Africa) region and fall under one or more of the following vulnerability criteria; women, children and young people at risk; people in severe need of medical care; survivors of torture and violence; refugees with legal and or protection needs; refugees with medical needs or disabilities; persons at risk due to their sexual orientation or gender identity; and refugees with links in resettlement countries.

#### **Syrian Vulnerable Persons Resettlement (SVPR) Scheme**

- 3.3 In 2016, the Council responded to an urgent request from the UK Government and CoSLA's Strategic Migration Partnership to assist those refugees displaced from Syria. As a result, the Council committed to resettle seven families (equating to 13 adults and 14 children) with continued support over the past five years under this Scheme. Most recently six out of seven families have been supported to complete their "leave to remain" application, biometrics, which allows permanent residency in the UK.
- 3.4 This current scheme concluded in March 2020 and is replaced by the UK Resettlement Scheme (ref 3.5) that broadens the geographical schemes beyond the MENA regions with continued funding in place.

#### **United Kingdom Resettlement Scheme (UKRS)**

- 3.5 The UKRS is an open ended scheme that intends to provide sanctuary for refugees in greatest need of protection, including those requiring urgent medical treatment, survivors of violence and torture, and women and children at risk. It is hoped 5,000 of the most vulnerable refugees can be resettled in the UK in 2021/22. Current [Home Office funding rates](#) have been retained.
- 3.6 Given the Council's commitment to Syrian VPR scheme, the Council have not committed to taking any families through this route at this current time.

#### **National Transfer Scheme (NTS) - Unaccompanied Asylum-Seeking Children (UASC)**

- 3.7 The National Transfer Scheme for UASC provides a statutory mechanism for unaccompanied children to be transferred between an entry local authority to

another local authority in the UK, facilitating a more even distribution of responsibility across the UK.

- 3.8 The NTS has been open to Local Authorities since 2018. The Scottish Government and CoSLA are asking all local authorities to accept 0.07% of their total child population, this equates to 1 child each year in Moray. Currently it is mainly young males aged 16-18 requiring support through the scheme and as such are classified as looked after children with obligation under the Children and Young Persons (Scotland) Act 2014 and associated Corporate Parenting responsibilities.
- 3.9 [Financial support](#) is offered per night at a low and high rate of £114 to £143, which ceases when the child turns 18yrs old, unless they continue in further education. The higher rate is awarded if the number of children exceeds 0.07% of the ONS 2020 Mid-Year Child Population Estimate for the council area.

### **Afghanistan Relocation and Assistance Policy (ARAP) Scheme (Emergency Response)**

- 3.10 [ARAP Scheme](#) launched on 1 April 2021, to support the relocation of the Locally Employed Staff (LES) to the UK, in recognition of their commitment and bravery shown by local staff who supported UK forces in Afghanistan. The situation in Afghanistan is changing dynamically and relocation is becoming more urgent as NATO withdraws by September 2021.
- 3.11 On 3 June 2021, the UK government formally wrote to all Local Authority Chief Executives and Council Leaders across the UK, seeking support for the accelerated relocation of LES who has been supporting the UK in Afghanistan. UK Government plans to relocate 3000 individuals by the end of August.
- 3.12 Funding is provided for 12 months for local authorities to provide a package of intensive support to individuals or families, following which self-sufficiency is the intended outcome. Funding package is to support accommodation set up, rent and other housing related costs, together with funding for the delivery of integration support covering a range of areas including; advice and education services for school aged children. The offer will also be enhanced through additional central government integration support, including an online welcome pack for all new arrivals and local engagement networks for participating local authorities to share information and resources.

### **Afghanistan Citizens Resettlement (ACR) Scheme**

- 3.13 [ACR scheme](#) is the UK governments new bespoke resettlement route for Afghan refugees. Thousands of Afghans most in need, including women, girls and children will be prioritised given their particular vulnerability. The UK Government aims to deliver one of its most ambitious resettlement schemes to welcome 5000 Afghans in year one, with a total of 20,000 in the long term.
- 3.14 The UK Government is working urgently to open this route. Further details will be announced in due course.

## **Proposed Resettlement Team**

- 3.15 The Council's previous involvement in Syrian Refugee Scheme, has allowed Officers, services and agencies to gain experience, learnings and skills to support future schemes. The principle learning is to create a dedicated resettlement team to coordinate the multiple resettlement programmes.
- 3.16 The vision for Morays resettlement programme is to place equal value and importance on capacity building of the individual refugee, family and settled community, as resettlement essentials are identified as access to housing, health, education and employment. An underpinning community development approach ensures creative solutions can be found with people and communities to support a flourish, connected community for all.
- 3.17 The resettlement team required to meet the needs of incoming refugees will need to have a wide ranging mix of professional backgrounds including housing, social work, education, community development. The team will be on Council terms and conditions and will be funded by the Home Office through resettlement funds attached to each refugee. An initial team will consist of 1FTE Grade 10 Resettlement Co-Ordinator and 3 x FTE Grade 5 Support Workers (grades indicative and subject to confirmation by HR). These temporary posts will initially be for 12 months, with potential to extend dependent on scheme funding.
- 3.18 Dedicated support for any unaccompanied minors received will also be required and this will be established following confirmation and establishment of needs of young people received with further detail on staffing and costs brought back to a subsequent committee. Seeking dedicated supported lodgings or foster care arrangements for these young people paid at existing rates is envisaged.

## **Housing**

- 3.19 The most pressing need for housing under the ARAP scheme is for larger family properties given household size, typically three and four bedroom properties. There tends to be a lower turnover of these properties in the social sector, therefore any allocation by the Council or Registered Social Landlords (RSLs) would necessitate a reasonable lead-in time and be likely to deliver smaller property sizes (two and three bedrooms).
- 3.20 Initial contact has been made with the MOD regarding service accommodation in the area which is understood to be vacant pending a long-term decision and would meet the needs of larger families. The intention would be for the Council can lease some of these properties on behalf of families being resettled under the ARAP scheme.
- 3.21 Whilst formal agreement would need to be negotiated, this is an arrangement which has been entered into elsewhere in the UK and correspondence received from the Secretary of State for Defence indicates a strategic alignment of objectives.
- 3.22 Subject to agreement with the MOD, the Council would seek to lease the properties for a minimum period of two years in order to sublet them to families

being assisted under the scheme. Funding would broadly mirror the previous scheme to assist Syrian households, with initial setup costs being met and thereafter welfare benefits entitlement assisting with rent costs as required.

- 3.23 Should households require to move within the initial term, their needs would be considered under the scheme of allocations and if requiring a move to permanent accommodation after the initial period, the Housing Needs Review Group would assign priority on a similar basis as under the Syrian scheme. We would also invite local RSLs to participate. This would also be the arrangement should accommodation be required to participate in the scheme in the event that negotiations with the MOD are unsuccessful.

#### **4. KEY MATTERS RELEVANT TO RECOMMENDATION**

- 4.1 Given the spirit of the ARAP scheme and the rapid deterioration of the situation in Afghanistan, it is proposed that the Council agrees to participate in this scheme. Taking into account the current and ongoing demands for accommodation across Moray accompanied by early negotiations with the MOD to utilise surplus military housing, it is recommended that the Council's contribution to the scheme is up to 10 properties with MOD assistance, or 5 properties if required to allocate social housing. It is noted that in the latter instance the household sizes would be smaller.
- 4.2 As of 1 Sep 21, CoSLA has written to CSWO across Scotland requesting Local Authorities to participate in the NTS for Unaccompanied Asylum-Seeking Children with children arriving to Scotland in October. Given the immediate need for placements, it is recommended that the Council contribution to National Transfer Scheme for Unaccompanied Asylum-Seeking Children is capped at 3 children within this scheme. It is noted that this may need to be reviewed as the situation in develops over time.
- 4.3 Local authorities with dedicated resettlement teams administer and support the requests, relocation and resettlement schemes. This provides a faster route to support and protect those most vulnerable.
- 4.4 The Home Office provides a funding package to the local authorities who come forward to support and welcome Afghan refugees. A financial summary of the UKRS and ARMA schemes is in **Appendix 1**.

#### **5. SUMMARY OF IMPLICATIONS**

- (a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan "Moray Partners in Care 2019 – 2029"**  
Moray Council Corporate Plan 2020-23 outlines its ambitions to support children and families and communities. The new citizens of Moray could contribute to a growing, diverse and sustainable community.

In the interest of safer communities; it is important that community cohesion and integration is a curtail part of the approach to supporting the integration into Morays communities.

**(b) Policy and Legal**

Participation in the resettlement and relocation schemes are voluntary at this time of writing.

The Council has clear powers to assist refugees within Moray. There is no clear powers to assist refugees out with Moray, however section 20 of the Local Government in Scotland Act 2003 gives the Council powers to promote or improve wellbeing and could justify the support of local charitable activity, if required.

The legal team will assist the Head of Housing and Property to draft head leases for the MOD & RSLs as applicable and for appropriate sub-leases for households.

**(c) Financial implications**

Financial support for the dedicated resettlement team will be allocated through the Home Office financial packages. This is dependent on the number of refugees to financial cover the core costs. Property costs will also be covered by Home Office funding and via welfare benefits as applicable.

There is also the potential for costs associated with providing support for additional support needs and English as a second language within schools depending upon the needs of any school pupils who arrive. The ARAP includes integration support, including education services, so there should be some financial support for any such provision that might need to be considered.

It is noted that that Council will require to underwrite certain costs, including staffing and property in the first instance and that whilst the intention would be for income to recompense this, there may be a net cost to the Council by provision extending beyond the baseline funding arrangements. Under the circumstances it is considered appropriate to proceed without full details of the funding being confirmed and for tolerance of a contingent liability to the Council in order to meet the urgent needs of households under the ARAP scheme.

The temporary resettlement team will be made up of:

Resettlement Coordinator Grade 10 – (£45,805) £59,748

Support Workers x3 – (£23,581) £30,166 (grades subject to confirmation by HR)

A total cost of **£150,246**

The Council makes a small provision for contingencies when the budget is set. The balance on that provision is £50,000. The costs of staffing the team will cost £12,520 per month and that remaining contingency funding would provide the funding for this for a period of four months. In addition there may be property costs, at this stage unknown. These would fall to be funded from reserves if the contingency provision is extinguished.

**(d) Risk Implications and Mitigation**

The scale of this work should not be underestimated. This is resource intensive and is likely to require front load investment to ensure success. The allocation of a project officer to manage and report on the Schemes enables a clear commitment from Moray Council to supporting the refugee programmes.

However, there will be a risk of delay if appropriate staffing resource cannot be allocated for the team, not underestimating the individual pressures within department to prioritise this urgent request to support refugees in Moray.

It is likely that the NTS for Unaccompanied Asylum-Seeking Children becomes compulsory, therefore in anticipation of such decision, it is noted that CSWO and Interim Head of Children Services agrees to Moray welcoming up to 3 children as part of the scheme.

**(e) Staffing Implications**

The project will be managed by the Chief Social Work Officer with temporary project manager/officer on loan to assist with the project until a dedicated resettlement team can be established.

**(f) Property**

If agreement is reached with the MOD, otherwise vacant property would be brought back into use. Otherwise a small proportion of social housing allocations would be required to facilitate participation in the scheme.

Relevant lease agreements will be entered into with the MOD and/or RSLs and tenancy rights will be afforded to families allocated accommodation under the schemes.

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

An EIA has been completed by the Equal Opportunities Officer and is found in **Appendix 2**.

**(h) Consultations**

Chief Executive (Moray Council), Chief Social Work Officer; Chief Financial Officer MIJB; Head of Governance, Strategy and Performance (Moray Council), Head of Housing and Property (Moray Council), Committee Services (Moray Council); Chief Financial Officer (Moray Council), Chief Finance Officer (Moray Council); Interim Head of Children's and Families and Justice Social Work (Moray Council); Equal Opportunity's Officer (Moray Council); Chief Officer MIJB, have been consulted.

## **6. CONCLUSION**

### **6.1 To support the request from the UK Government, seeking local authorities support to participate in the Afghanistan Relocation and Assistance Policy Scheme, to provide housing and other support to those who have been supporting the UK in Afghanistan.**

- 6.2 To commit to welcoming and supporting unaccompanied asylum seeking children to Moray to provide a safe and supportive home.**
- 6.3 The dedicated temporary Resettlement Team should be formed at speed for Moray to be ready and responsive for the coordination, support and continuity of care for those refugees who need a safe and welcoming new home in Moray.**

Author of Report: Carmen Gillies Senior Project Officer HSCM  
Background Papers: With Author  
Ref: SPMAN-1108985784-658  
SPMAN-1108985784-661  
SPMAN-1108985784-662

## Appendix 1

## Summary of Financial Packages

	<b>UK Resettlement Scheme</b>	<b>Afghan Relocations and Assistance Policy (ARAP)</b>	<b>Unaccompanied Asylum-Seeking Children</b>	<b>NEW - Afghan Citizens Scheme</b>
	(£)	(£)	(£)	(£)
<b>TOTAL per capita *</b>	<b>20520</b>	<b>10500</b>	<b>114 or 143 per night</b>	<b>TBC</b>
<b>Year 1</b>	8520	10500	41610 or 52195	TBC
<b>Year 2</b>	5000			
<b>Year 3</b>	3700			
<b>Year 4</b>	2300			
<b>Year 5</b>	1000			
<b>Health</b>	2600			
<b>Education Yr. 1 (2/3yrs)</b>	2250			
<b>Education Yr. 1 (3-18yrs)</b>	4500			
<b>ESOL Yr. 1</b>	850	850		
<b>Information</b>			Rates per night depend of number of UASC.  Payment ceased when child is 18yrs old	Pledge 20000 refugees with 5000 in Yr. 1 to UK

\*Each Scheme is awarded a financial budget per capita (including children)

For example a family of 4 (2 adults, 2 children) arriving to Moray on the ARAP scheme, awards the local authority of £42,000 plus £850 each for ESOL provision.



**APPENDIX 2****SECTION 1 - DO I NEED AN EIA?****DO I NEED AN EIA?**

**Name of policy/activity:** Afghan Relocation Scheme

Please choose one of the following:

Is this a:

- New policy/activity? ✓
- Existing policy/activity?
- Budget proposal/change for this policy/activity?
- Pilot programme or project?

**Decision**

Set out the rationale for deciding whether or not to proceed to an Equality Impact Assessment (EIA)

A commitment to support the Afghan Relocation Scheme will engage Human Rights and Equality legislation on the grounds of ethnicity, religion, disability, sex, sexual orientation, gender reassignment. It is important that due regard will be given to the need to

- Eliminate discrimination, harassment, victimisation and other conduct prohibited by the Equality Act 2010
- Promote equality of opportunity
- Foster good relations between groups who share a protected characteristic and those who don't.

**Date of Decision:**

**If undertaking an EIA please continue onto the Section 2. If not, pass this signed form to the Equalities Officer.**

**Assessment undertaken by:**

Director or Head of Service	
Lead Officer for developing the policy/activity	<b>Carmen Gillies</b>   Senior Project Officer   Health & Social Care Moray
Other people involved in the screening (this may be council staff, partners or others i.e. contractor or community)	Don Toonen, Equal Opportunities Officer, Moray Council

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Brief description of the affected service

<p>1. Describe what the service does:</p> <p>Respond to a request from the UK Government, seeking the local authorities' support to participate in the accelerated relocation scheme to provide housing and other support to locally employed staff, who have been supporting the UK in Afghanistan.</p>
<p>2. Who are your main stakeholders?</p> <ul style="list-style-type: none"> <li>● Afghan refugees</li> </ul>
<p>3. What changes as a result of the proposals? Is the service reduced or removed?</p> <p>This is a new service</p>
<p>4. How will this affect your customers?</p> <p>The service is aimed at supporting Afghan families/unaccompanied children who will be very vulnerable following events in Afghanistan over the last 20 years, exacerbated by events over the last months. They may or may not speak/understand English, they are likely to have been severely traumatised and may have psychological and/or physical support needs. Given the situation, they will have few or no possessions and will have to integrate into a society and culture that may be alien to them.</p> <p>In Moray they will be settling in an area with a strong military presence and will have to adapt to a dominant presence of military aircraft.</p> <p>If school children are among the refugees they will need to be supported with integration into the education system, likely with additional support regarding language and emotional/cultural resilience.</p>

5. Please indicate if these apply to any of the protected characteristics		
Protected groups	Positive impact	Negative impact
Race	√	√
Disability	√	
Carers (for elderly, disabled or minors)	√	
Sex	√	√
Pregnancy and maternity (including breastfeeding)	√	
Sexual orientation	√	√
Age (include children, young people, midlife and older people)	√	
Religion, and or belief	√	√
Gender reassignment	√	√

Inequalities arising from socio-economic differences	√	
Human Rights	<p>Article 3 – Freedom from Torture &amp; Inhuman or Degrading Treatment</p> <p>Article 8 - Respect for your Private &amp; Family Life, home and correspondence</p> <p>Article 14 - Protection from Discrimination on the grounds of disability</p> <p>Article 5 – Right to Liberty &amp; Security</p> <p>Article 6 – Right to a fair trial</p> <p><a href="https://www.equalityhumanrights.com/en/human-rights/human-rights-act">https://www.equalityhumanrights.com/en/human-rights/human-rights-act</a></p> <p>Whether and when human rights are engaged or breached would be decided on a case by case basis depending on the circumstances of each individual case.</p>	

**6. Evidence.** What information have you used to make your assessment?

<b>Performance data</b>	
<b>Internal consultation</b>	<b>Discussions with staff involved in Syrian Resettlement.</b>
<b>Consultation with affected groups</b>	
<b>Local statistics</b>	
<b>National statistics</b>	<b>UK Government statistics stating that it concerns around 1,000 Afghan locally employed staff and their families.</b>
<b>Other</b>	<b>COSLA briefings and information session.</b>

**7. Evidence gaps**

Do you need additional information in order to complete the information in the previous questions?

There is no information, as yet, about numbers that will be allocated to Moray nor details of the persons involved.

## 8. Mitigating action

*Can the impact of the proposed policy/activity be mitigated?*

Please explain

**Race/religion:** Experience with the Syrian Resettlement has shown that there is a small but vociferous group of people who express ill feelings towards migrants and Muslims. The publicity around the arrival of Syrian families was an important element of containing this. FAQs were published on the Council's website. This can be adapted to the Afghan situation.

In addition, training given to the families assisted the families in integrating into their communities. The training covered child protection, equal opportunities legislation, cultural differences, access to medical services. The families were introduced to uniformed officers from Police Scotland to help them overcome their suspicions/fears of police and armed forces. A welcome pack was drawn up and translated, covering information about practical issues including access to medical services, housing, benefits, fire prevention.

Additional support is likely to be needed for those family members with limited command of English. This can be provided by face-to-face interpretation, written translation and support through the Council's EAL team.

**Disability:** It is likely that the arrivals will have suffered severe psychological trauma and/or physical injuries. Psychological trauma is likely to surface several months after their arrival. Support from psychological medical and social work services, educational psychology, occupational therapy might be needed.

**Socio-economic inequalities:** Arrivals are likely to have lost all/most of their possessions and income. If granted refugee status they will have a right to work as well as benefits but they are likely to need support in accessing these.

The support will need an integrated approach involving DWP, Fire and Rescue, Police Scotland, NHS Grampian, Education Services, Health and Social Care, Housing Services, Income Maximisation, Council Financial Services, Third Sector.

## 9. Justification

If nothing can be done to reduce the negative impact(s) but the proposed policy/activity must go ahead, what justification is there to continue with the change?

- The Afghan Relocation Scheme has been running since 2013, to support the relocation of locally employed staff to the UK, in recognition of the fact that they are at increased risk of intimidation/ assault, given that they have worked side by side with our armed forces and officials. The UK Government launched a new policy in April 2021 and have assessed that around 1000 Afghan locally employed staff and their families may be eligible to apply for 5 years 'Leave to enter the UK' with a pathway to resettlement thereafter. Those who qualify to relocate to the UK are not

expected to return to Afghanistan. After completing 5 years limited leave, they can apply for permanent residence in the UK, ensuring they can settle here permanently and continue to build their lives and future.

- The situation in Afghanistan presents a humanitarian crisis which needs accelerated support.

## SECTION 3 CONCLUDING THE EIA

### Concluding the EIA

1. No negative impacts on any of the protected groups were found.	
2. Some negative impacts have been identified. The impacts relate to:	
Reducing discrimination, harassment, victimisation or other conduct prohibited under the Equality Act 2010	√
Promoting equality of opportunity	√
Fostering good relations	√
3. Negative impacts can be mitigated the proposals as outlined in question 8	√
4. The negative impacts cannot be fully mitigated but are justified as outlined in question 9.	
5. It is advised not to go ahead with the proposals.	

### Decision

Set out the rationale for deciding whether or not to proceed with the proposed actions:

**Date of Decision:**

### Sign off and authorisation:

<b>Service</b>	
<b>Department</b>	
<b>Policy/activity subject to EIA</b>	
We have completed the equality impact assessment for this policy/activity.	Name: Position: Date:
Authorisation by head of service or director.	Name: Position: Date:
Please return this form to the Equal Opportunities Officer, Chief Executive's Office.	






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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: THE INDEPENDENT REVIEW OF ADULT SOCIAL CARE & NATIONAL CARE SERVICE CONSULTATION**

**BY: CHIEF EXECUTIVE, MORAY COUNCIL AND CHIEF OFFICER, HEALTH AND SOCIAL CARE MORAY**

## **1. REASON FOR REPORT**

- 1.1 To inform the Council of the current situation with respect to the Independent Review of Adult Social Care (IRASC) and the consultation on establishing a National Care Service (NCS), and for the Council to consider how it will respond to the consultation.

## **2. RECOMMENDATION**

- 2.1 **It is recommended that the Council consider and note the content of this report on the IRASC and NCS consultation and give consideration on how a Council response will be formulated. 4.16 in the paper suggests one approach that the Council might take.**

## **3. BACKGROUND**

- 3.1 The Independent Review of Adult Social Care published its report in early February 2021. The review was commissioned by the Scottish Government and was independently chaired by Derek Feeley who was supported by an expert panel.
- 3.2 Between September and December 2020, the review team met with and listened to the views of over one thousand people, including many unpaid carers, as well as supported people and members of the social care workforce. This evidence formed the basis for the 53 recommendations in the final report.
- 3.3 The review defines the purpose and vision of social care as:
- ‘Everyone in Scotland will get the social care support they need to live their lives as they choose and to be active citizens. We will all work together to promote and ensure human rights, wellbeing, independent living and equity’.
- 3.4 The review sets out an ambitious vision that, if fully implemented, has the potential to transform the lives of people with social care needs, unpaid carers and the wider adult social care sector. Implementation of the review

recommendations will form part of the programme for government for the next election term.

- 3.5 A key recommendation in the IRASC is the formation of a National Care Service for Scotland (NCS). Widespread consultation has now commenced in relation to the creation of the NCS. The consultation period lasts until 2 November 2021 and a dedicated Scottish Government online area has been created at <https://consult.gov.scot/health-and-social-care/a-national-care-service-for-scotland/>

#### **4. KEY MATTERS RELEVANT TO RECOMMENDATION**

- 4.1 Important areas addressed within the IRASC include:

- A human rights approach
- Unpaid carers
- A new approach to improving outcomes
- Models of care
- Commissioning for Public Good
- Fair Work
- Finance
- National Care Service (NCS) & subsequent consultation

##### **A Human rights based approach**

- 4.2 Underpinned by Human Rights legislation, the report describes how adult social care should develop to further meet the needs of people in a way that is collaborative, is based on meaningful conversations with emphasis on support delivery where, when and how people want it. It recommends a move away from protracted and repeated assessments to a more efficient asset based approach.

##### **Unpaid Carers**

- 4.3 The review acknowledges the role of unpaid carers throughout and also includes a chapter specifically on support for carers. It recognises unpaid carers as the largest group of care providers in Scotland, greater than the health and social care workforce combined and it acknowledges that they must be viewed as equal partners in the provision of care.

##### **A new approach to improving outcomes**

- 4.4 The review sets out a new approach to improving outcomes by enabling people to have more choice and control. It highlights a gap between legislative intent and lived experience in many cases. This includes self-directed support, which has not been implemented consistently across Scotland, leading to patchy service provision and the ambitions of self-directed support falling far short of their original intentions. The review calls for the experience and implementation of self-directed support to be improved by going back to the original principles of putting people's needs, rights and preferences at the heart of decision making.

## **Models of Care**

- 4.5 The review sets out ways in which we need to build on the models of care already being delivered, including:
- The need to reduce the use of institutional and residential care. Rather than support being delivered through institutional care people should be supported in their own homes and communities. This includes models such as extra-care housing and shared lives, as well as providing early support to enable people to stay in their own homes;
  - Making better use of adaptations and technology;
  - Ensuring that people who use services and unpaid carers are at the heart of all social care support by involving them better and earlier;
  - Building on community supports;
  - Better partnership working across traditional boundaries of health, social care support and other services such as housing.

## **Commissioning for public good**

- 4.6 The review recognises that the current system for commissioning and procuring services acts as a barrier rather than a support to the development of quality, accessible social care services and therefore needs a radical overhaul. It highlights that procurement methodology and practices have increasingly driven and occasionally undermined commissioning decisions where price and competitive market environment, characterised by competitive tendering between providers, dominates.

## **Fair work and the workforce**

- 4.7 The review sets out the need to improve the pay, conditions and experience of the social care workforce. It draws heavily on the Fair Work Convention report “Fair Work in Scotland’s Social Care Sector”. It suggests that the recommendations from the Fair Work Convention should be fully implemented, and that national minimum terms and conditions as a key component for commissioning and procurement by Integration Joint Boards should be put in place.

## **Finance**

- 4.8 The review concludes that social care is currently not funded in a way which is sustainable or supports transformation of services. It acknowledges a need for significant additional investment in social care. The total bill for the proposals in the review comes in at an extra £660 million a year. Additional investment is recommended in several areas. These include enabling more people to access social care at an earlier stage, before they reach crisis; implementing the Fair Work Convention and removing charges for non-residential social care support. In addition, the review recommends increasing the financial support for free personal and nursing care for self-funders and re-opening the Independent Living Fund, as well as directing funds to preparing for our ageing population. Support for carers is specifically mentioned as an area that needs more funding, with the recommendation that the ‘National Care Service should also increase investment in a range of respite provision including options for non-residential respite, and for short breaks.’ It does not recommend a specific approach to funding but suggests different ways to raise money through taxation.

## **A National Care Service for Scotland**

- 4.9 One of the most radical changes recommended by the review is the development of a National Care Service (NCS). This would operate as a new body to oversee social care, similar to how the National Health Service oversees health, described as enabling social care to have a more equal footing with health care. As part of this proposed new structure responsibilities would shift from local authorities to national government, with a new Minister being appointed to oversee social care. The role of the NCS would include:
- Overseeing commissioning and procurement, which is how local authorities currently develop some social care services. The review recommends that the NCS should set national standards while Integration Authorities should be responsible for commissioning and procurement at a local level, as well as being responsible for GP contracts;
  - The NCS would lead on workforce development, including improvement programmes to raise standards;
  - For people whose needs are highly complex, their social care provision would be overseen by the NCS;
  - The NCS and NHS would both develop a set of joint outcome measures, which would set the standards for health and social care;
  - The Care Inspectorate and Scottish Social Services Council would be part of the NCS, allowing the NCS to play a role in the inspection of services and the regulation of the social care workforce;
  - The NCS would address gaps in social care in relation to workforce planning, data and research, IT and service planning.

### **Consultation on establishing a National Care Service (NCS)**

- 4.10 The Scottish Government has commenced a widespread consultation into the development of the NCS, running until 18<sup>th</sup> October 2021. The consultation document goes into areas which the IRASC didn't cover in terms of the future development of IJBs and the delegation of services. For example, it asserts that all children's and justice services should be delegated and delivered as part of the NCS.
- 4.11 The consultation document is lengthy and contains approximately 100 questions, seeking feedback in relation to the following themes:
- Improving care for people
  - The National Care Service and
  - The scope of the NCS
  - Reformed Integration Boards
  - Commissioning of Services
  - Regulation
  - Valuing people who work in Social Care

### **Community Health and Social Care Boards**

- 4.12 The IRASC recommends that Integration Authorities, created under the Public Bodies (Joint Working) (Scotland) Act 2014, should be reformed to take full responsibility for the commissioning and procurement of adult social care support locally, accountable directly to the Scottish Government as part of the National Care Service.

4.13 A further development in the consultation document is the proposal that IJBs should reform into Community Health and Social Care Boards (CHSCBs) which would become the sole local delivery bodies for health and social care. CHSCBs would be accountable directly to ministers, funded by the NCS and aligned with local authority boundaries. The consultation document asks for consideration that CHSCBs become employing authorities, with the Chief Officer roles becoming Chief Executives in their own right, reporting to the Chief Executive of the NCS). As well as authority for planning, commissioning and procurement, it is proposed that management of the GP contract also sits with CHCBs.

### **Reactions and Early Actions**

4.14 How has the IRASC report landed:

- COSLA and SOLACE endorse principles of empowering people, valuing the workforce and embedding a human rights approach to social care.
- Concern at the recommendation to remove accountability for social care from local government and give to Scottish Ministers
- Review is strongly supported by Disability Groups, Carers organisations, third sector providers and Scottish Care – including creation of NCS.
- Health and Social Care Scotland (Chief Officers' network) agreed to work collaboratively to work on areas of 'common ground', though some areas have expressed a degree of concern as to how certain aspects of the review findings will sit alongside a locally governed approach.

4.15 Further reaction since the consultation launch:

- COSLA has released a strong response and expressed concerns over implications of the NCS consultation focus, describing it as being significantly at odds with how local government functions in Scotland. Concern was expressed by COSLA in relation to 'departures' from the IRASC itself in relation to elements of the consultation document which were not features of the IRASC report.
- Concerns have been expressed as to the length of time available to consult, which is a shorter time frame than the Scottish Government's own guidelines in relation to consultation on major service change.

### **Framework for responding to the consultation**

4.16 There may be particular areas that the Council wish to explore in arriving at an agreed response, or set of responses, to particular parts of the consultation. A facilitated session could be one approach to allow all views to be captured.

The framework to elicit responses might be framed around some key statements.

1. Any national care service must be locally empowered and reflect the needs of our communities.
2. Reform should be guided by evidence.
3. Reform should ensure that we empower citizens and communities in the planning and delivery of social care services.

4. Nationally agreed standards could helpfully improve outcomes across health and social care.

## **5. SUMMARY OF IMPLICATIONS**

- (a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan “Moray Partners in Care 2019 – 2029”**  
This links to Outcome 7 of the Strategic Commissioning Plan “Partners in Care” – People using health and social care services are safe from harm.
- (b) **Policy and Legal**  
Social Work (Scotland) Act 1968; Carers (Scotland) Act 2016
- (c) **Financial implications**  
None directly associated with this report.
- (d) **Risk Implications and Mitigation**  
None directly associated with this report.
- (e) **Staffing Implications**  
None directly associated with this report.
- (f) **Property**  
None directly associated with this report.
- (g) **Equalities/Socio Economic Impact**  
There is no requirement for an equality impact assessment because there is no change to policy required as a result of this report.
- (h) **Consultations**  
Consultations have been undertaken with the following staff who are in agreement with the content of this report where it relates to their area of responsibility:

Health & Social Care Moray Senior Management Team

## **6. CONCLUSION**

- 6.1 **The Adult Social Care Review is a document of complex change for adult social care. The early indicators are that many aspects have widespread support however there is much detail to be worked through with multiple stakeholders.**
- 6.2 **The consultation in relation to the formation of a National Care Service is eliciting strong and diverse opinion, and widespread engagement with the consultation is encouraged in order to convey the range and volume of feedback being generated.**

Authors of Report: R Burns, Chief Executive, The Moray Council  
S Bokor-Ingram, Health and Social Care Moray

Background Papers:

Ref: SPMAN-1108985784-660



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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: OVERVIEW OF MORAY COUNCIL STRATEGIC PRIORITIES**

**BY: RODDY BURNS, CHIEF EXECUTIVE**

**1. REASON FOR REPORT**

- 1.1 To provide the Council with an overview of progress of the Council's strategic priorities.
- 1.2 This report is submitted to Committee in terms of Section II (13) of the Council's Scheme of Administration relating to the approval of Council reports and strategies of a corporate nature.

**2. RECOMMENDATION**

**2.1 The Council is asked to:-**

- i) **consider and note progress of the corporate and strategic priorities as set out in the Council's key strategic plans and programme;**
- ii) **note the required investment in time and in the replenishment and enhancement of strategic and associated capacity and capability to deliver the priorities; and**
- iii) **recognise that to maintain pace, depth and continuity of improvement and transformation, given the interplay and dependencies of the strategic plans and programme and the significance of workload balance, an agility of resource allocation and a proportionate risk based approach is required.**

**3. BACKGROUND**

- 3.1 This composite report provides information on the extent of progress of the high level strategic priorities and objectives of the Corporate Plan, Recovery and Renewal Strategic Framework, Improvement and Modernisation Programme and Financial Plan which make up the strategic framework.

## **CORPORATE PLAN AND RECOVERY AND RENEWAL STRATEGIC FRAMEWORK**

- 3.2 As Members are aware the Corporate Plan provides the required vision and strategic direction on the Council's priorities.
- 3.3 Detailed progress is set out in the report and accompanying Appendix at Corporate Plan Report and Strategic Framework for Recovery and Renewal in Moray progress update, further items on this meeting's agenda.
- 3.4 The current context and the constraints within which the Council must operate and the challenges and pressures arising make the extent of progress to date of the implementation of the Plan remarkable. Based on progress the Red, Amber and Green (RAG) scoring is rated overall as green.
- 3.5 The Recovery and Renewal Strategic Framework (RRSF) is the Council's strategic framework to guide and direct the Council's response to the covid-19 "four harms" national strategic framework, with particular reference to supporting the local economy (see para 3.24 below). Based on progress the RAG scoring is rated overall as green.

## **IMPROVEMENT AND MODERNISATION PROGRAMME (IMP)**

- 3.6 Based on the following design principles, the IMP is the development of the commitment in the Corporate Plan to a programme of modernisation and improvement to contribute to a financially stable Council by:-
- Streamlining processes and improving efficiency
  - Realigning resources to priority areas
  - Embracing and exploiting technology to enhance digital provision and skills
  - Improving services and standards
  - Developing the skills, knowledge and capacity of the workforce to deliver better
- 3.7 The expectations of the IMP are:-
- A balanced budget;
  - Reinvestment in priority areas with money shifting between services
  - Less services and different delivery methods
  - Reduced service standards in some areas and improved standards in others
  - Greater community self-reliance.
- 3.8 In May of this year the Council added to the IMP the following investment opportunities to contribute to improving the long term sustainability of Council services:-
- Service improvement, including prevention and early intervention by:
    - Addressing poverty and reducing inequalities
    - Improving the diversity of sports and leisure programmes

- Mainstreaming participatory budgeting
- Efficiency projects that provide a cashable return on investment by:
  - Aligning property assets to the council priorities to ensure an affordable and sustainable asset base
  - Undertaking service efficiency reviews of further processes using specialist software with a focus on high volume resource intensive processes particularly within Educational Services and Children's Social Work.
- Transformational projects in terms of:
  - Raising Educational Attainment: Wellbeing, curriculum breadth and digital delivery
  - ASN Review
  - Internal Transformation to consolidate and develop working practices that emerged during the covid pandemic including ICT and workforce development.
  - Climate Change Consultancy
  - Small scale service improvements and responses to legislation such as a Building Information Model to enhance the use of digital data held on construction projects and buildings

3.9 The most recent update to the Council on progress on the IMP was on 12 May 2021 when a number of additional investment projects were also agreed. There have been a number of council and committee reports with progress in IMP projects since that date. Reports on the Property Asset Management Assessment (PAMA) in relation to offices and depots were considered by the council on 30 June 2021 and the ECOD committee approved a report on the ASN review on 11 August 2021. There are also further reports on this Council agenda in relation to the Raising Attainment: Well-being report, which includes the position on the curriculum development and digital workstream and on the review of the council committee structures.

3.10 In addition, further progress since May is noted below:

- Proposals to develop the Council's approach to transforming customer services has progressed with the appointment to the Customer Services Manager vacancy and is scheduled for the Transforming Council Board on 21 September 2021.
- Leisure services is progressing with implementation of the business plan approved by ECOD committee and a number of new fitness offers are planned for launch in September.
- Flexible working is also moving forward as employment policies are considered in light of the covid experience of remote/homeworking to ensure that experience is built upon and positive elements are captured for the future.
- Learning estate – work is well progressed on the outline business case for the Findrassie Primary School, Elgin project and will come forward to the Transform Learning Board on 23 September. Progress is also being

made on the development of potential bid(s) for Learning Estate Investment Programme (3) and options appraisal work is being refreshed and reactivated following the delay resulting from covid-19.

- Internal transformation, service efficiency and poverty – recruitment is underway to resource these projects. Initial recruitment was not successful and a second advert is in underway for some roles. Meantime, the ICT team are continuing to support the roll out of MS teams and other underpinning technology to continue to enable remote and digital working and ensure that the ICT infrastructure is suitable for the new ways of working.
- Climate change/BIM - information on the detailed brief for consultants in each of these areas will come forward to the Transforming the Economy Board on 16 September.

- 3.11 A RAG scoring of amber is based on the requirement to enhance existing capacity and capability to deliver the now extended programme of this scope and scale.

## **FINANCIAL PLANNING**

### Financial Sustainability

- 3.12 The Council has reduced reliance on use of free reserves to balance the budget as such use masks an underlying over-commitment of funds. As reported in another report to this meeting of Council, an underlying overspend still remains as elimination of the planned use of free reserves in 2021/22 was only possible because of retentions under the Business Rates Incentivisation Scheme (BRIS) and financial flexibilities granted by Scottish Government to assist with response to the pandemic. The BRIS retention was for a three year period, ending 31 March 2022, and financial flexibilities were only available for use in either 2020/21 or 2021/22.
- 3.13 In order to facilitate planning for financial stability in the medium term, use of ear-marked reserves arising from additional funding for the pandemic is recommended for 2022/23 in the updated Short to Medium Term Financial Strategy reported to this meeting of Council.

### Medium to Long Term Financial Strategy

- 3.14 The medium to long term financial strategy, updated in March this year in recognition of the uncertainties arising from the pandemic, noted an improvement in the forecast future funding gap from the position forecast when the strategy was first reported in March 2020.
- 3.15 The financial strategy provides a detailed consideration of the factors which will impact on financial planning over the medium to long term and sets out the factors which the Council will have to consider in realigning its finances to achieve financial sustainability.
- 3.16 Reflecting the Council's current plans and the wider context in which the Council makes these plans, the strategy indicates a continued challenge to achieve financial sustainability, but with a considerably reduced forecast,

financial gap from that forecast in the first medium to long term financial strategy.

- 3.17 There is considerable uncertainty about many key variables in the medium to long term plan, and long term planning in the current stages of the pandemic can only be viewed as highly speculative.

#### Capital Strategy

- 3.18 The capital plan is one of the vehicles through which the Council's priorities can be delivered. The 10 year plan incorporates measures designed to address the Moray 2026 priorities of achievement and attainment by children and young people and sustainable economic development.
- 3.19 The Council's capital strategy has been revised as part of the financial planning process and to underpin both the draft 10 year capital plan and key elements, such as the learning estate of the IMP.
- 3.20 The Council's indicative 10 year plan is currently being thoroughly reviewed to incorporate the most up-to-date information available across all asset classes and development of emerging strategies and plans. Stretched supply chains and other constraints in the construction industry are giving rise to difficulties in attracting responses to tenders and highly inflated prices when responses are forthcoming. It is unclear for how long this situation will continue.

#### Use of Capital Receipts to fund Transformation

- 3.21 In March this year the Council approved the use of capital receipts to fund expenditure on the IMP and Digital Services. The ability to use capital receipts to fund revenue expenditure which is expected to generate long-term savings was granted for the four financial years from 2018/19 to 2021/22. This funding stream will not be available to fund transformation of Council services after 31 March 2022.

#### Financial Flexibility

- 3.22 As a consequence of para 3.8-3.15 above, the Council has been able to set aside in earmarked reserves £6.2m inclusive of contingencies to fund the means of achieving Council priorities and to create efficiencies by transforming service delivery. This is in addition to previous significant allocations in the 20/21 financial year. Further ear-marking of free general reserves for Council priorities and transformation of services is recommended in another report to this meeting of Council. This ear-marking signals the Council's increased willingness to set aside funds for particular purposes and enables a clear focus on the true underlying core financial position of the Council whilst also ensuring momentum on delivery of Council priorities and transformation is not lost.

Based on this overview of financial planning the RAG scoring is rated as green.

### **CURRENT CONTEXT AND CONSTRAINTS**

- 3.23 The Council remains in a pandemic response phase. The Covid-19 National Strategic Framework against which the Council is responding contains the following “four harms”.
- 3.23.1 Harm 1: Suppress the virus, protecting against the direct harm to health  
The Council's role has been to support compliance, surveillance and enforcement and vaccination programmes. Community testing is funded to 31 March 2022. It is likely the Council will have a continuing role in future compliance and vaccination programmes.
- 3.23.2 Harm 2: Support broader health, social care services and health and wellbeing  
Grant support and practical assistance from council services such as the Welfare Team has been the main focus of council activity. There will be legacy issues which the council will have an active role in addressing through initiatives such as developing Community Wealth Building.
- 3.23.3 Harm 3: Mitigate social harms, and protecting against broader harms  
This covers the service areas of adult support and protection; child protection and other recognised vulnerable groups. The pandemic has sharpened the focus on a number of wicked issues locally. Addressing poverty is therefore one of the areas of investment agreed in May of this year (see para 3.7 above). A report on wellbeing in educational settings is a further item on this meeting's agenda.
- 3.23.4 Harm 4: Support the economy  
Working within Moray Economic Partnership to support the local economy, the Council has been involved in a range of retail and business activities. These and other areas of activity are incorporated into the Council's Recovery and Renewal Strategy Framework, the latest update of which on the Agenda for this meeting of Moray Council.
- 3.24 The challenges of finance have not gone away and there remains the need to maintain rigorous financial monitoring and review. The capital programme will also require regular review for areas of increased risk of slippage and / or costs increase.
- 3.25 There remains uncertainty as to the ongoing impact of the Covid-19 pandemic on the Council's finances, the local economy, the national economy and what this will mean for public spending generally and our grant settlement in particular.
- 3.26 A combination of the above and the impact of Brexit is already showing in shortages of some materials (eg timber) and significantly increased costs of construction are forecast as well as delays.
- 3.27 There must also be recognition from the social impact of the pandemic which may result in increased demand for Council services.
- 3.28 Transformational change, or redesign, that provides quality and safe services, whilst bringing more efficient ways of operating.

- 3.29 Remobilisation has begun, and will build from achievements and learning from the current pandemic phase. The interdependencies between the following issues will need to form part how the council remobilises, as they cannot be seen in isolation.
- Leadership and governance with a focus on the delivery of the council's strategic planning framework and seeking to progress implementation of actions arising from the Best Value inspection (latest update is a further item on this meeting's agenda) whilst steering the council through the continuing challenges of the pandemic.
  - Managing changing community expectations in terms of engagement, welfare and resilience; addressing the challenges of mental health and wellbeing;
  - Taking forward the changing nature of work and organisational structures; and
  - Continuing to promote sound financial management to secure best use of available resources.
- 3.30 Nationally there are new priorities emerging with the Scottish Government's Programme of Government and the United Kingdom Government's "Levelling Up" and "Union Connectivity" agendas and most recently, the refugee resettlement programmes.
- 3.31 There must also be a recognition of the essential role of partnership working and collaboration and the investment in time and resources to develop and build the necessary relationships.
- 3.32 Finally, high level RAG ratings of three greens and an amber presents a satisfactory overview. However this obscures the fragility underpinning the high level overview position and the interplay and dependencies across the strategic framework overall and within elements of each programme. For example, while it has been challenging to advance IMP mobilisation work to bring together the resources, skills and project management methodology, while also balancing service requirements and covid related demands for response and recovery, progress is continuing across a number of areas with some key milestones having been delivered. This has been achieved by careful prioritisation and concentrated periods of deployment of existing resources to advance IMP projects when possible (e.g. over the summer recess). It also requires careful judgements and planning to ensure key timelines are met and at times working to "just enough" standards of quality and depth, which can be difficult for both officers and members to accept. This approach has enabled progress of key priorities while resources have been stretched across agendas but inevitably carries a greater degree of risk. It is planned to manage and improve this through additional resources as approved by the Council, although as noted above recruitment is a further challenge to this. Given the interdependency, it is important that Members are cognisant of the impact of identifying new areas of work which require further agile resource allocation and a heightened risk of non-achievement of agreed standards and timelines. Pending mobilisation of agreed resources, the current approach is high risk and depends on ongoing prioritisation and reprioritisation which is not sustainable without workload reductions to balance the risk.

## **4 SUMMARY OF IMPLICATIONS**

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

The Council is committed to deliver better public services year on year through Best Value.

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

The Council has a legal duty to deliver Best Value, the expectations of which are of councils having:-

- Clear priorities and long term plans
- Options for significant change
- Workforce knowledge, skills, time and capacity
- The involvement of citizens and communities
- A pace and depth of continuous improvement

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

The Council has committed £6.3m of earmarked reserves for improvement and transformational change to be drawn down to develop the capacity and capability to deliver the IMP.

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

The risks associated with change, and the success of transformation are well known. Historically the Council has found it difficult to create capacity for change at scale.

The Council maintains and keeps under review a corporate Risk Register and the current risk for Human Resources has a RAG scoring rated as Red as at May 2021.

Although the Council has responded well during the pandemic both in continuing normal service delivery and establishing new response based services, the pandemic has created an entirely new working environment. A situation that may impact on employees' continued ability to carry out their roles effectively, as well as having the potential to impact on staff mental health and morale in both the short to medium term.

Reduced ability of smaller teams to deal with competing and complex demands exacerbated by additional Covid-19 demands; Reduced ability of smaller teams to forward plan across a wider Council agenda and be ready with a strategic response.

Difficult to recruit in certain specialist areas including certain subject teachers; vehicle technicians, specialist professional posts and senior management.

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

Inability to meet service demands and secure continuous improvement. Staff morale and productivity is adversely affected as a consequence of the pandemic.

It is well recognised the Council operates with comparatively small teams of officers and the scope and scale of the tasks set out in the Council's strategic framework are considerable. In addition to new and emerging service areas to be resourced, there are a number of existing service areas which require replenishment.

Careful consideration has been given to the achievability of the scale and range of the improvement and transformation projects in particular. In order to manage these risks the Council has agreed:-

- To ensure that there are adequate resources for the overall programme of work and for individual projects.
- In order to manage the risks as the improvement and modernisation programme work develops, the timeframe over which the investment programme is scheduled in order to manage risk and capacity is up to 5 years.
- Leadership and management capacity across services in light of the continuing covid response, remobilisation and recovery and the existing Improvement and Modernisation Programme is monitored on an ongoing basis to ensure that progress can be maintained and interdependencies between Council priorities, projects and covid are adequately addressed.

The Council does not yet have the agreed resources at a level where there can be assurance the pace, depth and continuity of progress can be maintained to the required standard and milestones across the programme of improvement and transformation as a whole. Even with this resource in place after successful recruitment, the Council will still be very lean. If these resources fall short, core service capacity has only very limited flexibility so all that can be done is redeployment in an agile way, hence the need to remain alert to creation of additional risk to progress through the commissioning of new priorities, particularly in areas where action is discretionary rather than mandatory. A degree of this challenge will be teased out as the budget pressures templates emerge as part of the next budget cycle (see Financial Planning report, a further item on this meeting's agenda). In short, the agreed solution of additional capacity, capacity being the problem to be resolved, is not yet fully in place.

**(e) Staffing Implications**

No direct implications from this report. There are specific staffing considerations related to the various priorities, projects and work streams and these are being addressed as projects and work streams are developed and initiated.

**(f) Property**

No direct implications from this report although Property is the subject of work streams in the Improvement and Modernisation Programme and issues arising from these reported as appropriate.

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

There are no equalities associated with this report. Any equalities issues are addressed within the priorities and any projects or workstreams.

**(h) Consultations**

The Corporate Management Team has been consulted in the preparation of this report and comments incorporate for their areas of responsibility.

**5. CONCLUSION**

**5.1 The Council is asked to acknowledge the significant efforts of staff in implementing the drive to improvement and sustainability through the strategic framework whilst supporting the response to the Covid-19 pandemic.**

**5.2 The situation regarding Covid-19 continues to have a significant impact on the Council's current strategic corporate capacity and capability given the level of responsibilities and concurrent risks the Council continues to carry for the foreseeable future. This continues to be effectively managed by reviewing and resetting strategic, corporate and tactical priorities with actions to mitigate in the short to medium term.**

**5.3 Notwithstanding the unprecedented challenges the pandemic has brought, the Council has a clear strategic plan and programme with resources beginning to align to support delivery. This has enabled steady progress while also pursuing a number of significant policy initiatives as part of the broad context in which the Council operates. Whilst the way forward in respect of the pandemic remains uncertain and may yet need further interventions, the importance of investment in time, capacity and capability in order to deliver on the IMP and its contribution to securing best value and sustainability remains a major focus along with maintaining an appropriate balance of workload, resource allocation and risk to provide regular assurance on pace, depth and continuity of improvement and transformation.**

Author of Report: Roddy Burns, Chief Executive  
Background Papers:  
Ref: SPMAN-1108985784-647



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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: CORPORATE PLAN – PROGRESS UPDATE 2020-21**

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

**1. REASON FOR REPORT**

- 1.1 To invite the Committee to review progress made during 2020-21 on the 2019-24 Corporate Plan.
- 1.2 This report is submitted to Committee in terms of Section III (B) (47) of the Council's Scheme of Administration relating to review Council wide strategy, priorities and objectives.

**2. RECOMMENDATION**

- 2.1 **It is recommended that the Council considers and notes the progress made during 2020-21 on the Corporate Plan 2019-24 as set out in Appendix 1.**

**3. BACKGROUND**

- 3.1 The Corporate Plan is an important document that is intended to provide clarity and direction on the Council's priorities, values and plans for the future. Its publication assists in communicating these to the public, the workforce and partners.
- 3.2 The plan provides the context for implementation, the constraints within which the Council must operate, the challenges and pressures and the organisational change required to successfully deliver the priorities. It provides a link between the national priorities, the Moray Community Planning Partnership's plans and the Council's own plans and priorities so that these can be cascaded into actions and delivery within service plans.
- 3.3 While the Corporate Plan provides focus, it is not intended to encompass each and every Council service that contributes directly or indirectly to the priorities or indeed those aspects of services which are less of a priority.
- 3.4 The Corporate Plan 2019-2024 and Delivery Framework were approved by the Council on 3 March 2020 (para 6 of the Minute refers). The Plan sets out Council's priorities and vision over the 5 year period and how the Council

plans to progress these priorities, including the financial strategy aimed at progressing towards financial sustainability.

- Our People: Provide opportunities for people to be the best they can be throughout their lives with a strong and sustained focus on those individuals and groups in our society who experience the most disadvantage and discrimination
- Our Place: Empower and support communities to build capacity
- Our Future: Drive economic development to create a vibrant economy for the future
- Sustainable: Work towards a financially stable council that provides valued services to our communities

The Delivery Framework sets out more detailed actions which will be taken to achieve these priorities.

- 3.5 These actions are incorporated within Service Plans and progress on monitoring them is reported through service committees, as described in the Council's Performance Management Framework.
- 3.6 This report brings together reporting on all Corporate Plan actions during the reporting period across three levels;
- A high level overview of progress against actions and key performance indicators (para 3.8 below) with supporting narrative in (para 3.9 below).
  - A more detailed analysis in **Appendix 1**. This identifies key performance indicators for each Corporate Plan action with a RAG table and donut chart giving a snapshot of progress of underlying actions and performance indicators.
  - Hyperlinks to backing tables which provide the line by line detail for all
    - [Actions](#) - what we said we were going to do
    - [Performance Indicators](#) - the evidence of change
- 3.7 The reporting period for this report is from April 2020 and covers a time when council services and planned work was disrupted by the response to the Covid 19 pandemic. The impact of this has been reported to the Council, most recently on 10 March 2021 (para 9 of the Minute refers). Covid-19 has meant that resources have had to be diverted from some of the planned work on the corporate plan and as a result planned progress has not been made on all of the intended activity, hence the amber indicators below. However, there are some areas such as Our Place where alternative work has progressed with communities during the pandemic which provides a strong footing for the developments set out in the Corporate Plan and supports the aims of the plan for the future (e.g. participatory budgeting and greater community involvement will give a good platform to build from). This has not been taken into account in the progress assessments as it was not planned work in the corporate plan.
- 3.8 **High Level Overview of Actions and Performance Indicators:** The following charts and tables provide a streamlined set of data that reflects performance against strategic priorities in the Corporate Plan. Overall activities are generally progressing, however, it is perhaps too soon for the impact to be evident in key indicator results.

Actions –percentage progress against each priority and overall based on updates to the Council’s performance management software, Pentana.

<b>CORPORATE PLAN PRIORITY - ACTIONS</b>	<b>RAG</b>
<b>Our People:</b> Provide opportunities for people to be the best they can be throughout their lives with a strong and sustained focus on those individuals and groups in our society who experience the most disadvantage and discrimination	44%
<b>Our Place:</b> Empower and support communities to build capacity	38%
<b>Our Future:</b> Drive economic development to create a vibrant economy for the future	53%
<b>Sustainable:</b> Work towards a financially stable council that provides valued services to our communities	49%
<b>Overall</b>	46%

Performance Indicators –indicative rating based on key performance indicator results drawn from those included in the Corporate Plan Delivery Framework for each priority and overall.

<b>CORPORATE PLAN PRIORITY – KPIs</b>	<b>RAG</b>
<b>Our People:</b> Provide opportunities for people to be the best they can be throughout their lives with a strong and sustained focus on those individuals and groups in our society who experience the most disadvantage and discrimination	
<b>Our Place:</b> Empower and support communities to build capacity	
<b>Our Future:</b> Drive economic development to create a vibrant economy for the future	
<b>Sustainable:</b> Work towards a financially stable council that provides valued services to our communities	
<b>Overall</b>	

### 3.9 **Highlight of Achievements** – summarised from action updates and related reports to service committees through the reporting period

**Our People: Children and Families – Provide opportunities where young people can achieve their potential and be the best they can be throughout their lives with a strong and sustained focus on those individual and groups in our society who experience the most disadvantage and discrimination**

- Increase in percentage of children in kinship care
- Neglect toolkit and locality planning model launched
- Safe and together training for trainers commenced
- Reduction in the poverty related attainment gap for literacy and numeracy over last 4 years
- Senior Phase poverty related attainment gap below national averages
- All secondary schools signed up to Career Ready
- Pathway planning for all S3-S6 pupils in place
- Investment programme for Findrassie Primary school approved

**Our People: Adults – Optimise outcomes for adults and older people by enhancing choice in the context of a home first approach delivery through the IJB**

- Business continuity plans were enacted within all services as health and social care move to critical function
- Enhanced Discharge Hub set up to focus efforts to free up hospital beds
- Additional bed capacity was created with the opening of Duffus Wing, Spynie Care Home
- Burnie Day Centre, Buckie continued to provide critical service for adults with learning disabilities
- Virtual day opportunities using online platforms provided support and opened opportunity
- Near Me embedded to provide an additional tool to maintain and deliver services
- Home First launched in June 2020 to deliver more services in or close to people's homes
- Discharge to Assess supported the rapid discharge of patients by functional needs assessment piloted over a 6 month period involving 48 patients, all recording improved functional performance scores
- Respiratory Programme dedicated to those living with or at risk of respiratory disease launched

**Our Place: Empower and support communities to build capacity**

- Online citizen participation tool, CONSUL developed and tested
- Existing locality planning areas of New Elgin East and Buckie Central East well placed and quick to respond to community needs during pandemic
- Participatory budgeting

**Our Future: Drive economic development to create a vibrant economy of the future**

- Moray Growth Deal Heads of Terms agreement signed 24 August 2020
- Finalising Outline Business cases for 8 projects
- Over 90 employers applied for Kickstart places
- Applications opened for Moray Employer Recruitment Initiative (MERI)
- Four Developing Young Workforce Co-ordinators recruited to deliver the young person's guarantee commitment
- Funding secured for new employability and training hub at Elgin Youth Café
- Climate Change Strategy and Action Plan agreed
- Two new electric car charging points added

**Sustainability: Create a sustainable council that provides valued services to our communities**

- Medium to long term Financial Strategy in place
- Parent portal rolled out to all schools
- ICT Strategy and Plan 2020-23 approved
- Interim Workforce Plan 2020-22 implemented

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

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

The Corporate Plan sets out the council contribution towards the 10 Year Plan (Local Outcomes Improvement Plan).

**(b) Policy and Legal**

Consideration was given to relevant policy and legislative requirements and direction in its preparation. The Plan sets out direction for the Council which may influence the development of future policy and this will be reported where appropriate.

**(c) Financial implications**

The Corporate Plan recognises that the council makes difficult decisions to continue to work within budget constraints. Setting out priorities assists in making those decisions.

**(d) Risk Implications**

The Corporate Plan employs robust risk management arrangements to the decision making process that will be used in the management and monitoring of the plan. It is increasingly important that there is strong political leadership, direction and resilience in the pursuit of the corporate agenda.

**(e) Staffing Implications**

None directly arising, however, the realignment of resources as the Council's business is reviewed may lead to workforce implications in future which will be reported when relevant.

**(f) Property**

None.

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

The Council's ongoing commitment to equalities is reflected in the Corporate Plan.

**(h) Consultations**

The Corporate Management Team and Senior Management Team have been consulted previously as part of performance reporting processes that inform the content of this report.

#### **5.      CONCLUSION**

**5.1      The Council has made progress against the four priorities set out in the 2019-24 Corporate Plan, the past 18 months has impacted on the pace of change with resources diverted to deal with pandemic responses.**

**5.2      Although lessons in terms of complex planning and performance management arrangements have been applied, further development and**

**refinement, particularly in relation to milestones and measurable outcomes continues.**

Author of Report:	Louise Marshall, Strategy and Performance Manager
Background Papers:	Held with author
Ref:	SPMAN-2045703626-78

## Corporate Plan > 2024: Progress Update 2020-21

### 1. INTRODUCTION

- 1.1 The Council's Corporate Plan is the primary statement of what we aim to achieve for the area and the resources that we require to do this.
- 1.2 Our Plan sets out our vision: A life of opportunity for all where people can thrive in vibrant communities and we work together to enrich our future'.
- 1.3 It sets out our values: Fair in tackling inequalities and tailoring services; Ambitious - promoting Moray making it better for the most vulnerable; Improving - driving improvement and investing in the future; Responsive - involving and listening to communities.

And our priorities:

- Our People: Provide opportunities for people to be the best they can be throughout their lives with a strong and sustained focus on those individuals and groups in our society who experience the most disadvantage and discrimination
  - Our Place: Empower and support communities to build capacity
  - Our Future: Drive economic development to create a vibrant economy for the future
  - Work towards creating a financially stable council that provides valued services to our communities
- 1.4 The COVID pandemic has placed significant challenges on the Council in the reporting period, which has meant that the focus of the Council has been moving constantly between response (the nature of which changes as the pandemic progressed to include vaccination programme, community testing, return to online learning and the swathe of new grants and financial supports introduced), maintaining normal services as far as possible and recovery activity, with the balance shifting between the three spheres depending on the public health issues and demands, in addition to endeavouring to progress an improvement agenda in terms of the Best Value Action Plan and progressing with Corporate Plan priorities. Service based recovery and renewal actions have been captured and reported through existing performance monitoring arrangements and reported through the two composite committees operating throughout the pandemic period.
  - 1.5 Service Plan updates, reported to Service Committees, have been used to provide the progress updates. In addition, as supporting information, hyperlinks to reports that were submitted to Service Committees throughout the year have also been referenced.

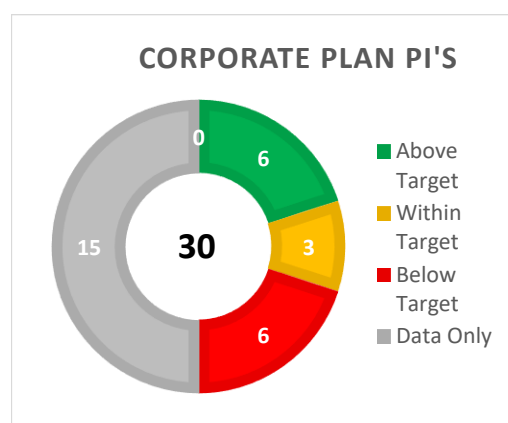
## 2. PROGRESS

### PRIORITY 1:

**Our People: Children and Families – Provide opportunities where young people can achieve their potential and be the best they can be throughout their lives with a strong and sustained focus on those individual and groups in our society who experience the most disadvantage and discrimination**

OUR PEOPLE (CHILDREN & FAMILIES) - KEY PERFORMANCE INDICATORS AND TREND BASED ON PREVIOUS RESULT (note: due to timing results may not relate to reporting year)				
Attainment Gap	BGE Attainment	Destinations	Looked after Children	Child Protection
68.4% of Looked after leavers achieving 1+ awards at Level 4 (95.2% all leavers)	% of pupils achieving Level 3 / (Level 4) in S3: Literacy 83% / (24%) Numeracy 92% / (56%)	93.1% of pupils entering initial positive	82.5% cared for in a community setting	1.6 per 1,000 0-15 population on CP register
<b>Worsening</b>	<b>Worsening / (Improving)</b>	<b>Improving</b>	<b>Improving</b>	<b>Improving</b>

Corporate Plan Priority – progress against actions	RAG
Children and Families – Provide opportunities where young people can achieve their potential to be the best they can be	47%
Children and Families – Improve health and well-being for people of Moray	33%
Overall	44%



### Delivery Framework Planned Corporate Level Outcomes

- More children live with their families and are cared for in strong, safe communities in Moray (para 2.1 refers)
- Improve life chances and outcomes for care experienced children and young people (para 2.2 refers)
- Improved outcomes for our more vulnerable young people and families (para 2.3 refers)
- The attainment gap between most and least disadvantaged children will reduce (para 2.4 refers)
- Improved attainment at both the Broad General Education and Senior Phase (para 2.5 refers)
- Young people are better prepared for life beyond school and for the workplace (para 2.6 refers)

- An affordable, sustainable Learning Estate (para 2.7 refers)
- 2.1 Increasing children and young people looked after in kinship or foster care has progressed through the Fostering Service Plan and Kinship Improvement Plan. Those expressing an interest have undertaken fostering courses at the point of initial contact and been targeted within groupings depending on the expression (respite, teenagers, and siblings, additional support needs) to allow greater flexibility in placement provision. A kinship care test of change is being carried out in the west of Moray, with the child social workers making referrals for those on the edge of care to the kinship team, when work will then commence with the family. A newly created viability assessment supports the process of identifying alternative family based care should it be needed. Introduction of a duty and advice line offers support to field Social Workers. As a result in these changes of approach, numbers for the change in kinship placements moving to family-based care and therefore the child no longer being looked after have shown a marked increase over the last 18-24 months with 30.5% of looked after children in kinship care in 2020/21 against 18.3% in 2018/19.
  - 2.2 Increased use of business intelligence reporting to identify and monitor care leavers and care experienced young people in the youth and criminal justice system has ensured plans, responsive to the young person's needs, are in place to target support whilst in the service or for onward referral to other support agencies. As at March 2021, 13% of care experienced young people were in the youth and criminal justice systems.
  - 2.3 Early intervention to minimise the impact of neglect on children and young people, of parental substance use on family wellbeing, of domestic abuse on children, young people and parents has progressed with the launch of the neglect toolkit and locality planning model, allowing families to get early help in the right way when they need it. Work continues to make better links with the Moray Alcohol & Drug Partnership and adult drug and alcohol services, with Social Work Access and Area Teams providing support to children where there are issues around parental substance misuse. Safe and together training for trainers commenced to enable practitioner training both internally and in a multi-agency context in a new model of support to families experiencing domestic violence. There is representation on the Violence against Women strategic group with ongoing development of practitioner skills.
  - 2.4 Funding streams linked to Scottish Attainment Challenge (Pupil Equity) have supported children and young people of Moray, particularly those most affected by poverty, in closing the attainment gap targeting improvements in literacy, numeracy and health and wellbeing. Over the last 4 years, there has been a notable reduction in the poverty related attainment gap for literacy and numeracy (P1, P4, P7 and S3 combined) from 28% to 15% and from 21% to 13% respectively, whilst below the national averages, schools continue to use Pupil Equity Fund (PEF) funding to provide a range of targeted interventions. At Senior Phase, the poverty related attainment

gap for Scottish Credit and Qualifications Framework (SCQF) level 4, level 5 and level 6 are all lower than national averages, demonstrating a positive position. Schools also continue to develop approaches to wellbeing and family engagement, strengthening knowledge and developing interventions. Education Scotland published a Scottish Attainment Challenge: 2015-20 Impact Report for Moray.

- 2.5 Delivery of the revised Education Plan and Raising Attainment Strategy continues, albeit through the lens of Covid-19 that has sharpened focus on digital approaches to the curriculum and learning and, in turn, has increased the digital learning of practitioners. Analysis of Achievement of Curriculum for Excellence (ACEL) early indication data was disseminated with follow-up actions agreed with schools. Effective tracking and monitoring of attainment at senior phase ensured the service was in a strong position, with processes continuing throughout lockdowns, to submit valid and quality assured data to the Scottish Qualifications Agency. Two Quality Improvement Officers have been appointed to strengthen the drive and pace of change in educational attainment, although ongoing vacancies in the central team continue to give capacity challenges. Analysis of Secondary School Leaver Attainment 2019/20 and details of the Curriculum Development in the Senior Phase going forward were set out in reports to the Education, Communities and Organisational Development Committee in March 2021.
- 2.6 To maximise training, employment and education opportunities for all school leavers, the Moray Skills Pathway, supported by four key partners, provides a single framework offering opportunities to develop skills, knowledge and attitudes required for the workplace. All secondary schools are signed up to Career Ready, a programme designed to connect young people with employers and growth in student and companies participating has increased. Pathway planning for all S3-S6 pupils is in place with strengthened links between schools and colleges to support the most vulnerable and disengaged young people. The impact of this can be seen in 91.3% of 16-19 year olds participating in education, training and employment, approaching the national average 93.4%.
- 2.7 The Learning Estate Strategy will tackle the affordability and standard of our schools. Investment programme funding was approved for Findrassie Primary School and development of a business case is ongoing. Consultation on the new Findrassie Primary School and engagement on the different options for the three priority Associated School Groups (ASG) of Buckie, Forres and Elgin will accelerate in the coming year.

## Our People: Adults – Optimise outcomes for adults and older people by enhancing choice and control in the context of home first approach

**OUR PEOPLE (ADULTS) - KEY PERFORMANCE INDICATORS AND TREND BASED ON PREVIOUS RESULT** (note: due to timing results may not relate to reporting year)

Independent Living	Independent Living	Independent Living
94% of adults able to look after their health very well or quite well (Scotland 94%)	8,713 Emergency admissions (per 100,000 population) (Scotland 11,100)	70% of adults supported at home who agreed they felt safe (Scotland 83%)
No Change	Improving	Worsening

- People are able to look after and improve their own health and well-being and live in good health for longer in home environments that support independent living
- People are able to live independently at home or in a homely setting in their community
- People who used health and social care services have positive experiences of those services, and have their dignity respected

2.8 Delivery and reporting against these areas is delegated to Moray Integration Joint Board. Performance on the delivery of services and on the programme of work as set out in Health and Social Care Moray Strategic Plan is reported to the Moray Integration Joint Board Audit, Performance and Risk Committee. The draft [Annual Performance Report](#) was presented to the meeting on 26 August 2021.

**PRIORITY 2:****Our Place: Empower and support communities to build capacity**

<b>OUR PLACE - KEY PERFORMANCE INDICATORS AND TREND BASED ON PREVIOUS RESULT (note: due to timing results may not relate to reporting year)</b>		
<b>Community Asset Transfers</b> 2 of 8 completed	<b>Participatory Budgeting</b> 1 pilot project underway, further work required to meet 1% PB activity target	<b>Locality Planning</b> 3 new areas agreed but none completed
<b>Delayed</b>	<b>Delayed</b>	<b>Delayed</b>

Note – significant impact due to pandemic restrictions

<b>Corporate Plan Priority – progress against actions</b>	<b>RAG</b>
Empower communities to build capacity by becoming more informed, involved and influential in service delivery	<b>20%</b>
Improve our understanding of the issues in our communities based on the experience of local people	<b>55%</b>
Overall	<b>38%</b>

**CORPORATE PLAN PI'S**

PI's under development. Progress currently tracked using actions and milestones.

**Delivery Framework Planned Corporate Level Outcomes**

- Our communities' ability to address their own needs and aspirations is improved (para 2.9 refers)
- 1% of council budget allocated through PB by April 2021 (para 2.10 refers)
- More of our activities, services and plans are influenced by the communities they serve (para 2.11 refers)
- We are more successful in developing a shared understanding between the council and communities that helps us to design the future together (para 2.12 refers)

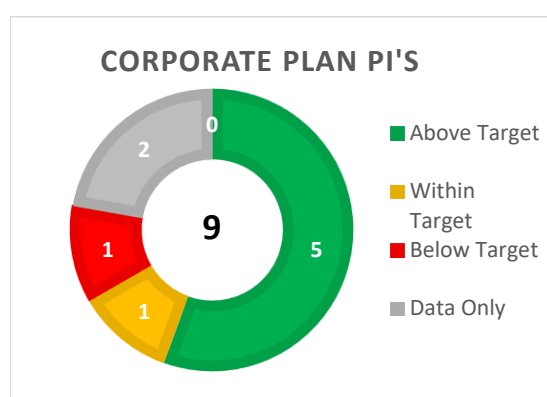
2.9 Support to groups working on Community Asset Transfers (CATs) continues. In the year to March 2021, the following assets were transferred; Forres Town Hall and Land at Lesser Borough Briggs. Requests approved and awaiting transfer include land at Coulardbank Park, Lossiemouth, Cullen Community and Residential Centre, Findochty Town Hall and Alice Littler Park, Aberlour. As a project within the cultural quarter of the Growth Deal, for the time being, Elgin Town Hall lease arrangements continue. Officers are supporting the group at Longmore Town Hall, Keith to explore the best route for transfer as a Trust. Fisherman's Hall in Buckie, having submitted their asset transfer application are reviewing to update it in light of COVID-19. Work going forward will be to support Lossiemouth Community Development Trust having had a CAT lease agreed for land at Coulardbank for the skate park project.

- 2.10 The pandemic significantly impacted on the development and implementation of Participatory Budgeting (PB), to have indicatively at least 1% of Council budgets by March 2021, amounting to £1.7m. Just one of the pilot projects, £50k for Looked after Children to support raising attainment is progressing. PB opportunities will continue with budget approved for Play Areas in 2021/22. Branding of “Our Communities, Our Choices” was agreed and the online citizen participation tool, CONSUL site developed, tested in the year to March 2021.
- 2.11 Three significant consultation events were undertaken in the reporting year; Climate Change Strategy consultation centred around 3 key strands; a public consultation, online webinars and Children and Young People surveys generating just short of 250 responses. The initial stage of the public engagement on the Recovery and Renewal Strategic Framework was undertaken in June 2020, the second stage over the summer involved virtual meetings with community organisations to learn about experiences at a community level. In addition an online survey attracted nearly 1,500 responses, findings were incorporated in the Strategic Framework for Recovery and Renewal in Moray – Update Report and Appendices to a Special Meeting of Council in February 2021. The public consultation on the Community Council Scheme Review ran from 24 September to 19 November 2020 across two stages, firstly to gain feedback on the current scheme and suggestions for improvement that were used to inform the production of an amended draft scheme, subject to a further public consultation before approval in June 2021.
- 2.12 Agreement to a refocussed approach to locality planning was the outcome of a report on Social recovery through locality planning, identifying Forres, Lossiemouth and Keith as the communities for priority action in the next phase of locality planning, engaging and supporting existing anchor organisations to maximise resources and minimise duplication of effort. Locality work in New Elgin East and Buckie Central East was reported to the Community Learning and Development Strategy Group. Continued work within both communities ensured that they were well placed and quick to respond to the developing needs of their communities during the pandemic.
- 2.13 Overall, while some planned work (38% complete) has been completed, not all planned activity has been delivered as expected. The role of communities and building up resilience throughout the pandemic period has ensured good foundations for acceleration going forward. Examples of unplanned work include Lossiemouth Resilience Plan and levels of participation in the areas of Buckie and Speyside. Deployment of staff to lead and co-ordinate in each area was welcomed by communities, has built and reinforced relationships that will be beneficial going forward.

**PRIORITY 3:****Our Future: Drive economic development to create a vibrant economy of the future****OUR FUTURE - KEY PERFORMANCE INDICATORS AND TREND BASED ON PREVIOUS RESULT (note: due to timing results may not relate to reporting year)**

Tourism	Youth population	Living Wage	Earnings	Pay Gap	Modern Apprenticeships
£134.2m economic impact	15.32% of 16-29 years olds within Moray population	24% of people earning less than the living wage	£550.80 median gross weekly wages	£92.30 median gross earnings pay gap	76% achievement rate in Moray
<b>Improving</b>	<b>Worsening</b>	<b>Improving</b>	<b>Worsening</b>	<b>Improving</b>	<b>Worsening</b>

Corporate Plan Priority – progress against actions	RAG
Create a step change in the regional economy to enable inclusive economic growth	<b>53%</b>
Work to protect and enhance our environment, creating a more resilient and sustainable future	<b>53%</b>
Overall	<b>53%</b>

**Delivery Framework Planned Corporate Level Outcomes**

- Increase economic impact of tourism in Moray (para 2.13 refers)
- Increase the level of 16-29 years living and working in Moray (para 2.14 refers)
- Better employment, skills and earnings, increase in higher skilled jobs and wage levels through (para 2.15 refers)
  - o Reduction in the gender pay gap
  - o Apprenticeships in key sectors are increased
- Achievement of targets, indicators and outcomes identified in Climate Change Action Plan (para 2.16 refers)
- Increased provision and use of electric vehicles and plant with supporting infrastructure (para 2.17 refers)
- Implement surface water infrastructure improvements in vulnerable flood risk areas (para 2.18 refers)

2.13 The Moray Growth Deal is designed to boost economic growth across Moray, centred on eight specific projects –

- Moray Aerospace, Advanced Technology and Innovation Campus
- Business Enterprise Hub
- Cultural Quarter

- Housing Mix Delivery
- Early Years STEM
- Bus Revolution
- Manufacturing and Innovation Centre for Moray
- Digital Health

The Moray Growth Deal Heads of Terms agreement was signed on 24 August 2020, with final sign off likely to be in the summer / autumn of 2021 subject to finalising outline business cases for the projects. The Council is the lead partner for Cultural Quarter, Housing Mix Delivery, Bus Revolution and Early Years STEM. Updates of progress have been submitted to Council on 16 December 2020 and 18 February 2021. In the longer term, Growth Deal projects will contribute to the economic impact of tourism in Moray which increased by 3.5% to £134.2m as at March 2020 as well as aim to retain and attract young people to live and work in Moray.

- 2.14 Moray Skills Investment Plan review was placed on hold as economic recovery took priority, actions relating to employability and skills were set out within the Economic Recovery Plan with much relating to additional funding received as part of the Youth Guarantee Scheme. At the time of reporting, the unemployment rate estimate for 16-24 year olds who were economically active was 14.5%. Progress against the Plan was reported to the Community Planning Board in February 2021: over 90 employers applied for Kickstart places, applications opened for Moray Employer Recruitment Initiative (MERI) encouraging employers to recruit young people aged 16-24 years by offering up to £8,000 for employers providing a supported placement, four new Developing Young Workforce (DYW) Co-ordinators were recruited to support employer engagement in schools and deliver the young person's guarantee commitment. Funding was secured for a new employability and training hub at Elgin Youth Café to support digital inclusion in an environment that will encourage the hardest to reach clients to access moray pathway providers.
- 2.15 Funding from youth guarantee scheme provided an additional boost for start-up apprenticeships, increasing level of support to £5,000. Job incentive schemes offer a trial period and a pathway to apprenticeships. A pre-apprenticeship programme was developed and is under review by the Department for Work and Pensions commissioning team. Pathway Apprenticeship opportunities were made available across 5 frameworks; Business Skills (including Digital), Information Technology Digital Software, Information Technology Digital Hardware, Social Services Children and Young People and Engineering. As at September 2020, the Modern Apprenticeship Achievement Rate was 73%.
- 2.16 The Climate Change Strategy and Action Plan was agreed on 10 March 2021, setting a goal of being carbon neutral by 2030. The Council's Climate Change Group have worked together to ensure the strategy has taken account of the environmental, economic and social aspects of climate change and sustainability to provide a strategic direction for the Council to follow for the next decade. The Action Plan

contains 57 actions, with progress tracked and routinely reported. Over 90% of the Council's emissions arise from waste, buildings and transport. Moray Council were represented at both elected member and officer level at the launch of Moray's Climate Assembly in February 2021 arranged by tsiMORAY, aimed at stimulating new activity in Moray to tackle climate change.

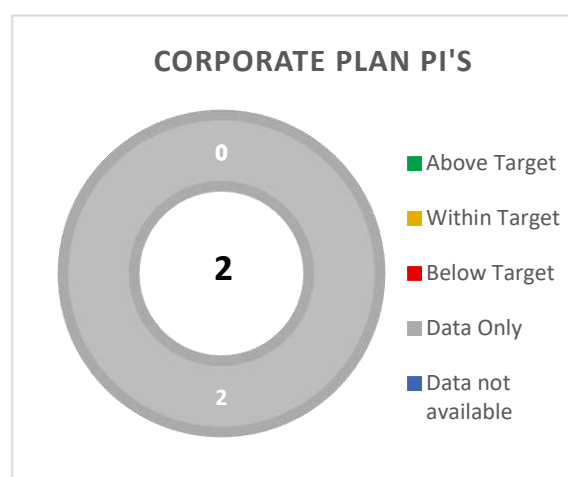
- 2.17 Progress in promoting and developing active and green travel plans has faltered due to COVID-19, there was limited participation in Bikeability and monitoring equivalent vehicle CO2 emissions for active travel to schools has not been possible with pandemic restrictions in place. Two electric car charging points have been added to council car parks giving a total of 25 charging points available across Moray.
- 2.18 Surface water management plans identify risk of surface water flooding. New schemes prioritised in plans will reduce risk over next 10 years to approximately 100 properties. All information was provided by Scottish Water and plans have been developed but will be progressed as restrictions ease and required software can be accessed from office locations. Work is ongoing on the Strategy due to be published by December 2021.

**PRIORITY 4:**

**Sustainability: Create a sustainable council that provides valued services to our communities**

<b>SUSTAINABLE COUNCIL - KEY PERFORMANCE INDICATORS AND TREND BASED ON PREVIOUS RESULT (note: due to timing results may not relate to reporting year)</b>		
<b>Financial Planning</b> 0% of recurring expenditure funded from free general reserves	<b>Online Services</b> 38% of pupils matched on Parent Portal	<b>Change Management</b> 34% of employees experiencing change that were satisfied with the way the change management process was handled
<b>No Change</b>	<b>Improving</b>	<b>No change</b>

<b>Corporate Plan Priority</b>	<b>RAG</b>
Council's Financial Strategy	<b>50%</b>
Modernisation and Improvement: transformation to achieve	<b>56%</b>
Developing Workforce	<b>100%</b>
Developing Workforce: transformation and change	<b>40%</b>
Overall	<b>59%</b>



### **Delivery Framework Planned Corporate Level Outcomes**

Council's financial strategy (para 2.19 refers)

- Financial planning set in longer term context
- Capital projects have a longer agreed lead-in period so preparatory work can be done without the risk of being abortive

Modernisation and Improvement: Transformation to achieve (para 2.20 refers)

- ICT strategy set in context to take account of council priorities and requirements
- Implementation of online services for staff and service users to deliver improved outcomes
- Cultural change in customer service delivery towards enabling approach for most customers with supported service delivery for those who needed
- Single Service point of contact
- Developing Workforce (para 2.21 refers)
- Workforce planning set in context to take account of council priorities and requirements
- Developing Workforce: transformation and change (para 2.22 refers)

- Employee relations aspects of managing change at service and corporate level undertaken effectively and in good time
- 2.19 The Council's medium to long term Financial Strategy, setting out how the Council will realign its finances to fit with Corporate Plan priorities was agreed by Council in March 2020 and updated in March 2021.
- 2.20 The ICT and Digital Strategy was reviewed to reflect the impact of COVID, for example increased homeworking, learning and teaching, digital communications and video conferencing. Parent portal rolled out to all Moray schools with uptake of around 38% of pupil records now matched to parental accounts on the system, schools beginning to use advanced features extending the availability of online services to absence reporting, report cards, parent evening bookings, permission slips and notification and timetables. Business case for Children's Social Work to extend online services to improve access has been submitted and is under consideration. Access points have remained closed since March 2020 with limited progress made in customer services redesign.
- 2.21 Interim Workforce Plan 2020-22 was agreed by Committee in November 2020, setting out workforce planning will support the delivery of council services. During the reporting period, much of the work was dominated by the pandemic and the Council's requirements to adjust and respond to the national and clinical advice.
- 2.22 A move into COVID recovery and renewal phase enabled reinstatement of Strategic Trade Union / Officer Group meetings with national policy continuing to dictate the frequency. Service based meetings to manage specific change management exercises. There has not been an employee survey during the reporting period to enable measurement of progress on the change management indicator above.

### 3. BACKGROUND PAPERS

Throughout the reporting period, related reports have been submitted to Service Committees, these are included as links below for reference purposes.

<b>PRIORITY 1</b>	<a href="#">Scottish Attainment Challenge: 2015-20 Impact Report for Moray</a> <a href="#">Analysis of Secondary School Leaver Attainment 2019/20</a> <a href="#">Curriculum Development in the Senior Phase</a> <a href="#">2020-21 Quarter 4 Performance Report to Moray Integration Joint Board</a> <a href="#">Primary Care Improvement Plan Update</a> <a href="#">Home First Performance and Risk</a>
<b>PRIORITY 2</b>	<a href="#">Climate Change Strategy consultation feedback</a> <a href="#">Strategic Framework for Recovery and Review in Moray – Update Report and Appendices – Consultation</a> <a href="#">Community Council Scheme Review – Consultation</a> <a href="#">Social recovery through locality planning</a>
<b>PRIORITY 3</b>	<a href="#">Moray Growth Deal Progress Update – December 2020</a> <a href="#">Moray Growth Deal Progress Update – February 2021</a> <a href="#">Economic Recovery Plan – Progress against Plan</a>
<b>PRIORITY 4</b>	<a href="#">Medium and Long Term Financial Strategy</a> <a href="#">Medium and Long Term Financial Strategy Interim Review</a> <a href="#">ICT Digital Strategy</a> <a href="#">Interim Workforce Plan 2020-22</a>






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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: IMPROVEMENT AND MODERNISATION PROGRAMME: RAISING ATTAINMENT - WELLBEING**

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

**1. REASON FOR REPORT**

- 1.1 To seek direction on the next stage of development of the Education workstream in relation to Raising Attainment: Well-being agreed by the council on 12 May 2021 as part of the next stage of the Council's Improvement and Modernisation programme: Transformation to Achieve.
- 1.2 This report is submitted to Committee in terms of Section II A (20) of the Council's Scheme of Administration relating to any new policy matter which does not fall within the terms of reference of any Committee.

**2. RECOMMENDATION**

- 2.1 **It is recommended that Council considers and provides direction on the projects to proceed to the next stage of development of the Raising Attainment: Wellbeing workstream within the Council's Improvement and Modernisation programme and determines the level of investment for these projects, taking account of the options in the report:**

- i) £1,996,000;
- ii) £1,393,000;
- iii) £1,038,000.

**3. BACKGROUND**

- 3.1 The original Improvement and Modernisation Programme (IMP) contained eight workstreams established to deliver transformational change within the council with the aim of improving the financial stability of the council. The initial programme of IMP work was approved by the Council on 12 December 2018 (para 5 of the minute refers). On 12 May 2021 (para 13 of the minute refers) the Council agreed to further develop the IMP to include a range of investment projects.

- 3.2 At its meeting on 12 May 2021, the Council agreed two broad areas for development in Education and instructed further development of these workstreams for Education investment to clarify the scope and costs and benefits of the projects in more detail and that this be reported back to a future meeting of the Council for determination of how to proceed (paragraph 13 of the minute refers).
- 3.3 Both Education workstreams relate to Raising Attainment, with one focussed on Well-being and the other on Curriculum Breadth and Digital Delivery. As noted in the report to Council in May 2021, the Curriculum and Digital project is at an early stage and due to the rapidly evolving development of technology and its uses in education, it will particularly benefit from specialist input and learning from elsewhere. It is also of note that the Scottish Government have committed to begin work to ensure that all children have access to a laptop or tablet and to provide 40,000 digital devices to households who need them most. It would be useful to have more information on these commitments so that they can be taken into account in the development of Moray's local digital strategy in schools. Unfortunately recent staff turnover has reduced resources working on schools ICT digital themes and a Project Manager has not yet commenced in post, so it has not been possible to advance this workstream since the council meeting in May. An appointment has now been made which will support the development of the curriculum and digital investment workstream.
- 3.4 The second Education Raising Attainment workstream relates to Well-being investments. The projects within this workstream support the IMP design principles of:
- Targeting early intervention and prevention to improve outcomes and reduce demand; and
  - Developing the skills, knowledge and capacity of the workforce to deliver better
- 3.5 The well-being workstream is an area of work that was already in development and that links very closely with the ASN review. Progress of the ASN review and consideration and approval of the OBC and action plan at the Education Communities and Organisational Development (ECOD) Committee on 11 August 2021 (para 9 of the draft minute refers) enables this workstream to be brought forward as a number of the projects cross refer to the action plan that was agreed by ECOD committee and rely on the service information contained within the outline business case as the evidence base. In particular the projects a) to e) of the investment proposals below are highlighted as being directly linked to the information in the ASN review and the subsequent action plan. The description of these projects is contained in **Appendix 1**.
- 3.6 The first two projects are aimed at supporting the change and improvement in the ASN service for the future. Links to the approved outcomes for the ASN review are shown against each in **Appendix 1**:
- a) Support for targeted intervention - Targeted Intervention Model
  - b) Enhancing and developing staff skills (including staff time)

- 3.7 The second two projects focus on support for the current system during the transition period and propose additional resources for both specialist ASN teacher and Pupil Support Assistant posts
- c) ASN Teachers
  - d) Flexible packages to support unmet need
- 3.8 The fifth project (Project (e) set out in **Appendix 2**) has been adjusted to remove overlap with the training provision in project c) above and proposes a temporary post of Project Officer (Research) to assist with the development of the actions identified as part of the ASN review plan.
- 3.9 A sixth project (Project (f)) was identified in this workstream, which is not an action from the ASN review but would provide support aimed at early intervention. It proposes the establishment of a pastoral care team to work across early years and primary education, beginning in one ASG as a pathfinder to assess impact. The main investment would be in teaching posts, similar to guidance teachers in secondary, with additional funding to support specific interventions that are identified for particular circumstances, for example family support workers. However, it has not been possible to progress further work on this proposal at this stage due to lack of resources and so this element will require to be developed and brought forward to a future meeting. For financial planning purposes an indicative level of investment is included to give a whole picture of the possible investment in the Well-being workstream but it should be noted that this is subject to further reporting. Options to fund from alternative Scottish Government funding for teaching and support staff are also being considered.
- 3.10 For all of the projects above they are essentially additional staff resources, therefore, if they are supported the level of investment is a question for the Council to determine with regard to the acceptable level of service risk and level of confidence required in the delivery of the improvement actions. Two options are shown for each to illustrate this and the Council is asked to decide how much funding to allocate to each project. In terms of what would be delivered by the different levels of investment, it is considered that the higher level would enable delivery of the actions set out in the relevant sections of the ASN action plan over the 2/3 year funding period. A lower level of funding would give slower progress (e.g. on the development and provision of training) and would have impact across a reduced service scope (e.g. 3 schools rather than an ASG, intensive support at a smaller scale) and so change would take longer to establish across all schools.
- 3.11 The risks and implications of the options are expanded upon in **Appendix 3** to give an indication of the risks and benefits of each level of investment. Ideally, investment would be at the maximum level to most closely align to the ASN action plan and give the greatest prospect of success against the improvement actions. However, recognising the need to invest across the Raising Attainment workstreams, which are not yet all fully defined and that there is a finite investment pot of £3.2m remaining, a package of investment is identified in relation to the projects below which it is considered represents a reasonable balance of risk and benefits in order to manage costs down if required.

	Investment Option 1	£'000	Investment option 2	£	Funding Exit Strategy	Reason for Selection
Project a) Targeted intervention	Single team for deployment to schools on flexible basis (2 teachers, 5 PSWs)	420	More limited number of posts that can be used to supplement a school team ( 1 teacher, 3 PSWs)	235	Skills transfer to school staff and staffing review in ASN actions	Provides flexibility to support schools/pupils with current issues and develops skills for more resilient system
Project b) Training (including staff time)	2fte Trainer Budget for relief/additional hours to release staff	370	1 fteTrainer Reduced budget for relief/additional hours to release staff	200	Temp to enhance training provision to support change so no long term requirement	Support change. Provides support for workforce Improves standards for pupils
Project c) ASN Teachers	1 x ASN teacher per ASG)	700	Reduced number of ASN teachers to 4	350	Temporary appointments to support current pressures. ASN review impact to be assessed to consider longer term.	Can use this and SG funding to augment the central team to have impact across Moray rather than dilute across ASGs Develops skills base for longer term options
Project d) flexible package for unmet need	Budget allocation to be used to meet need	400	Lower budget allocation to be used to meet need	200	Temporary appointments to support current pressures. ASN review impact to be assessed to consider longer term	Supplementing existing provision so any enhancement welcomed. Is supporting existing system rather than driving change

	Investment Option 1	£'000	Investment option 2	£	Funding Exit Strategy	Reason for Selection
Project e) ASN Review Resource	Policy/Research Officer post (f/t 12 mths)	106	Policy Research Officer post (12mths 0.5fte or 6 mths full-time)	53	Temporary appointment to support work of ASN review.	No resource for review at present. No service manager Resource needed but could look at shorter appointment – note recruitment risk
Project f) Pastoral Care team (indicative costs)	Initially 7.5 FTE of Principal Teacher of Pupil Support across Forres ASG  targeted support staff (e.g. home school link worker, Inclusion worker hours) G6 £28k/post 4 fte	1185	4 PTs or consider a DHT (Pupil Support) in each of 3 priority schools  Reduced targeted support to 3 p/t posts (2fte)	740	Considering potential to use perm funding from SG. Longer term if decision to continue beyond IMP consider PEF/ELC, however, PEF is temporary & HT controlled	ON HOLD at present – no decision sought
Total (Including Project f) indicative)	1144	3140		1530		
<b>Total for projects proposed in this report</b>		<b>1996</b>		<b>1038</b>		<b>1393</b>

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

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

The IMP is the development of the commitment in the Corporate Plan to a programme of modernisation and improvement to contribute to a financially stable council.

This report supports the delivery of the Our People priority and in particular the aim to provide opportunities where young people can achieve their potential to be the best they can be

**(b) Policy and Legal**

None

**(c) Financial implications**

Financial implications are summarised below showing two levels of investment for consideration by the Council. The risks and benefits of the two options are set out more fully in **Appendix 3**. Officer recommendations for to reduce cost for the overall investment in relation to each of the projects and the reasons for this are highlighted above. Costs are shown for two full financial years but would be likely to be phased over three years.

It should be noted that based on the on the decisions of the Council on 12 May 2021, of the £6.2m identified as being available for investment projects, £3m is committed to projects that have been approved. This leaves a total of up to £3.2m available for investment across the two Raising Attainment workstreams.

	<b>Investment Option 1</b>	<b>£'000</b>	<b>Investment option 2</b>	<b>£</b>
Project a) Targeted intervention	Single team for deployment to schools on flexible basis (2 teachers, 5 PSWs)	420	More limited number of posts that can be used to supplement a school team ( 1 teacher, 3 PSWs)	235
Project b) Training (including staff time)	2fte Trainer Budget for relief/additional hours to release staff	370	1 fteTrainer Reduced budget for relief/additional hours to release staff	200
Project c) ASN Teachers	1 x ASN teacher per ASG)	700	Reduced number of ASN teachers to 4	350
Project d) flexible package for unmet need	Budget allocation to be used to meet need	400	Lower budget allocation to be used to meet need	200
Project e) ASN Review Resource	Policy/Research Officer post (f/t 12 mths)	106	Policy Research Officer post (12mths 0.5fte or 6 mths full-time	53
Project f) Pastoral Care team (indicative costs)	Initially 7.5 FTE of Principal Teacher of Pupil Support across Forres ASG	1185	4 PTs or consider a DHT (Pupil Support) in each of 3 priority schools	740

	<b>Investment Option 1</b>	<b>£'000</b>	<b>Investment option 2</b>	<b>£</b>
	Targeted support staff (e.g. home school link worker, Inclusion worker hours) G6 £28k/post 4 fte		Reduced targeted support to 3 p/t posts (2fte)	
Total (Including indicative)	1144	3140		1530
<b>Total for projects proposed</b>		<b>1996</b>		<b>1038</b>

**(d) Risk Implications**

A statement of risks and benefits is set out at **Appendix 3** in relation to the varying levels of investment for consideration.

All risks associated with the IMP are being managed by the relevant programme boards.

The improvement work carries the known risks associated with change: financial, reputational, resourcing, slippage in time, abortive work, etc. In addition, these projects will be operating in the context of response and recovery to the Covid-19 pandemic, which still has some uncertainties. It is possible that ASN demands will increase as the impacts of covid on children and young people continue to emerge.

While additional resources were agreed by the council for the IMP programme, there is work to be accommodated by services and the availability of dedicated resources will assist in delivering progress. Without resources there is a risk of slow or no progress. Recruitment has been challenging in this area and there is a risk that posts take longer to fill or cannot be filled and the temporary nature of these positions could heighten that risk.

If the resources for the well-being projects in this report are not agreed, this will need to be taken into account in progressing the ASN action plan and alternative options may have to be developed and brought forward for that. Investment in these projects would support the impact of the ASN action plan.

The success of the ASN action plan will impact on attainment for all and there is a risk that current issues and experiences related to ASN services escalate if they are not effectively addressed. Reduced investment will reduce the scope to address the issues set out in the OBC reported to ECOD committee on 11 August 2021.

**(e) Staffing Implications**

There are specific staffing considerations related to the various projects as set out in the appendices describing the projects. These will be progressed in consultation with the workforce and trade unions if investment is approved by the council.

The projects set out in this report represent a significant investment and considerable transformation work. The newly agreed council Transformation Team will provide essential support to ensure that this is adequately resourced as a whole programme of work and to ensure there is consistency, robust methodologies, challenge and review built into the development and delivery of all projects.

**(f) Property**

No direct implications from this report.

**(g) Equalities**

There are no equalities associated with this report and any equalities issues will be addressed within each of the projects as required.

**(h) Consultations**

The ASN review papers and this report and appendices have been shared with the Transform Learning Board, including trade union representatives on the Board. The development of the actions in the ASN action plan and work to advance these associated investment projects will involve trade unions and representatives of the management and workforce delivering the service. Arrangements are also being made to include parent representation on the working group. There will be formal consultation as required on relevant issues in accordance with the council's procedures.

The Chief Executive, Depute Chief Executive (Economy, Environment and Finance), Chief Officer, Health and Social Care, Head of Education, Head of Education Resources and Communities, Head of Finance, Head of HR, ICT and OD and Tracey Sutherland, Committee Services were also consulted and any comments incorporated into the report.

## **5. CONCLUSION**

### **5.1 The Council is invited to consider and provide direction on the next stage of development of the Education workstream Raising Attainment: wellbeing within the Council's Improvement and Modernisation programme.**

Author of Report:	Denise Whitworth
Background Papers:	None
Ref:	SPMAN-1108985784-607 / SPMAN-1108985784-652 / SPMAN-1108985784-651 / SPMAN-1108985784-656 Moray Council 12 May 2021: <a href="#">Item 09</a> ECOD Committee 11 August 2021: <a href="#">Item 08</a>

Service:- Education, Communities and Organisational Development  
 Completed by:- DCE (ECOD)/Head of Educational Resources  
 Project Title:- Raising Attainment – Supporting All Learners

Ref
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### ***Complete a separate template for each investment proposal***

**Proposed change** – Provide a summary of the proposal including any dependencies or relationship to other projects or activities.

In Moray, we are committed to getting it right for every child (GIRFEC) by focusing on the wellbeing of every child to ensure they are safe, healthy, achieving, nurtured, active, respected, responsible and included. Providing support that is equitable, inclusive and timely will raise the attainment and achievements of all children and young people and impact positively on the delivery of consistently high quality learning and teaching experiences as outlined in "Our Moray Standard - Learning and Teaching Strategy." Research shows that achieving better outcomes for children and young people in health and wellbeing contributes to improvements in literacy, numeracy, and behaviour. *(Developing a Positive Whole School Ethos and Culture: Relationships, Learning and Behaviour, June 2018)*

A review of ASN services is underway and it is likely that this will propose a change to the operating model and future approach to delivery. This is a complex piece of work that will take time to complete and implement and so the proposals below are made in support of a transition period and upskilling the workforce as well as to add capacity to the system pending the outcome of the review.

The following four options would support the direction of the ASN review and could be considered on a temporary basis linked to implementing the ASN outcomes.

#### **Possible areas for investment**

Raising  
Attainment  
Wellbeing  
Project Ref

#### **a. Support for targeted intervention** (provisional funding allocation: £208k per annum)

We currently have a model for targeted, time-limited intervention within schools with high levels of need using SEBN/ASN staff. The model is research based and designed to support schools to embed inclusive practice by building capacity and facilitating change in the school community. Although it is too early to provide any formal evaluation of this approach, anecdotally the model has been

successful in supporting schools to develop their approaches to understanding and supporting children with Additional Support Needs, including children and young people with autism and social, emotional and behavioural needs. Data from deployment in two schools has for example shown a marked reduction in the number of violent and aggressive incidents in the schools. The intervention model relies on Teaching and Pupil Support Worker input and it is therefore proposed to extend this model by increasing capacity within our intervention team with two additional members of teaching staff and 5 Pupil Support Workers. The intervention teams will be deployed flexibly to meet needs in schools and assist in supporting the impacts of Covid displayed through behaviour that can impact on the whole school community.

**b. Enhancing and developing staff skills** (provisional funding allocation: £185k per annum for training and release of staff time).

Our ASN investment proposal highlighted the need to develop our training offer, and that improved training and support for teaching and support staff working within an environment where we are seeing a steady increase in the number of children with ASN would lead to better outcomes for all of our children and young people. This additional investment would support a whole school approach to supporting all learners providing consistent models and approaches and upskilling all teaching and support staff in schools to deal with the increasingly complex behavioural issues arising in school. The aim would be to deliver a suite of training in schools (focussing on targeted intervention schools in the first instance) that would include Emotion Coaching, Growth Mindset training, Restorative Practice, Solution Oriented Approaches, Trauma Informed Practice, Inclusive Practice for Autism/ADHD, Differentiation, Seasons for Growth and BSS for Education.

The proposal is for an additional training resource (in addition to the training resource in the ASN & Inclusion investment proposal) and a BSS for Education trainer. To enable training, staff would also need to be paid to attend outwith their normal hours or replacement costs for relief cover would be necessary.

**c. ASN teachers** (provisional funding allocation £350k per annum for 1 x ASN teacher per ASG)

The allocation model for ASN teaching staff has not been reviewed for a number of years and we therefore have teacher allocations in some schools that do not reflect the number of children with ASN in the school. This needs to be looked at as part of the ASN review but there is an argument for offering more ASN teaching support meantime to meet emergent need within an ASG. This teaching allocation would be held centrally and deployed flexibly to provide targeted input within an ASG, supporting school-based colleagues to embed high quality pupil planning and differentiation within classroom practice.

**d. Flexible Package to Support Unmet and Emergent Need** (200K per annum)

There is both unmet and emergent need in the current model of service provision, in particular in support for severe & complex primary age autism, support for the most challenging behaviours, and support for anxiety based and distressed school refusers. This

final option would provide a budget for flexible packages to support individual need that could include Pupil Support Workers working in schools where there is a need for intensive inputs for staged intervention 2 & 3 pupils, therapeutic interventions such as art, music, drama, play and relaxation therapy, and resources to deliver flexible curricula such as outdoor learning activities and active skills based opportunities.		
Risks associated with the proposed change – Describe and provide an indication of the level of risk associated with this project considering any potential reputational damage to the council, the degree of change being introduced, the complexity and/or innovation within the proposal.		RAG Difficulty of delivery
Actions – Describe/list the anticipated actions or a high level view of the work required The actions are detailed above		
Intended outcomes – List the broad outcomes/benefits arising from this proposal  All staff supporting children and young people in our schools (teachers and support staff) understand and engage with staged intervention and inclusive practice and are confident in relating to and working with all our learners, whatever their needs. Where intervention/intensive support is required it can be offered in a timely manner using expert resources. All children and young people receive the support they need, when they need it, including pupils who cannot manage a full curriculum or class attendance.  The projects in this proposal will support the range of outcomes and measure agreed for the ASN review. In particular the following outcomes and measures are relevant against each project:		
Well-being Project	ASN Outcome (number refer to the outcome numbering in the OBC)	Measures of Success
a) Targeted Intervention	2. Moray's children and young people with ASN are safe, included, engaged and involved in learning  3. Moray's children and young people with SEBN are safe, included, engaged and involved in learning	<ul style="list-style-type: none"> <li>• More inclusive schools evidenced through the grading of QI 3.1 (ensuring wellbeing, equality and inclusion).</li> <li>• Increase achievement of ACCEL levels</li> <li>• Increase attainment of SCQF levels</li> <li>• Increase % positive destinations</li> </ul>

b) Training c) ASN Teachers d) Flexible Packages	1. Improved outcomes for Moray's children and young people with ASN through the implementation of national legislation  5. ASN resources, including workforce, are realigned towards flexibility, early intervention and prevention delivered through partnership work	<ul style="list-style-type: none"> <li>• Staff wellbeing measures (including absence)</li> <li>• Children and young people wellbeing measures (children and young people feel safe and included whilst at school)</li> <li>• Reduction in the number of violence and aggression incidents</li> </ul> (Wider Range of measures in OBC)
How will the benefits of this project be measured – Where possible identify SMART outcome measures		
See above – and through wider measures in ASN OBC		
Strategic Fit – Note the areas of the LOIP or Corporate Plan addressed by this proposal		
Loop – Raising Aspirations – overarching priority that covers addressing poverty CP - Our People: Opportunity for people to be the best they can be Our Future – links with challenges noted of improving jobs choices for young people and pay levels and job opportunities for women Legislation: Additional Support for Learning Legislation.		
Resourcing implications – Give an indication of who needs to be involved in the delivery of this project proposal and where this is additional to current establishment		
Existing council teams:  SEBN Team ASN Education Support Officers Educational Psychology Service Moray Autism Service  New resources as set out in this template		
Additional Information – Include any background papers or evidence base for the proposal		

Service information is set out in the ASN OBC Appendix 3 and can be accessed at this link [ASN Review OBC](#) or on the Council's website on the agenda of the Education Communities and Organisational Development Committee on 11 August 2021.

The change in pupil numbers is noted below along with the budget position, which has remained static in real terms since 2013/14 with the increase attributable to salary increases. Changing methods of assessment and the way support is allocated means that it is not valid to do a straight per capita comparison, however, the challenges of meeting need in this environment are evident from the data and the attached appendix explains how this has been achieved.

Moray Pupils with Additional Support Needs by type of plan/need, 2016/17 to 2020/21

ASN Plan / Need	2016/17	2017/18	2018/19	2019/20	2020/21
CSP	45	37	34	43	41
IEP	786	691	656	625	619
Child Plans	185	242	320	521	823
Assessed / Declared Disabled	198	308	331	467	539
With Other Support Needs	2,847	3,538	3,582	3,483	4,325
All pupils with ASN	3,336	3,951	3,951	4,194	4,702
% of pupils with ASN	27.8%	33.2%	33.2%	35.2%	38.8%
National Ave. % ASN	24.2%	25.9%	28.0%	30.2%	31.6%

	2017/18 (£000)	2020/21
<b>Support for learning</b>	7714	8883
<b>SEBN</b>	779	934
<b>Autism</b>	181	395
<b>Total</b>	<b>8,674</b>	<b>10,212</b>

Timescales – Provide an indication of when the work could start and the likely timescales in months/years if known	2021/22	2022/23	2023/24	2024/25
Recruitment would be required so lead in of 3 months from approval, therefore, 75% costs for 21/22				

<b>Investment</b> – Provide an indication of any additional funding required to deliver this project and what this funding covers. If not currently available please indicate what will be required to identify the level of investment.	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s
A. Support for targeted intervention 2 x Teachers @ £43k = £86k 5 x PSW @ £24,500 = £122,530	156,400	208,530	52,130	
B. Enhancing and developing staff skills 2 x Trainer (G9) £100k Relief/supply cover and additional hours £65k Training resources £20k (one off)	138,750	185,000	46,250	
C. ASN teachers (provisional funding allocation £350k per annum for 1 x ASN teacher per ASG)	260,000	350,000	90,000	
D. Flexible support packages £200K per annum	150,000	200,000	50,000	
<b>TOTALS</b>	<b>705,150</b>	<b>943,530</b>	<b>238,380</b>	<b>1,887,060</b>
<b>Savings</b> – Where savings or income is anticipated please indicate what these savings are and a profile of savings delivery. If not currently available please indicate what will be required to identify the level of savings.	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s
There are no savings from this proposal				

Service:- Education Resources & Communities  
 Completed by:- Jo Shirriffs  
 Project Title:- Review of ASN (**Education Raising Attainment: Well-being Project e**)

Ref
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<b><i>Complete a separate template for each investment proposal</i></b>	
<b>Proposed change – Provide a summary of the proposal including any dependencies or relationship to other projects or activities.</b>	
<p>To support the effective delivery of the Moray ASN Strategy the ASN Review is ongoing and requires the development of a detailed business case by mid-2021, with the introduction/implementation of potentially new ways of working from August 2021.</p> <p>The changes required to deliver on the Moray ASN Strategy and proposed through the review are ambitious and complex. In developing the action plan we need to have a clear rationale for change, supported by a review of international and national evidence, and by robust evaluation of any tests of change. Staff training will be key to the success of any changes proposed.</p> <p>The proposed investment will also support the delivery of the ‘Managing Challenging Behaviour Action Plan’ developed by a corporate Health &amp; Safety Working Group in response to increasing numbers of violent and aggressive incidents in schools (an outstanding action in the Health &amp; Safety Annual Report). The majority of our violent and aggressive incidents in our primary schools are related to additional support needs, which can lead to the children exhibiting extremely challenging behaviour. A major focus of the action plan is the training and development of staff in schools, in particular Pupil Support Assistants (PSAs).</p>	
<b>Risks associated with the proposed change – Describe and provide an indication of the level of risk associated with this project considering any potential reputational damage to the council, the degree of change being introduced, the complexity and/or innovation within the proposal.</b>	<b>RAG Difficulty of delivery</b>
<p>There are no risks associated with the proposals in this paper.</p> <p>There is a risk to the success of the ASN Review and the effective delivery of the Moray ASN Strategy if we are unable to demonstrate the rationale for change for the work in development, and support the change through the training and development of staff.</p> <p>There is also a risk in terms of the Council’s ability to ensure the health &amp; safety of our staff if we are unable to progress the training and development requirements identified in the Managing Challenging Behaviour Action Plan.</p>	0

<b>Actions – Describe/list the anticipated actions or a high level view of the work required</b>	
<p>Investment is proposed in the following areas:</p> <ul style="list-style-type: none"> <li>Recruitment of a Project Officer (research and analysis) to coordinate the preparation of literature reviews, to lead on the evaluation of tests of change associated with the ASN review, and to oversee any scaling up of positive improvements across our schools.</li> <li>Recruitment of an ASN Training and Development Officer to coordinate and support the planning, development and delivery of training (inclusive practice and managing challenging behaviour training) to ensure any changes to how we support children and young people with additional support needs are understood, accepted and embedded in practice across ELC, Primary and Secondary school settings. (this proposal overlaps with the Training resource in <b>Appendix 1</b> and so costs have been removed below to avoid duplication)</li> </ul>	
<b>Intended outcomes – List the broad outcomes/benefits arising from this proposal</b>	
<ul style="list-style-type: none"> <li>ASN review actions that are supported by robust evidence</li> <li>A clear structure/measurement plan for evaluating the impact of any changes, allowing us to make adjustments/improvements as we progress</li> <li>Well trained staff teams who feel confident in understanding, managing and responding to behaviours that relate to ASN</li> <li>and supported to make changes in their practice/environments/education offer to better support children and young people with additional support needs</li> <li>The establishment of a Moray Standard for the delivery of ASN services in ELC, Primary and Secondary school settings through the establishment of a comprehensive ASN induction and training package</li> <li>A reduction in the number of Violent and Aggressive Incidents in schools</li> <li>A reduction in school exclusions</li> <li>An increase in school inspection gradings of 'very good' and above for HGIOS 4 QI 3.1</li> <li>ASN budgets are targeted towards early and staged intervention to achieve the best possible outcomes for children and young people with ASN, their families, and the professionals who support them.</li> </ul>	
<b>How will the benefits of this project be measured – Where possible identify SMART outcome measures</b>	
<p>Development of a robust delivery of actions for the ASN Review</p> <p>A robust evaluation and scaling up methodology for tests of change so that successful changes (evidenced through data) can be replicated across our schools.</p>	

An induction and training programme for school based staff that supports the changes we are looking to deliver through the ASN Review and the Managing Challenging Behaviour Action Plan and delivers on the outcomes in the Moray ASN Strategy.

**Strategic Fit – Note the areas of the LOIP or Corporate Plan addressed by this proposal**

### **LOIP**

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

- Children and young people thrive, have opportunities to learn, feel secure, healthy and nurtured and where they are able to reach their full potential
- To improve the life chances of children, especially the most vulnerable by supporting them and their families at the earliest stage.

### **Corporate Plan**

Provide opportunities where young people can achieve their potential to be the best they can be.

### **Education Strategic Priorities 2020-2023**

Supporting All Learners

- Develop a culture of inclusion, equity and diversity leading to improved outcomes for all
- Promote resilience and positive mental health, emotional, physical and social wellbeing supported through multi-agency working

### **Moray ASN Strategy 2017-2027**

Outcome 3. All practitioners are appropriately trained to meet additional support needs in their learning environment

Outcome 7. Significant transitions are effective: transitions are tailored to the individual using a GIRFEC approach.

Outcome 8. Central Support Services are used effectively and efficiently:

### **Children's Services Plan 2020-2023**

Priority 1: The wellbeing of children and young people is improved

- emotional and mental wellbeing
- physical wellbeing
- social wellbeing


<b>Resourcing implications</b> – Give an indication of who needs to be involved in the delivery of this project proposal and where this is additional to current establishment				
Head of Education Resources and Communities ASN & Inclusion Manager (temporary post approved by ECOD Committee on November 18) Principal Education Psychologist Head Teacher SEBN ASN ESOs				
<b>Additional Information</b> – Include any background papers or evidence base for the proposal				
<b>Timescales</b> – Provide an indication of when the work could start and the likely timescales in months/years if known	2020/21	2021/22	2022/23	2023/24
Estimate start date of 1 December for two years		Start	Evaluate	
<b>Investment</b> – Provide an indication of any additional funding required to deliver this project and what this funding covers. If not currently available please indicate what will be required to identify the level of investment.	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s
Project Officer (Research and Analysis) – estimate Grade 9		18	53	36
<b>Savings</b> – Where savings or income is anticipated please indicate what these savings are and a profile of savings delivery. If not currently available please indicate what will be required to identify the level of savings.	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s
The investment in our ASN review will help to ensure our action plan for change is appropriately targeted and can deliver the best outcomes – helping to prevent the escalation of ASN budgets as we respond to increasing and currently unmet need.				

### Raising Attainment: Well-being – Investment Risk Assessment


As noted in the Council report, there is a link between the projects in the Well-being workstream and the actions to take forward improvements in Additional Support Needs Service. Therefore, the benefits and risks of investment are related to the critical success factors in section 4.1 of the OBC and the measures of success contained in paragraph 4.2.9. Both are copied below the table for ease of reference.

Project		Description	£'000	Funding Exit Strategy	Reason for Recommendation	Benefits  Includes outcomes and success factors from ASN OBC	Risks of Lower Investment  Desired outcomes are delivered more slowly and the scale of achievement is impacted as noted below
a) Targeted intervention	1	Single team for deployment to schools on flexible basis (2 teachers, 5 PSWs)	420	Skills transfer to school staff and staffing review in ASN actions	Provides flexibility to support schools/ pupils with current issues and develops skills for more resilient system	<ul style="list-style-type: none"> <li>• Builds capacity in schools and facilitates change</li> <li>• Develops understanding and support for children with ASN and improves school experience for all</li> <li>• More inclusive schools evidenced through the grading of QI 3.1 (ensuring wellbeing,</li> </ul>	<ul style="list-style-type: none"> <li>• Intensive support can be offered to fewer schools and pupils. Impact on educational outcomes for children. Negative impact on school staff who have less support.</li> <li>• Reduced support to embed practice-slower rate of improvement</li> <li>• Central team are deployed as alternative crisis intervention and wider support for</li> </ul>
	2	More limited number of posts that can be used to supplement a school team ( 1 teacher, 3 PSWs)	235				


## Raising Attainment: Well-being – Investment Risk Assessment

						equality and inclusion). • Increase achievement of ACEL levels • Increase attainment of SCQF levels • Increase % positive destinations	ASN services across Moray is reduced with consequent impacts on more schools. • Test of change is limited in scope and so results are less reliable 
b) Training (including staff time)	1	2fte Trainer Budget for relief/additional hours to release staff	370	Temp to enhance training provision to support change so no long term requirement	Support change. Provides support for workforce Improves standards for pupils	• Improved support for staff working with increasing demands • Support for whole school approach to supporting all learners	• Slower development of skills to respond to increasingly demanding environment and complex behaviour issues • Reduced training options so whole impact is reduced
	2	1 fteTrainer Reduced budget for relief/additional hours to release staff	200			• Commitment to, delivery and quality assurance of inclusive practice by all Moray education and support staff in all Moray schools and early learning centres • Staff well-being	• Issues relating to school and teacher practice are not supported • Reduced improvement in engagement with learning for children and young people • School staff do not receive support they are looking for and so do not develop



## Raising Attainment: Well-being – Investment Risk Assessment

						<ul style="list-style-type: none"> <li>• Staff recruitment and retention</li> </ul>	<p>their practice in working with children and young people with diverse needs, including children with emotional, social and behavioural needs.</p> <ul style="list-style-type: none"> <li>• Staff knowledge and training improve at a slower pace</li> </ul> 
c) ASN Teachers	1	1 x ASN teacher per ASG)	700	Temporary appointments to support current pressures. ASN review impact to be assessed to consider longer term.	Can use this and SG funding to augment the central team to have impact across Moray Develops skills base for longer term options	<ul style="list-style-type: none"> <li>• Supports change period arising from review of teacher allocations</li> <li>• Allows adjustment in schools with increased ASN numbers while change takes place</li> <li>• Responds to emergent need with skilled staff</li> <li>• Deployment targeted to highest need</li> <li>• Provides higher skilled resource</li> </ul>	<ul style="list-style-type: none"> <li>• Impact on pupils and staff as reduced ability to respond flexibly to highest need</li> <li>• Potential that the continued increase in recorded additional support needs within schools and early years settings is not addressed while change is implemented.</li> <li>• Instability in service to children and young people as existing resource is juggled while also</li> </ul>
	2	Reduced number of ASN teachers to 4	350				

## Raising Attainment: Well-being – Investment Risk Assessment

						for challenging demands	implementing a programme of change <ul style="list-style-type: none"> <li>• Risk that need cannot be met locally and alternative options are required with possible higher costs</li> </ul> 
d) flexible package for unmet need	1	Budget allocation to be used to meet need	400	Temporary appointments to support current pressures. ASN review impact to be assessed to consider longer term	Supplementing existing provision so any enhancement welcomed. Is supporting existing system rather than driving change	<ul style="list-style-type: none"> <li>• Additional support for most challenging behaviours and needs in primary</li> <li>• Flexible intensive inputs deployed for highest need e.g. to support school return, maintain attendance, adapt individual curriculum offer to improve outcomes</li> <li>• Provides higher skilled resource for challenging demands</li> </ul>	<ul style="list-style-type: none"> <li>• Potential that the continued increase in recorded additional support needs within our schools and early years settings is not addressed while change is implemented.</li> <li>• Instability in service to children and young people as existing resource is juggled while also implementing a programme of change</li> <li>• Less capacity to support individuals with specific interventions</li> </ul>
	2	Lower budget allocation to be used to meet need	200				

## Raising Attainment: Well-being – Investment Risk Assessment

							<ul style="list-style-type: none"> <li>• Risk that need cannot be met locally and alternative options are required with possible higher costs</li> </ul> 
Project e) ASN Review Resource	1	Policy/Research Officer post (f/t 12 mths)	106	Temporary appointment to support work of ASN review.		<ul style="list-style-type: none"> <li>• Resource available to support development of improvement actions</li> </ul>	<ul style="list-style-type: none"> <li>• Progress will be stop/start and timescales will be at risk</li> </ul>
	2	Policy Research Officer post (12mths 0.5fte or 6 mths full-time)	53	No resource for review at present. No service management Resource needed but could look at shorter appointment – note recruitment risk		<ul style="list-style-type: none"> <li>• Research base and evidence assessment can be provided for new ways of working</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement work will be slotted alongside existing remits, an approach carries a higher risk of failure</li> <li>• No capacity in system at present so high risk that progress would not be made. However, no direct impact on frontline, hence lower risk level</li> </ul> 

## Raising Attainment: Well-being – Investment Risk Assessment

Extracts from ASN Review Outline Business Case (ECOD committee 11 August 2021)

## 4.1 Critical Success Factors

4.1.1 For the ASN Re-structure to be successful the main risks and dependencies noted in the previous section have to be militated against. The essential elements that must be in place are themed below:

- i. Strategy and Inclusive Practice: Ensuring legislative compliance: commitment to, delivery and quality assurance of legislative requirements for ASN. This can be met through effective strategy and policy (Supporting All Learners strategy, which will drive forward inclusive approaches) and appropriate organisational and workforce structures.

Inclusive all learners model: structures, policy and practice that move from a deficit/dependency approach to children and young people with ASN to one of empowerment through curricular differentiation and flexible skills based leaning. This can be met through the above strategy work, re-focussing existing ASN and education resources and investment in the review proposals.

- ii. Curriculum offers: A range of differentiated, health and wellbeing, skills based and academic learning opportunities for, but not exclusive to, children and young people with additional support needs. This can be met through refocussing existing ASN and education resources.
- iii. Meeting Needs in the Community – Educational resources: Buildings, equipment and resources that are appropriate to the delivery of flexible ASN curricula and situated in the appropriate sites across Moray that ensures equity of access and opportunity. This can be met through refocussing existing ASN and education resources (including buildings) and investment.

## Raising Attainment: Well-being – Investment Risk Assessment

- iv. Managing and Responding to Demand - Investment funding: Commitment to financially support the ASN review as investment in improving outcomes for children and young people and to prevent further costs from legal challenges around ASN. This can be met by refocussing existing ASN and education resources and investment (financial return predicted 3-5 years, qualitative return from year 2).
- v. Culture and Workforce: commitment to, delivery and quality assurance of inclusive practice by all Moray education and support staff in all Moray schools and early learning centres. This can be delivered by a clearly identified and led strategic vision and direction towards the normalisation and embedding of inclusive practice in schools and by commitment to a long term re-focussing of existing resources in education and ASN.
- vi. Staff recruitment and retention: Creation of a range of jobs aligned to service need that are attractive, achievable and appropriately remunerated. Creation of a structure to allow career progression, so that Moray can grow and hold its own skilled ASN workforce. Accredited continuous professional development programme of training packages in inclusive practice and additional support needs. This can be met through the actions in the workforce section of the plan.
- vii. Quality Assurance: To address tensions around the quality, shape and purpose of ASN service delivery (appropriate recruitment, assignment of staff and training) the organisational structure and management of the ASN workforce should be aligned with service responsibilities.

4.2.9 In relation to the objectives of the review (ref: objectives at 3.2.8 the following measures will be used to assess the impact:

a) Improved outcomes for Moray's children and young people with ASN through the implementation of national legislation	<ul style="list-style-type: none"> <li>i. Increase attendance rates of pupils with ASN</li> <li>ii. Reduce exclusion rates (primary and secondary)</li> <li>iii. Reduced number of adjusted timetables</li> <li>iv. Reduced % of pupils reporting low to medium life satisfaction</li> <li>v. Reduced % of primary and secondary pupils reporting have been bullied in last month</li> <li>vi. Children and young people wellbeing measures (children and young people feel safe and included whilst at school)</li> </ul>
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## Raising Attainment: Well-being – Investment Risk Assessment

	<ul style="list-style-type: none"> <li>vii. Reduction in the number of violence and aggression incidents</li> <li>viii. Staff wellbeing measures (including absence)</li> </ul>
b) Moray's children and young people with ASN are safe, included, engaged and involved in learning	<ul style="list-style-type: none"> <li>i. More inclusive schools evidenced through the grading of QI 3.1 (ensuring wellbeing, equality and inclusion).</li> <li>ii. Increase achievement of ACCEL levels</li> <li>iii. Increase attainment of SCQF levels</li> <li>iv. Increase % positive destinations</li> </ul>
c) Moray's children and young people with SEBN are safe, included, engaged and involved in learning	
d) Moray's children and young people with severe and complex ASN are educated in Moray	<ul style="list-style-type: none"> <li>i. More children and young people are educated within their local communities.</li> <li>ii. Reduced number of OOA placements</li> </ul>
e) ASN resources, including workforce, are realigned towards flexibility, early intervention and prevention delivered through partnership work	<ul style="list-style-type: none"> <li>i. Revised roles and responsibilities</li> <li>ii. Quality assurance activity highlights realignment</li> <li>iii. Impact on outcome measures at (a) above</li> </ul>
f) ASN services are efficient, sustainable and appropriately prioritised and targeted	<ul style="list-style-type: none"> <li>i. Extent to which service needs can be met from within budget - % variation on annual basis</li> </ul>



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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

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

**BY: CHIEF EXECUTIVE**

**1. REASON FOR REPORT**

- 1.1 To inform the Council of the latest progress on the Best Value Assurance Report Strategic Action Plan.
- 1.2 This report is submitted to Council in terms of Section 103E of the Local Government (Scotland) Act 1973, as amended by the Local Government (Scotland) Act 2003.

**2. RECOMMENDATION**

**2.1 The Council is asked to consider and note:**

- i) **progress made on the Best Value Assurance Report (BVAR) Strategic Action Plan shown in Appendix ; and**
- ii) **that future progress will be reported on a quarterly basis.**

**3. BACKGROUND**

- 3.1 The areas of improvement recommended in the Controller of Audit's report and endorsed by the Accounts Commission in terms of the Commission's findings were integrated into a plan of strategic actions submitted to a special meeting of Council on 7 October 2020. It was agreed at that meeting a short life member/officer working group be established to further develop the Plan and bring it back to Moray Council for approval (para 3 of Minute refers).
- 3.2 The Action Plan was approved at the meeting on 28 October 2020 (para 18 of Minute refers) and this is the fourth iteration of a progress report to Council.
- 3.3 The actions in the Plan fall into short, medium and long term categories. The short term actions are largely completed and as the Plan moves into the medium to long term actions, it is appropriate to reflect this by moving the reporting on progress to a quarterly frequency.

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

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

The Council is committed to delivering better public services year on year through Best Value and its key principle of continuous improvement.

**(b) Policy and Legal**

The Council has a legal duty to deliver Best Value and to address findings arising from any Best Value Assurance Reports.

**(c) Financial Implications**

The Council has committed earmarked reserves for transformational change which will require to be drawn upon to develop the capacity to deliver the action plan. The Council agreed at its last meeting on 12 May 2021 (para 13 of the minute refers) to proceed with the development of a programme of investment at the next stage of the Council's Improvement & Modernisation Programme (IMP) and release £5m of Reserves earmarked for transformation and Council's priorities.

**(d) Risk Implications**

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

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

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

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

Continuing to respond to the demands of the Covid-19 pandemic continues to create a range of concurrent risks and responsibilities set out in previous progress reports.

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

service plans and reviewing performance indicators amongst others. The timetable for the BVAR Follow Up Audit has now been agreed with Audit Scotland and is underway.

**(e) Staffing Implications**

There are no implications arising directly from this report. The development of the officer capacity to deliver the required improvements related to the various actions continues to be costed as the actions are considered and initiated. Management capacity to lead and direct this continues to be variable depending upon the response to the Covid pandemic and this may impact on progress to planned timescales as indicated in the report. Reference is also made to the reports to the meetings of Moray Council on 10 March and 30 June 2021 on the subject of Covid Related Pressures and Service Prioritisation.

In order to develop the investment programme referred to at para 4c the Council approved the appointment of a preliminary project team to support the delivery of the project in the Council's IMP.

**(f) Property**

None.

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

This is covered in terms of the inspection regime itself and the Council's duty to deliver Best Value.

**(h) Consultations**

CMT and SMT have been consulted.

**5. CONCLUSION**

- 5.1 This report provides progress to date of the high level strategic objectives of the Action Plan approved at the end of October last year and covers the strategies, plans and projects which have been integrated into the Plan in order to establish and maintain clear focus on delivery of the Plan and to ensure it is sufficiently embedded, if the change and transformation envisaged, is to be delivered.**
- 5.2 The situation nationally regarding Covid-19 remains at the time of writing this report fragile and continues to have a significant impact on the Council's current strategic corporate capacity and capability. This continues to be effectively managed by reviewing and resetting strategic, corporate and tactical priorities with actions to mitigate in the short to medium term.**

Author of Report: Roddy Burns  
Background Papers: [BVAR Action Plan Report 001](#) (20.01.2021)  
[BVAR Action Plan Report 002](#) (10.03.2021)  
[Covid Related Pressures and Service Prioritisation Report](#) and [Appendix](#) (10.3.21)  
[BVAR Action Plan Report 003](#) (12.05.2021)

[BVAR Action Plan Report 004](#) (30.06.2021)

Scottish Government published advice and guidance on  
Coronavirus (COVID-19) protection levels and decision  
making framework

Ref:

SPMAN-1108985784-636

SPMAN-1108985784-659

BVAR Strategic Summary Progress Update

Committee Report Ref:

005

Report Date:

30/08/21

Committee Date:

15/09/2021

Key	Not Started	Concern	Caution	On Target	Complete		
RAG	% Completed	Target Date	Lead	Priority	Workstreams (BV Recommendations)	Status Update	Decisions Required/Made by cmt/smt
	70	May 2021	DCE (ECOD)	1	(R1) Increase the pace of Transformational Change	<p><b>Report 003 Update:</b> Preparations have progressed to report the updated positon on IMP and investment projects to the council. There may be time implications resulting from the pre-election period and consideration is being given to how to progress in this environment.</p> <p><b>Report 004 Update:</b> Decisions at council on 12/5/21 has provided direction on future IMP which will enable progress to be made across a number of projects</p> <p><b>Report 005 Update:</b> Work is underway to progress recruitment per 12/5 council decision. Next stage has been set out for each project and to be confirmed with lead officers to enable progress. Priority is being given to learning estate work in preparation for potential LEIP 3 bid in September and for free school meals roll out. Transformation work is limited in progress pending appointments to vacancies, which is in progress. A review has been completed and issued to HoS re the next stage for each project, meantime progress is service based. Work is progressing as planned for the learning estate. A number of transformation projects are moving slowly while recruitment is underway. However, a report on well-being has been prepared for the council on 15/9 based on links with the ASN review work.</p>	<b>Report 002 Update:</b> 01.3.21: Change target date to May 2021
	50	July 2021	H/GSP	2	(R2) Improve Performance Management reporting/Improve the quality and clarity of Service Performance reporting  Item 16.	<p><b>Report 003 Update:</b> Reasonable progress continues to be made towards the target dates set and getting a revised structure in place. Restrictions on the time of senior officers and RIOs (due to Covid-19 response) have meant that there has been some slippage in these target dates. Whilst the quality of material produced is not as high as it ideally could have been, the bulk of improvements have been made and further refinements can take place going forward.</p> <p><b>Report 005 Update:</b> Good progress has been made on improving the focus of performance management with one cycle of revised reporting. Further work is required on LOIP and Corporate Plan reporting and on training of staff and councillors in the process.</p> <p>Good progress made on Service plan and performance reporting, to aid strategic scrutiny, with a whole cycle in the new format. LGBF has been incorporated into these reports. There has been some slippage in development of a new Corporate Plan reporting format, now due in August, and in the refinement of PI's for committee reporting. Outcome based planning e-learning progressing and due for launch in September following pilot testing in August. Report on progress of outcomes in Corporate Plan due in August. Corporate Plan annual report due to full Council on 15 September 2021. 6 monthly service planning reports in place. New quarterly management reports (including refreshed service PI's) being rolled out Oct 2021. Training and development resources progressing.</p>	
	35%	Feb 2022	DCE (EEF)	1	(R3) Financial Planning	<p><b>Report 003 Update:</b> There is a seasonal element to this work and following approval of the budget for 2021/22 and updated MLTFS little progress was planned for the remainder of March. Following discussion at CMT agreed the need to incorporate a budget for service improvements and to include planned use of ear-marked reserves in next iteration of MLTFS, following summer recess.</p> <p><b>Report 004 Update:</b> Following Council approval of the updated IMP the next stage is to update the financial plan to reflect the outturn of 2020/21 and current levels of Covid related funding from Scottish Government. Need to update short term financial plan to reflect this and report to members after the recess.</p> <p><b>Report 005 Update:</b> Overview updated per above, need to update short term financial plan to reflect this and report to members after the recess. Updated short term financial plan with particular reference to Covid ear-marked reserves to be reported to committee in August. Updated short to medium term financial plan and reserves policy to be reported to Council on 15 September.</p>	
	30	Oct 2021	H/HR ICT & OD	3	(R4) Implement the Elected Member Development Strategy	<p><b>Report 003 Update:</b> Full range of development requirements captured and development activity planned. Blended solution for leadership development being developed and draft appraisal process work begun.</p> <p><b>Report 004 Update:</b> This work has stalled due to resourcing issues, some of which will be resolved from early June at which point the work will be prioritised.</p> <p><b>Report 005 Update:</b> Resource issues are resolved, work is progressing on the next stages of the EM development activity. Development work with IS on scrutiny and other key issues progressing, linking closely with Scrutiny Charter work, other methods to improve self-awareness being brought forward. Planning session for scrutiny development planned, other work progressing.</p>	
	50	Sept 2021	H/GSP	4	(R5) Continue to progress the Governance Review	<p><b>Report 003 Update:</b> Good progress has been made in the review. All of the issues and options have been identified with the timing of decision making having been interrupted by the wider Covid-19 response. A further workstream, review of second tier governance documents has been identified and can be progressed meantime.</p> <p><b>Report 004 Update:</b> Information gathering and identification of options taken place for Governance review, however the impact of Covid has delayed the making of a final decision. Deadline has been extended to Sept 21. Information gathering and identification of options taken place for Governance review, however the impact of Covid has delayed the making of a final decision. Deadline has been extended to Sept 21.</p> <p><b>Report 005 Update:</b> Information gathering and identification of options taken place for Governance review, however the impact of Covid has delayed the making of a final decision. Deadline has been extended to Sept 21. A revised structure has been agreed, taking account of split in Depute Chief Executive responsibilities. Formal amendments to the Scheme of Administration to be approved In September 21.</p>	<b>Report 003 Update:</b> 26.4.21: Change target date to September 2021 to reflect ongoing Covid situation which has deferred long term decision

	40	June 2023	H/E	2	(R6) Improve Educational Attainment	<p><b>Report 003 Update:</b> Requirement to respond to changing environment re school attendance, testing, and to deal with SQA accreditation process has placed pressure on the system that has left limited scope for progressing normal improvement actions.</p> <p><b>Report 004 Update:</b> Work continues at pace alongside managing outbreaks over the last reporting period. The Alternative Certification Model has created significant additional workload to the system in supporting processes to provide provisional grades for young people by the end of June. Across the BGE staff are ensuring that they have identified the gaps in learning as pupils have returned full-time and gathering evidence of achieving CFE levels for national reporting purposes in June.</p> <p><b>Report 005 Update:</b> With schools on holiday, work has focussed on central team preparations for schools return, including updated Covid mitigations. Work on the ASN review has progressed and will provide essential actions for the development of the Moray wide strategy for supporting all learners.</p>	
	30	Dec 2021	H/H&P	5	(R7) Improving satisfaction levels in Housing	<p><b>Report 003 Update:</b> Good progress continues to be made. Feedback from others councils on their approach to tenant surveys has been received earlier than expected and this is being analysed. Stock Condition Survey report received and the investment for the next 30 years will be profiled in the review of the HRA Business Plan.</p> <p><b>Report 004 Update:</b> Good progress continues to be made. Tenant survey feedback from other LA's analysed and summarised into a report. Findings incorporated into tenant survey tender document and tender issued. Investment profiles for existing and new housing carried out in preparation for Business Plan Review in June 2021.</p> <p><b>Report 005 Update:</b> Following the appointment of the consultant work remains on target to conduct the tenant survey this year, in accordance with regulatory framework. Progress continues to be good, with the consultant who undertook the previous survey appointed and undertake an enhanced methodology agreed which will be interviewer-led with a sample of 1,500 households, as opposed to a postal survey to all tenants. An initial inception meeting was held on 14 July and the following programme agreed: Fieldwork – 23 August – 15 October; Results Initial Review – 22 October; Final Report – 19 November</p>	<p><b>Report 002 Update:</b> 01.3.21: Maintain overall timescale but extend target date from June to August for learning from other councils.</p>
	60	April 2021	CEx CPP		(R8) Continue working with CPP to determine clear outcomes and milestones and Performance reporting	<p><b>Report 003 Update:</b> CPB to be held on 28 April 2021.</p> <p><b>Report 004 Update:</b> Priority plans now in place which provides foundation for performance reporting to be on stronger footing. Performance report to CPB in June. Poverty work remains a gap but temp Chair in place for FMF and council poverty team when recruited can provide some support to partnership working in this area.</p> <p><b>Report 005 Update:</b> Recruitment is progressing for senior policy officer post.</p>	
	50%	Oct 2021	CEx	1	Accounts Commission Findings: Need for clear committed and decisive leadership	<p><b>Report 003 Update:</b> Leadership development research progressing albeit slowly due to resourcing and other pressures, interim paper and provision being finalised.</p> <p><b>Report 004 Update:</b> Leadership development work has been delayed further due to additional resourcing issues. Other work will require to be re-prioritised to release resource to progress this work. Interim arrangements for leadership development being progressed. Wider research on future developments to continue.</p> <p><b>Report 005 Update:</b> Interim arrangements for leadership development being progressed. Wider research on future developments to continue. Leadership development activity is continuing based on previous programme, further L&amp;S leadership development activity to be promoted and implemented. Change request made for delivery date of leadership development actions, interim paper being amended following initial feedback.</p>	

Key	Issues (I)	Major Risks (R)	Change Request (C)		
Issues / Major Risks / Change Requests				Targets for Next Period	
R1	<b>Increase the pace of transformational change:</b> (I) Flexible Working project will be informed by the longer term homeworking considerations which will precede the work of the group to some extent.			R1	<b>Increase the pace of transformational change:</b> Further work on job descriptions and phasing for project resources Progress procurement/commissioning for relevant IMP projects Report to council on well-being 15/9
	<b>Increase the pace of transformational change:</b> (R) Vacancy for H/Transformation and Inclusion Manager - impact on specific projects and overall programme. Pandemic is adding pressure and requires attention on day to day operation which draws focus from development work				
R2	<b>Improve Performance Mgmt:</b> (R) Lack of engagement by councillors or officers with development activity due either to current pressures or individual approach			R2	<b>Improve Performance Mgmt:</b> Finalise service PI review and incorporate into Q1,2 performance reports to service committees.
	(I) Part of development work links with R4, R8 and accounts comm section				
R3	<b>Financial Planning:</b> (I) Part of the work is dependent on IMP			R3	<b>Financial Planning:</b> Draft prioritisation of investment templates. Incorporate planned programme of spend from reserves into Medium to Long Term financial strategy ; add budget pressure for service improvements. Update for outturn 2020/21 Update short term financial plan
R4	<b>EMs Development Strategy:</b> (I) Overlaps and interdependencies with R8 and Accounts Comm.			R4	<b>EMs Development Strategy:</b> Circulate calendar of activity, complete scheduling of 6 monthly one to ones, complete arrangements for IS workshop for August. Further develop workshops with IS, demo psychometric tool to CMT
	(R) Lack of engagement from EMs would impact on achievement of outcomes.				
R5	<b>Governance Review:</b>			R5	<b>Governance Review:</b> Scheme of Admin to be formally approved.
R6	<b>Raising Attainment:</b> (I) PLL plan to be represented to LNCT at the beginning of Term 1 2021/22. (I) Following Covid-19, schools are beginning to engage with RRSA. Building Relationships Programme on hold till August 2021.			R6	<b>Raising Attainment:</b>
	(R) ACEL attainment moving forwards taking into account emerging evidence of pupil participation during lockdown including parent over-assistance in learning. Continued need for consistency of assessment and moderation processes. (R) Wellbeing of all learners, their parents and staff continues to impact and ELC settings/schools continue to work with their communities in reducing risk. This may have impact on ACEL, ACM and wider learning.				
R7	<b>Satisfaction Levels in Housing:</b> (C) Extend completion date for the "Learn from other Councils with higher satisfaction results" from June 2021 to August 2021. The return to lockdown has restricted the service and other authorities availability to respond to requests for information.			R7	<b>Satisfaction Levels in Housing:</b> Complete procurement assessment and tender documentation for a consultant to carryout the next tenant satisfaction survey Issue tender documentation for the undertaking of the tenant survey to suitable consultants. Analysis of feedback from other LA's. Tenders to be returned for next tenant survey. Tenders to be assessed and appointment made. Review of Business Plan to have begun Develop questions and form for the tenant survey. Provide back data for the Business Plan review by consultant Agree questions with consultant and discuss intended approach with Scottish Housing Regulator, which Audit Scotland will have regard to in follow-up
R8	<b>CPP:</b> (I) Progress dependent on engagement of CPP.			R8	<b>CPP:</b> Further develop overview of poverty governance and link with new council poverty team once appointed
	<b>Accounts Commission:</b> (R) Progress dependent on EM and senior officer engagement with development programme/activity (C) Request for delivery date for leadership development actions to be extended to Dec 2021				<b>Accounts Commission:</b> Joint programme drafted, initial activity identified and scheduled Circulate draft proposals to review capacity and ways of working of CMT and SMT to CMT / SMT Agreement on blended approach to Leading in Complexity and 3 Horizons so the launch to senior managers can be planned and implemented Alternative measures to be put in place to allow work to progress Interim leadership development options paper finalised Interim paper signed off and L&D activity promoted/implemented

Programme Summary	
Report 002 Update:	There is progress in all areas but timescales have been revised in a number of workstreams in light of ongoing challenges in relation to the national pandemic. Members' attention is also drawn to the separate report to this meeting of Council on Covid related pressures and the impact on council services.
Report 003 Update:	Progress continues in all areas but timescales have been revised in one workstream in light of the continuing challenges in relation to the national pandemic. Audit Scotland are cognisant of the challenges and impact of Covid-19 on the Council and will reflect this in their reporting. Information that would help convey this context will be made available for this purpose.
Report 004 Update:	Delays with Elected member development and leadership development due to resourcing issues have impacted on progress. Successful recruitment and re-prioritisation of work should allow for more progress in the next period. Information gathering and identification of options taken place for Governance review, however the impact of Covid has delayed the making of a final decision. Deadline has been extended to Sept 21.
Report 005 Update:	There is progress overall in all areas but timescales have been revised to align Elected Members and senior officer development programmes. Work continues to mobilise skills and expertise for the extended IMP, in particular recruitment in accordance with the decision of Moray Council on 12 May 2021. Complete cycle of performance management achieved.



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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: STRATEGIC FRAMEWORK FOR RECOVERY AND RENEWAL IN MORAY – UPDATE ON PROGRESS**

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

**1. REASON FOR REPORT**

- 1.1 To provide an update on progress with recovery, noting that the last overarching update report was provided to the Council on 18 February 2021.

**2. RECOMMENDATION**

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

- i) notes the update on key developments at a national level;
- ii) considers the broad update on local activity and developments across the 4 harms;
- iii) considers the update on progress with the Recovery and Renewal Action Plan (RRAP) at Appendix 1 and lessons learned; and
- iv) notes broad progress in terms of the Recovery and Renewal Programme at Appendix 2 and agrees the reprofiling now proposed.

**3. BACKGROUND**

- 3.1 The Recovery and Renewal Strategic Framework (RRSF) was approved for consultation and engagement by the Council at its meeting on 24 June 2020 (para 3 of the minute refers) and during engagement met with broad support. Since that date regular updates have been provided to Group Leaders sitting as the Recovery and Renewal Working Group (RRWG) and to Council on 18 February 2021 (para 8 of the minute refers).
- 3.2 At the meeting in February it was noted that the course of the pandemic had not been as anticipated when the RRSF programme was prepared, with focus moving constantly between response, maintaining normal services as far as possible and recovery activity, and this had had an impact on the depth and pace of recovery activity possible and so on progress along the timeline

initially identified in 2020 which anticipated the re-engineering of existing strategies starting in January 2021.

- 3.3 Since the last report there have been many noteworthy milestones: the Test and Protect programme has been significantly expanded with 87% of those 18 and over now double vaccinated and progress being made vaccinating those under 18; the phased return of schools was completed; the furlough scheme was extended and Scotland has gradually seen restrictions eased to the point where, after a brief period in May during which the area was held at level 3, Moray has now progressed with the rest of country beyond level zero. While limited restrictions such as social distancing remain for some activities, the hard won freedoms we now enjoy are welcomed by all and should enable greater focus on recovery and renewal in the coming months. Given the unpredictability of the pandemic however, with significant ongoing increases in case numbers and resulting impacts across the four harms, we must remain vigilant as to what the winter months may hold.
- 3.4 Whilst previous reports have focussed on work around the 4 harms in the context of the RRSF and RRAP, supporting work not referenced in the RRAP but directly related to recovery continues including:
- The Short to Medium Term Financial Strategy has been reviewed and forms a separate item on this agenda
  - Governance arrangements have been reviewed and also form a separate item on this agenda
  - Other aspects such as workforce planning and development, service re-design and digital transformation are encapsulated within the Improvement and Modernisation Programme an update for which was provided to council on 12 May 2021.
- 3.5 This report will draw together at high level information on:
- Developments at national level
  - Local progress viewed in terms of the 4 harms, noting that detailed information has been submitted through the relevant service committees
  - Progress/Reporting relative to the Recovery and Renewal Action Plan (RRAP) and lessons learned
  - Progress with the Recovery Programme and a proposal to extend the timeline for recovery activity in light of the extended nature of the pandemic

#### **4. NATIONAL DEVELOPMENTS**

- 4.1 The Accounts Commission Local Government Overview report 2021 was published in May and set out 8 key messages identified including: relationships with communities and the versatility of our workforce have been vital; the financial impact of covid has been unprecedented; the need to learn from the covid response and not simply revert to business as usual.
- 4.2 Housing to 2040 was launched in March 2021 setting out the Scottish Government's vision for 100,000 more affordable homes over the next decade with a particular focus on rent controls, decarbonisation and introduction of a

new housing standard across all tenures. A new tenant support grant was also launched to avoid evictions as a result of COVID-19 related arrears.

- 4.3 Employability has also been a critical area with a new COSLA Leadership Group established in May 2021 across the public and private sectors seeking to drive this agenda forward.
- 4.4 In terms of economic funding, various additional supports have been rolled out including City and Regional Recovery funding announced in March; funding for staycation pressures has been provided along with various supports for tourism; a community wealth building officer has been recruited to drive this agenda forward in Moray ahead of the Community Wealth Building Act.
- 4.5 Education: Education Scotland and the SQA are to be reformed as part of the implementation of the OECD's recommendations for structural change in Scotland, including delivery of the national curriculum, assessment, qualification and inspection functions. Confirmation is awaited of the SQA assessment processes for academic year 2021/22 and whether there will be a return to an examination based system.
- 4.6 Health: additional funding has been provided for health and social care workforce wellbeing and for health care improvements. Further commentary is beyond the scope of this report.
- 4.7 John Swinney was appointed as Cabinet Secretary for Covid Recovery, a new Covid-19 Recovery Committee was set up in Holyrood and a Covid Recovery Strategy for Scotland is now in development. This is proposed to progress through shared leadership between the Scottish Government and Local Government in Scotland, working collaboratively across sectors and communities. The evolving vision, priorities and principles of this strategy closely resemble those in the Council's RRSF. As actions are developed in terms of this national strategy, progress with recovery and renewal locally will be kept under review to minimise gaps and overlaps.
- 4.8 The new Programme of Government and First 100 Days Commitments also include pledges intended to directly support recovery including funding for the No One Left Behind employability agenda; additional teaching, classroom and Developing the Young Workforce support for schools; support for digitisation and device provision in schools; extension of free schools meals and food funding for families with young children; play park improvements and free bus travel for under 22s; development of a new 10 year National Strategy for Economic Transformation including a green recovery.
- 4.9 At a UK level, looking beyond grant settlements and Barnett consequentials, the UK Government opened the Community Renewal Fund for 2021/22 to support covid recovery and as a precursor to the Shared Prosperity Fund opening in 2022, and also began the process for roll out of funding in terms of the Levelling Up Programme.

## **5. LOCAL PROGRESS ACROSS THE FOUR HARMS**

### **5.1 Health Harms: Direct and Indirect**

*The outcomes of the RRSF concerning prioritising those most affected by the pandemic, supporting the vulnerable and advancing wellbeing are most relevant to this harm.*

- 5.1.1 Throughout the pandemic those who needed to Shield have been well supported by a variety of agencies working collaboratively to protect those most at risk from covid. As society has opened up the best defence alongside the existing social distancing measures in place is the covid vaccination programme. Nearly 93% of Moray residents have received a first vaccine, and 87% have to date received a second dose. The vaccination programme will remain in place to protect those most at risk through a flu vaccination campaign, and any further extension of the covid vaccination.
- 5.1.2 Our third sector have continued to work alongside statutory services supporting a range of vulnerable groups throughout the pandemic, and in particular maintaining services for those seeking help for drug and alcohol addiction. The Moray Alcohol and Drug Partnership continued to meet and plan ahead, and the plan for 21/22 delivers further opportunity for rehabilitation programmes that support individuals and their families. Mental health services have developed their support mechanisms and will maintain choice whereby clients can access services remotely.
- 5.1.3 It is recognised that there may be many more individuals who are experiencing poor mental health as a result of the pandemic. The NHS will be rolling out programmes to develop a Trauma Informed Workforce. Led by NHS Education for Scotland, the National Trauma Training Programme (NTTP) have produced a knowledge and skills framework for the Scottish workforce, alongside training resources appropriate for all levels across the workforce. Being trauma informed means being able to recognise when someone may be affected by trauma, collaboratively adjusting how we work to take this into account and responding in a way that supports recovery, does no harm and recognises and supports people's resilience. This programme also supports the work of The Promise supporting children and families.
- 5.1.4 The legacy of the pandemic is that some residents will be waiting longer for a health intervention, and while waiting for the procedure may be experiencing lower levels of functioning, impacting on their quality of life. The Scottish Government has just published a recovery plan to address the backlog in care and meet ongoing healthcare needs for people across Scotland. <https://www.gov.scot/publications/nhs-recovery-plan/>. The Moray Health and Social Care Partnership within the context of the Moray Portfolio will continue to evolve plans that support recovery and address the longer term well-being of the population as we transition through recovery.

### **5.2 Economic Harm**

- 5.2.1 *The outcome of the RRSF relative to the economy, businesses, partners and infrastructure of Moray achieving stability and support to recover and grow is*

*most relevant to this harm, but supporting those most affected by the pandemic including those in financial hardship and advancing wellbeing are also relevant.*

5.2.2 In terms of economic recovery, a plan for Economic Recovery was approved by the Council on 28 October 2020 (para 14 of the minute refers) and is underway. The latest formal update on activity was provided to Moray Economic Partnership (MEP) in May with a further verbal update provided on 25 August. At the May meeting of MEP a range of Performance Indicators for Economic Recovery were agreed, and progress with these will be made available through MEP and RRSF update reports, with a comprehensive update expected before the end of the calendar year. Meantime a small number of indicators are tracked nationally and by local authority area as shown on the Improvement service website as part of an Economic Impact Dashboard: <https://scotland.shinyapps.io/is-covid-economic-impact/>. Data gathered by HIE is also available at [www.hie.co.uk/businesspanel](http://www.hie.co.uk/businesspanel) with confidence in the Highlands and Islands economy having risen to 67%, up from 37% in October 2020.

5.2.3 In excess of £42m of grants have been distributed to September 2021 by the council, with a further tranche distributed when Moray was held at level 3, and a new start up grant agreed at the Economic Growth, Housing and Environmental Sustainability Committee on 24 August. Work has also begun on a review of Moray Economic Strategy in light of covid changes, with a Steering Group formed to bring recommendations back to MEP by the end of the calendar year. This will include a review and updating of the Skills Investment Plan, with the subgroups sitting under MEP amended to match the revised Moray Economic Strategy themes and outcomes with a delivery plan and key performance measures clarified.

### 5.3 Education Recovery

5.3.1 Schools returned in August and continue to follow Scottish Government guidance on the operation of schools and early years' childcare (ELC), including taking account of updated requirements on ventilation and CO2 monitoring in buildings. The immediate focus on return to school has been on well-being, numeracy and literacy while also following the subject curriculum in primary and secondary. Schools are looking forward to a more normal year of learning ahead and secondary schools will be building on covid experiences by continuing to develop their approach to assessment and moderation throughout the year in order to be as prepared as possible for any certification model that emerges for SQA qualifications in the coming year. Surveys of learners, staff and parents have provided useful feedback to help understand the impact of covid and learn from the experience gained. Additional staff, both support and teaching, have been deployed to meet emerging needs and gaps and this continues to be monitored to ensure the ongoing impact is addressed. The attainment strategy was approved by Economy, Communities and Organisational Development (ECOD) committee in November and will support ongoing work in this area.

## 5.4 Social Harm

*The RRSF outcomes relating to priority being given to those most affected by the pandemic, supporting the vulnerable and building long term resilience in our communities are most relevant in this area, although this agenda is cross cutting and so is relevant to all outcomes.*

Updates were provided to the Education Communities and Organisational Development Committee in a report on Social Recovery through Locality Planning on 31 March 2021 and on Sport and Leisure recovery on 11 August 2021.

### 5.4.1 Work ongoing around this theme locally is as follows:

- **Community Resilience**

A priority for recovery and renewal is the development of Community Resilience Plans. Work is ongoing with local communities and two communities (Lossiemouth and Forres) are currently engaging to identify themes for Community Plans, prioritising community recovery from the pandemic. The Community Learning and Development (CLD) Strategic Partnership Group have produced a draft three year Partnership CLD Plan which has a focus on Covid Recovery and includes reference to all of the activities contained in this section of the report and this plan will be a key focus for supporting social recovery and working to build on experiences in communities.

In terms of support for those experiencing covid in our communities, the Grampian Assistance Hub has now closed and the data on the Moray Groups and volunteers has now moved to Moray Council to manage locally.

Work is currently underway on a Participatory Budgeting process around parks and play areas in four communities and has seen additional revenue being brought into the process directly by community groups. Consideration is also being given to additional areas of budget that may be suitable for participatory budgeting in 2022/23.

- **Poverty, Inequality and Restricted Life Chances**

As noted in the last report, further work is required to develop the poverty response in Moray. The Council approved the establishment of a temporary poverty team at its meeting on 12 May 2021 and recruitment is underway. Once appointed this post will undertake an assessment of the current work and any gaps and draw these into an action plan, also taking account of the known and emerging issues from the pandemic and lessons learned.

The Fairer Moray Forum (FMF) has collated a range of case studies from individuals and partners which gives wider insights into the impact on those living in poverty (further details available [here](#)) Moray also features as one of the case study authorities in a UK wide report '[Comparing local responses to household food insecurity during Covid-19 across the UK \(March – August 2020\)](#)'. The report recognises: *The key role played by Moray Food Plus as the anchor community food*

*organisation in Moray and the support of the local authority through the Money Advice Team, Community Support Unit and other services. The FMF will be considering this information further to identify actions to respond to the issues identified, in particular there are concerns about domestic violence, ensuring access to services and financial security as changes to current benefits come into effect.*

A review of the child poverty action plan is also planned and the new resources will help to support this work across the partnership.

## **6. PROGRESS WITH THE RECOVERY AND RENEWAL ACTION PLAN (RRAP) AND LESSONS LEARNED**

- 6.1 An update on progress with the RRAP has been prepared and produced at **Appendix 1**. The content of the RRAP was drawn from Service Plans reviewed in late 2020 and will be fully reviewed when these are updated in 2022 along with the next Corporate Plan. Meantime the update shows the RRAP actions as overall 61% complete and thus with a RAG rating of green as at 31 March 2021.
- 6.2 In terms of lessons learned, helpful observations are contained in the joint report by COSLA and the Improvement Service on “Lessons Learned During Covid-19” which identified a number of areas of success and challenge for local government. This forms part of a range of covid resources hosted by the Improvement Service. Reflecting on more local experiences, feedback was also gathered from managers during a recent Leadership Forum exercise which focussed on experiences in the pandemic and learning to take forward from this for consideration as services adapt is being collated. Detailed consideration of lessons learned will form part of preparation for the review of the current Corporate Plan which will be held when the new Council is constituted in May 2022. This will also enable due regard to be paid to the emerging national Covid Recovery Strategy and actions.

## **7. PROGRESS WITH THE RECOVERY AND RENEWAL PROGRAMME**

- 7.1 When the programme for the RRSF was framed this was split into four phases moving from the initial emergency response through to the period past the first peak and on into re-engineering existing strategies and policies. However, after the first peak two subsequent peaks or waves were experienced and so progress has been delayed as more time has been spent in response. The programme is produced as **Appendix 2** and it is recommended that members now recognise and agree that, whilst the elements of the strategic framework including the aims and outcomes appear to be well aligned with thinking at national and UK level, progress from stage 2 to stage 3 will be gradual and differentiated across services. So for example, while re-engineering of Moray Economic Strategy is underway, core strategies in other areas cannot be reviewed effectively until further detail emerges on the Programme of Government commitments and other national directives including the Covid Recovery Strategy. It is therefore recommended that the council agrees that significant progress with stage 3 is unlikely to begin until January 2022, with major progress at a corporate level being evidenced when Service Plans are

reviewed after the Local Government elections in May 2022 – in effect the re-engineering described in the programme.

## **8. SUMMARY OF IMPLICATIONS**

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

This report outlines how recovery planning for COVID-19 is being progressed while remaining true to the core values and most pressing objectives set out in the Corporate Plan and LOIP.

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

National policy guidance is being reviewed regularly as the COVID-19 pandemic continues to affect services and planning for recovery has taken account of the recovery Route Map and latest guidance issued by the Scottish Government as it relates to local circumstances.

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

Financial implications are being reported regularly. Every effort is being made to adapt and design services without incurring additional costs, with the financial implications being part of the review of the Short to Medium Term Financial Strategy.

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

Risk identification and management is a key part of the role of the Recovery and Renewal Management Team, and issues will be identified in the project management processes set up for each work stream. Risks identified at a strategic level have been incorporated into the Council's Risk Register and internal audit will have a role to play in taking an overview of risk management in the recovery process.

There are numerous risks involved in the recovery process including:

- Health and safety of citizens and service users and employees
- Council premises, physical and cyber security
- Supply chain risk
- Technology and information
- Financial and economic risk
- Governance
- Serious organised crime, fraud
- Legal and commercial including the evolving national context

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

There are no direct staffing implications from this report. Specific workforce issues will be considered as part of the detailed work being undertaken in recovery. It should be recognised however that staff are under immense pressure and that capacity is being managed with priority continuing to be given in some areas such as Environmental Health to response and service maintenance, with limited capacity for recovery.

**(f) Property**

Property issues are part of the planning process in light of social distancing policy and will be kept under review. With a substantial increase in home working and more online contact with our customers, there may be options to rationalise our estate beyond the levels previously considered possible when social distancing is eased and this forms part of the Office Review.

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

Equity, fairness and inclusion are highlighted as key considerations in recovery nationally and are also highlighted in the proposed Recovery and Renewal Framework. Equality impacts are being assessed in services undergoing material redesign.

**(h) Consultations**

CMT has been consulted on the content of this report.

**9. CONCLUSION**

**9.1 As the country moves beyond level zero, the focus should move from response to recovery and renewal. Actions in terms of the RRAP and national directives are ongoing, with a more strategic approach to local social renewal, poverty and further Community Plans in particular under development.**

**9.2 Pressures arising from a return to response have delayed progress with the RRSF Programme and adjustments to this timeline are required.**

Author of Report:

Rhona Gunn

Background Papers:

[20200624 RRSF Report to Emergency Cabinet](#)

[20200624 RRSF Appendix 1](#)

[20200624 RRSF Appendix 2](#)

[20200624 RRSF Appendix 3](#)

[20210218 RRSF Update Report to Special Moray Council](#)

[20210218 RRSF Update Appendix 1](#)

[20210218 RRSF Update Appendix 2](#)

[20210218 RRSF Update Appendix 3](#)

[20210218 RRSF Update Appendix 4](#)

[20210218 RRSF Update Appendix 5](#)

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# APPENDIX 1

Icon	Details
	Due Date met
	Not started; In progress
	Due Date not met





STRATEGIC	SERVICE	NEW – RECOVERY & RENEWAL
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RECOVERY AND RENEWAL – PROGRESS AS AT MARCH 2021	61%
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Priority is given to groups and areas most affected by the pandemic					60%
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
STRATEGIC ERC 1.1	Enhance community participation in service delivery (e.g. CATs)	31-Mar-2021	<p>Support to groups working on CATs ongoing – all requests for support addressed. Initial and Final assessments completed.</p> <p>Of the 4 CAT Transfers agreed at committee the legal work has been completed for Forres and Dufftown. Cullen and Findochty are still to be completed.</p> <p>Elgin Town Hall group have continued with a lease for the time being as the Hall is a project within the cultural quarter of the Growth Deal, Longmore Town Hall is a Trust and the group there are exploring with Legal the best route for the transfer. Fisherman's Hall in Buckie submitted their CAT application but are working on an update after COVID-19</p> <p><b>Additional CAT's agreed at committee in 2020-21:</b></p> <p>Elgin Sports Community Trust – land at Lesser Borough Briggs – CAT lease  Aberlour Community Association - Alice Littler Park – CAT transfer  Lossiemouth Community Development Trust – land at Coulardbank for Skatepark project – CAT lease  CATs submitted: Findhorn Conservation Company – Toilet blocks at Findhorn</p>	<div>40%</div>	





STRATEGIC ERC 1.2	Develop and implement Participatory Budgeting	31-Dec-2021	<p>PB Care Experienced Young People pilot completed. 31/3/21. Evaluation to be carried out.</p> <ul style="list-style-type: none"> <li>. PB – Play Area budget approved for Participatory Budgeting (PB) in 21/22 financial year.</li> <li>. COSLA Alan Turing Artificial Intelligence (AI) pilot approved by CMT/SMT – awaiting confirmation from COSLA that funding is in place.</li> <li>. New CONSUL (Online platform for Participatory Budgeting) site in place – waiting for COSLA to link to myaccount.</li> <li>. Working with Money For Moray (M4M) on PB exercise with young people.</li> </ul> <p>The PB Steering Group has asked CMT/SMT to consider additional budget lines that could be allocate via PB.</p> <p>The 1% participatory budget target has been set by the Scottish Government – this is total estimated expenditure for revenue (less Council tax). For 2020/21 it was £206.221m less £33.870m = £173.351m, so PB is £1.724m.</p>	50%	▶
STRATEGIC ERC 2.1	(CP) Develop engagement with the public on the future of council services	31-Mar-2022	<p>Social Recovery through Locality Planning paper (ECOD Committee 31/3/21) noted that this action was delayed due to Covid -19. Committee agreed a refocussed approach to locality planning that will allow us to identify cross-cutting themes to inform our corporate strategic planning. It will also enable the building of links and relationships within our communities to support the development of community involvement in service redesign.</p>	50%	▶
STRATEGIC ERC 2.2	(CP) Develop locality engagement - so that solutions are influenced by the experience of local people	31-Oct-2021	<ul style="list-style-type: none"> <li>• Locality Planning work impacted by second COVID-19 wave and restrictions post-Christmas 2020</li> <li>• Monitoring reports for Buckie Central East and New Elgin East completed and submitted to CLD Strategy Group. CSO support ongoing in both areas.</li> <li>• Committee approval on 31/3/21 to work with anchor organisations to support with locality/community planning in Lossiemouth, Forres and Keith.</li> </ul>	60%	▶
COVID-19 (2.2)	Children's Health and wellbeing are supported and safeguarded during the COVID-19 pandemic	31-Mar-2021	<p>A Counselling Service has been commissioned to support learner HWB across Moray and will start early next term. This will supplement existing approaches using PEF funding. A revised Locality model has been fully consulted on and will be operational in the final term of the session. This will strengthen safeguarding and child protection processes as well as further develop early intervention approaches.</p>	100%	✓


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Those who are vulnerable, experiencing financial hardship or are otherwise adversely impacted feel supported					50%
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
HPS20-22.S5.02.1.1	Reduce the number of households in temporary accommodation by 10 in 2020/21	31-Mar-2021	Covid-19 increased the number of homeless people presenting because it was not acceptable to have rough sleepers. We have dealt with this peak by increasing our temporary accommodation stock to meet the increased demand. This is significant as the majority of other local authorities have not dealt with this peak in demand. However, we are now back at a similar figure as before so the status progress is 0%.	0%	
HPS20-22.S5.02.1.2	50% Council house allocations to Homeless List.	31-Mar-2021	At this date – our figure was at 52%	100%	
HPS20-22.S5.02.1.3	Provide additional housing support for tenancy sustainment to 30 households.	31-Mar-2021	Due to Covid, we have been unable to appoint the 3 Housing Support Workers required to achieve this target. We hope to appoint these posts within the next 6 months.	0%	
EG&D20-22.S6.1.3	We will progress employability and skills activities such as kickstart, youth guarantee scheme, parental employability support.	31-Mar-2021	This work is being progressed as part of the economic recovery plan.	100%	



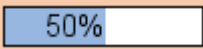



The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”					64%
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
GSP20-22.Strat-4.1	Governance Review	30-Apr-2021	At Full Council (20 January 2021) agreed to continue with the temporary committee structure due to the ongoing Covid restrictions as initially agreed on 17th June 2020 . This will be reviewed at the Full Council meeting on 30 June 2021.  The next step to the Governance Review will be to consolidate and refresh the councils Second Tier Governance document and specifically to:	80%	

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			<ul style="list-style-type: none"> <li>- upgrade guidance on the relationship between Councillors and officers</li> <li>- formally adopt a Virtual Meetings Protocol</li> <li>- clarify the working arrangements of the Group Leader Forum</li> <li>- clarify the process for agreeing councilor senior responsibility allowance</li> </ul>		
GSP20-22.Strat-4.5a	Modernisation and Improvement – Customer Services Redesign of customer contact/face to face.	24-Dec-2021	<p>Forres access point model was put in place prior to Covid pandemic response.</p> <p>Access points have remained closed since March 2020 and staff redeployed meantime on email and call handling duties.</p> <p>While limited progress has been made during 2020-21 the Customer Development Manager post has been approved by committee and will be advertised during April 2021.</p>	20%	
GSP20-22.Strat-4.5b	Encourage “digital first” interaction with customers where possible.	24-Dec-2021	<p>Forres access point model was put in place prior to Covid pandemic response.</p> <p>Access points have remained closed since March 2020 and staff redeployed meantime on email and call handling duties.</p> <p>While limited progress has been made during 2020-21 the Customer Development Manager post has been approved by committee and will be advertised during April 2021.</p>	20%	
GSP20-22.Strat-4.5c	Use Forres access point as a model to review customer service provision in other access points.	24-Dec-2021	<p>Forres access point model was put in place prior to Covid pandemic response.</p> <p>Access points have remained closed since March 2020 and staff redeployed meantime on email and call handling duties.</p> <p>While limited progress has been made during 2020-21 the Customer Development Manager post has been approved by committee and will be advertised during April 2021.</p>	20%	
SERVICE ERC 1.1	Development and Implementation of School Business Admin Review	31-Mar-2022	<p>Progress on the implementation of elements of this review were delayed due to staff being diverted to Covid duties. The delivery of digital solutions into our schools is now complete, however uptake continues to vary across our school estate. During Phase 2 of the review (March 2021 to 2022) our Business Support team will work with schools to increase uptake and track the efficiency savings generated. They will also undertake further analysis of the current administrative support requirements in schools. Phase 3 will run alongside Phase 2 and will consider different options for delivering the</p>	<div>10%</div>	

			school administration function in the future, with a focus on maximising the benefits of digital service delivery.		
SERVICE ERC 1.2	Roll out Digital Youth Work	31-Mar-2021	<p>100% of existing staff trained in digital platforms with monthly supervision and tutorial support from Digital Development Worker. New staff commencing in April. Digital Youth Work training scheduled for May 100% of existing staff delivering Youth Work digitally Moving forward in 2021/22 it is intended that a blended approach to developing digital youth work is taken as it shouldn't be treated as a separate entity, it is just another method of engaging. It is expected that digital engagement will rapidly grow once face to face work starts again.</p> <p>Specific digital youth work delivered</p> <ul style="list-style-type: none"> <li>* Transition projects in Lossie, Buckie, Elgin – sessions delivered to primary Schools online by Youth Workers using Teams or Google Classroom. These are scheduled to start in all other areas from this week on.</li> <li>* Online drop-ins</li> <li>* Altspace group (Oct-Dec 2020) will resume in May at Elgin Youth Cafacute;</li> <li>* Peas in a Pod Podcast group</li> <li>* Wellbeing groups delivered online in Speyside and Milnes.</li> <li>* Social Isolation and Loneliness Projects – photography, circus skills and H&amp;WB sessions delivered by specialists in partnership with youth workers.</li> <li>* Instawalks – Elgin High and Elgin Academy, combining face to face YW with digital platform</li> <li>* 80% of Youth Work now delivered digitally Moray Youth Work website live. <a href="https://sites.google.com/my.glow.scot/morayyouthwork/home">https://sites.google.com/my.glow.scot/morayyouthwork/home</a>Text Service in operation</li> <li>* Using Teams – setting up groups, exploring the functionalities within MS Office for Youth Work, Forms, Onedrive, Stream, etc</li> <li>* Using Google Classroom, Google Drive, Google Jamboard and Easy Retro for Evaluation</li> <li>* Discord introduction</li> <li>* Using Social Media and producing content for our website</li> <li>* Creating QR codes and Bitmoji</li> </ul> <p>External courses for digital youth work which members of the Youth Work Team have attended.</p> <ul style="list-style-type: none"> <li>* Digiknow Champions Award</li> </ul>	100%	




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			<ul style="list-style-type: none"> <li>* Climate emergency toolkit for youth workers</li> <li>* How to create safe online spaces for Youth Work</li> <li>* #NaeDanger Game</li> </ul> <p>Upcoming work;</p> <ul style="list-style-type: none"> <li>* 12 VR headsets have been purchased to develop the Altospace project and more in partnership with EYC.</li> <li>* Animation and film projects planned for Transition and Recovery work in Milnes</li> <li>* SYP election will be all be delivered virtually both campaigning and voting (now – November)</li> <li>* YP PB will delivered online later this year (no date yet)</li> </ul>		
SERVICE ERC 1.3	Implement Online Music Instruction	31-Dec-2020	<p>Remote live video lessons continued for instrumental music instruction pupils learning from home until the end of Term 3. Where connectivity in schools will allow, pupils self-isolating and well enough to learn at home will continue to be offered remote live video lessons rather than face-to-face. Instructors will continue to use Glow/Teams to share resources etc and offer support to pupils moving forward. Class Notebook within Teams will replace the need for paper based Pupil Progress Diaries in the long term. Some work still to be done around offering remote live video lessons to pupils in schools. Challenges include availability of staff to supervise youngest learners and available technology in schools.</p>		
SERVICE ERC 1.4	Improve Libraries digital offering (eResources, Libraries YouTube Channel, online Bookbug, online Learning).	31-Mar-2021	<p>Further investment on eResources, apart from standing orders, still on hold due to delays in getting our eResources transferred to the new supplier (Handover now scheduled for 19 April 2021). All learning reverted to online during second lockdown.</p>		
GSP20-22.Serv-5.4a	Work on remote committee meetings to improve quality meetings and access to them.	26-Feb-2021	<p>System refinements in place.</p> <p>Hybrid meetings option is not being pursued until lockdown restriction ease.</p>	75%	
GSP20-22.Serv-5.4b	Involve users in developing system and carry out satisfaction survey to gauge success.	26-Feb-2021	<p>Survey completed and carried out. Results are to assimilated and presented to Councillors.</p>	75%	









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ICT20-22.Serv-5.3	Transformation-Expand and enhance the provision of flexible and mobile working within the council.	26-Feb-2021	<p>The 'Flexible by Default' approach has been established as the norm with the rollout of dedicated laptops to corporate staff now complete. At the end of March 2021, 75% of all ICT users are now classed as flexible (compared to just 30% at the end of the previous transformation programme Designing Better Services). Although this initial project aim has been met, it is necessary to continue with this focus as the council recovers from dealing with the COVID-19 pandemic and considers how to accommodate continued physical distancing in the workplace as well as the longer term organisational requirements. During the pandemic, the infrastructure to support home working was upgraded and is now capable of supporting all members of staff designated as flexible workers. In the last twelve months, the number of staff accessing the network remotely has increased from 30 – 40 per day to more than 700 per day. Continuing with this work will ensure the vision and requirements of Moray Council post COVID will be met and that the benefits achieved from the work undertaken during 2020 is not lost or reduced and the Council is well placed to cater for future requirements.</p>	100%	
ICT20-22.Serv-5.4	Transformation –Implementation and promotion of Video Conferencing	24-Dec-2020	<p>The target date for this project underestimated the amount of work that is required to implement MS Teams in an enterprise environment. Although a project team has been formed, there are still competing priorities that divert members of the team from the project.</p> <p>Nevertheless, significant progress has been made in Q4. The work to integrate MS Teams with existing user accounts and Outlook calendars has been successfully completed along with the process to create new users and assign appropriate licences.</p> <p>Work is progressing on the security aspects within Teams as well as the rollout plan. It is also worth highlighting that around 25% of all ICT users already have access to MS Teams.</p> <p>This work will carry over to 2021/22.</p>	60%	
ICT20-22.Serv-5.5	Forward planning –Schools strategy development	30-Jun-2021	<p>The Education ICT Strategy Group has been reviewed and now covers three main themes Curriculum, Learning and Teaching and Digital Inclusion.</p> <p>The Education Strategy is in now in its final stages with adaptations made to take into account the additional requirements due to COVID and the changes to how Learning and Teaching is delivered. As part of these new and additional requirements, proposals are being prepared to move to a 1:1 device strategy for pupils.</p>	35%	








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COVID-19 (1.1)	To reduce the impact of Covid on school communities	31-Mar-2021	As guidance and phased recovery plans were released by Scottish Government, updated briefings and guidance jointly agreed by LNCT were adopted by School and ELC settings. Risk assessments continue to be a working document with a particular emphasis on mitigating risks and spread of Covid-19. As and when outbreaks affected schools and settings, an immediate move to Remote Learning was initiated to reduce the impact on learning.	<div><div>100%</div></div>	
COVID-19 (2.1)	To ensure that there is compliance with expectation and legislation	31-Mar-2021	As a service, we continue to comply with directives as set out and are in a strong position to support the alternative ACM as well as gathering of ACEL data as moderation processes have continued and strengthened throughout the year.	<div><div>100%</div></div>	
ECS20-25 (Yr 1) - Section 6(a)	Deliver Spaces for People action plan.	31-May-2021	Temporary road closures and parking suspension to enable social distancing was implemented during the Summer of 2020 with road closures in Elgin Town Centre ending on 29 October 2020 and other temporary changes ending on 31 December 2020. Remainder of project is for cycle parking and seating. Permanent measures to enforce existing pedestrianisation orders have now been removed from this project.	75%	



Long term resilience, sustainability and capacity in communities is improved by building on community responses to the pandemic					85%
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
COVID ERC 1.1	Development of Community Resilience Plans	31-Dec-2021	<p>Template is being developed and refined initially with – Keith CC and Garmouth Community Association. The Keith plan is well advanced and is aiming for completion by the end of May. Next phase is the development of plans in Cullen and Speyside.</p> <p>First plans being developed in Keith, Garmouth, Cullen and Speyside.</p>	<div><div>70%</div></div>	
COVID ERC 1.2	Support for Community Anchor organisations	31-Mar-2021	<p>All requests for capacity building support met.</p> <p>During the past year the communities team supported organisations with the COVID- response and kept in touch with key “champions” on a regular basis.</p>	<div><div>100%</div></div>	




The economy, businesses, partners and infrastructure of Moray achieve stability and support to recover and grow					65%
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
ECS20-25 (Yr 1) - Section 5(a)	The capital and revenue programme for 2020/21 will be reprioritised with 60% of the programme to be delivered by March 2021 (subject to current Covid controls on construction work continuing)	31-Mar-2021	Despite some periods of winter weather, the reprioritised capital programme has been completed as planned by the end of March 2021. Remaining work delayed due to COVID will be rolled over to the 2021/22 programme.	100%	
EG&D20-22.S4.1.1	We will pursue the Cultural Quarter and other Moray Growth Deal projects led by the council	31-Mar-2022	Projects progressing as outlined in the growth deal programme. Final sign off of growth deal likely to be in June 2021 subject to finalising OBCs.	25%	
EG&D20-22.S5.2	Produce a Building Standards Annual Performance Report to be submitted to Scottish Government and to be used to promote the service and drive improvements	30-Sep-2021	The next performance report for Building Standards will be presented to committee in August 2021 and will be annual after that. The Customer Engagement Strategy has been delayed and will be moved forward by September 2021.	50%	
FIN20-22.Serv-5.4a	Procurement Strategy to incorporate Community Wealth Building	31-Mar-2021	Procurement strategy (under review jointly with Econ Dev) to align CWB actions with their strategy and action plan. - awaiting the appointment of the relevant postholder. National Grow Local System to be trialled	60%	
FIN20-22.Serv-5.4b	Procurement Strategy adjusted to support Climate Change Strategy	31-Mar-2021	No further progress due to key staff absence.	70%	
FIN20-22.Serv-5.6	Support the Moray Growth Deal	30-Sep-2022	Issues regarding monitoring requirements becoming clearer and a standing item for discussion. Capital plan being revised as individual projects approved by council.	10%	
HPS20-22.S5.01.1.1	Achieve completion of 102 new affordable houses (102 Council).	31-Mar-2021	102 completions had been achieved at the end of Q4, with further 79 under construction	100%	
HPS20-22.S5.01.1.2	Deliver 30% of programme as specialist housing.	31-Mar-2021	Out of 102 projected completions during 2021/22, 37 will be delivered as specialist housing, 36.2% of the total programme.	100%	

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HPS20-22.S5.01.1.3	Spend Scottish Government funding allocation of £9.633m.	31-Mar-2021	Spend was £6,842m at end of Q4. Delivery of programme has been impacted by Covid-19 restrictions.	71%	
HPS20-22.S5.01.1.4	Deliver 50 new Council houses per annum over the next 3 years.	31-Mar-2021	On programme to deliver 102 Council houses during 2020/21. 164 completions projected over next 3 years.	100%	
HPS20-22.S5.01.1.5	Prepare Strategic Housing Investment Programme 2021-2026.	31-Dec-2020	Strategic Housing Investment Plan submitted to Scottish Government on 8 December 2020.	100%	
HPS20-22.S5.03.1.1	Spend Scottish Government funding allocation of £2.1m (2021/22) by 30 September 2021.	30-Sep-2021	£8k of spend achieved at Q4. Delivery of energy efficiency measures severely constrained by Covid-19 work restrictions. It is anticipated that 2020/21 funding allocation spend will recommence as soon as restrictions permit with 100% spend by September 2021.	1%	
EG&D20-22.S6.1.1a	We will progress the preparation and delivery of Elgin Town Centre Masterplan and complete the carbon free place pilot projects.	31-Mar-2021	Delayed due to Covid-19. Draft approved at January P&RS Committee and is currently out for public consultation until mid-June.	90%	
EG&D20-22.S6.1.1b	We will facilitate high street development through no fee pre application advice and fast track planning and building standards services	31-Mar-2021	Starting on 1st Nov 2020 this has now become part of a standard process offering free pre application advice and fast tracking (to high street developers).	100%	
EG&D20-22.S6.1.2	We will support business	31-Mar-2021	1,639 businesses have been supported through the range of COVID 19 funds receiving £13,335,000 during 20/2021  Through the Town Centre Capital Fund 51 businesses received grants of £1,189,479 for Transforming empty space to living space, Altering large Retail Units into smaller ones & shop front improvements / small grants, which on completion will lead to an investment of £3,838,958.  Business gateway is leading on the provision of post Brexit 1-2-1 support. This will mitigate impacts of Brexit being mindful of the trade deal which is negotiated. Provide support and enable SME's in Moray to continue to trade in Europe and/or access and enter new markets. Assist SME's with high exposure to EU markets and strengthen the local supply chain, and help create a more prosperous, growing economy.(Delivery started Jan '21).	10%	

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FIN20-22.Recovery-6.1	Check and pay supplier relief claims	31-Mar-2021	Of the 122 claims received to date 9 are work in progress (93%). Total assessed and settled £1,457,696. It would appear that providers are struggling to submit their claims according to the defined Scot Gov timetable with most of the claims received to date only covering the period to end January 2021.	93%	
HPS20-22.S6.01.1	Work to progress provision of employment land and industrial units in Forres and expansion or development of industrial units in Speyside/east of Moray	31-Mar-2022	Overall progress for this action is 26%. See comments below for progress on sub-actions.	26%	

The long-term impacts upon the people of Moray are mitigated and managed allowing wellbeing to be advanced				44%	
Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
HPS20-22.S4.2.1	Prepare a Climate Change Strategy and Action Plan.	31-Mar-2021	A Report to the Moray Council on 10 March 2021 approved the draft Climate Change Strategy and Action Plan.	100%	
STRATEGIC ERC 3.1	(CP) Tackle the affordability and standard of our schools and the buildings they operate from, deal with changing demographics and demands	31-Dec-2021	The next step is community consultation on the new Findrassie primary school, and consultation and engagement on the different options that might be considered in our three priority Associated School Groups (ASGs) – Buckie, Forres and Elgin. Activity will accelerate once the new Senior Project Manager (Learning Estate) is in post from the end of April. There have been preliminary discussions with Scottish Futures Trust (SFT) on the Findrassie project, and an opportunity to link with other local authorities undertaking similar projects. The Northern Alliance is continuing to offer support through the Sustaining Education in our Communities workstream.	<div><div>20%</div></div>	
STRATEGIC ERC 3.2	(CP) Leisure Services Review	31-Mar-2023	Sport and Leisure Business Plan continues to be implemented despite leisure facilities being closed and stay at home lockdown measures imposed. There has been greater online engagement with residents and communities through virtual classes and training courses. The Sport & Leisure team is working closely with Moray Leisure Centre as we move out of the second lockdown and will continue to work with all sport & leisure partners to consider options for integrated service delivery across our Moray sport & leisure facilities.	<div><div>10%</div></div>	

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			<p>Adventure Scotland contract ceased and guidance responsibilities transferred internally to ECOD. Outdoor adventurous activities guidance in place and current  <a href="http://www.moray.gov.uk/moray_standard/page_49488.html">http://www.moray.gov.uk/moray_standard/page_49488.html</a>.</p> <p>Evolve training delivered to all youth workers and offered to schools and social work. Meetings held with Education Attainment Advisor to target support. Outdoor Learning leaflet created to promote use.</p>		
STRATEGIC ERC 3.3	(CP) Review of approach to additional support needs (ASN)	31-Mar-2024	<p>Education Scotland is supporting colleagues across Education and Education Resources to develop our shared strategic case for change, and priorities for moving forward. A further report will be presented to Committee in May outlining our vision for the future and our proposed next steps as part of a large-scale, phased programme of change.</p>	10%	
EG&D20-22.S5.1	Implement the secondary legislation and guidance issued by Scottish Government in relation to the Planning Scotland Act 2019 - Project plan and manage the expected changes to procedures and processes as a result of new legislation.	31-Mar-2022	<p>Rolling programme will continue and updated timescales not yet released. Phase 1 of permitted Development Rights have been rolled out. Due date would need to be extended to March 2023.</p>	25%	
EG&D20-22.S6.2.1	Adapt and reprioritise services to meet new demands of COVID 19 and Brexit, prioritisation will be on Public Health impacts and protecting the economy	31-Mar-2021	<p>Environmental Health remain focused on COVID related work, it is unclear how much of this will remain as a permanent service provision as the pandemic declines. There are still concerns in terms of capacity once there is an expectation that normal service provision relating to food hygiene, private water supplies and health and safety resume.</p> <p>The Economic Development team has prioritised business support and economic recovery work and will continue to do so this has meant that work such as finding an alternative delivery model for the Falconer Museum has been put on hold.</p>	100%	

## Programme

Phased approach, each phase will continue to be refined in an iterative way as the context develops:

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

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

Activity:

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

**Phase 3 – Medium Term - January 2022- December 2023 – Moving to New Normal**

Activity:

- Review phase 2 strategic premise as context moves – plans need to be agile

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

**Phase 4 – Long Term – post 2023** - will be crafted in late phase 3 as context settles but should be guided by reengineered core strategies



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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: SHORT TO MEDIUM TERM FINANCIAL PLANNING**

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

**1. REASON FOR REPORT**

- 1.1 To inform the Council of the updated financial projections for 2021/22, 2022/23 and 2023/24.
- 1.2 To consider the approach to development of the revenue budget for 2021/22 and 2022/23.
- 1.3 This report is submitted to Council in terms of Section III (A) (2) of the Council's Scheme of Administration relating to considering Capital and Revenue budgets and long term financial plans.

**2. RECOMMENDATION**

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

- (i) **notes the revised budget estimates for 2021/22, 2022/23 and 2023/24;**
- (ii) **notes the continued underlying requirement to deliver savings;**
- (iii) **agrees that the focus during 2021/22 and 2022/23 should be on service redesign and realignment, delivering efficiencies in the short term (within 12-36 months) rather than on immediate in year savings and should include consideration of budget pressures from external influence;**
- (iv) **approves the use of covid ear-marked reserves as set out in paragraph 3.3;**
- (v) **approves further ear-marking of free general reserve as set out in paragraph 3.12; and**
- (vi) **approves additional funding of £75,000 in 2021/22 for Social Care services in response to a recently identified urgent requirement for support for a vulnerable person.**

### 3. **BACKGROUND**

- 3.1 When the budget for 2021/22 was set on 3 March 2021, the Council planned to balance its budget by using financial flexibilities granted by Scottish Government to cover the cost of the pandemic. The projected requirement from financial flexibilities was £1.251 million. Since then Scottish Government approved their own budget for 2021/22, which includes an increased settlement for local government in 2020/21 and 2021/22, largely relating to funding for response to the pandemic and including significant levels of funding arising from Barnett consequential. As reported to Council on 30 June 2021 (paragraph of the Minute refers) the Council has £16.4 million pandemic related funds held in an ear-marked reserve. An initial estimate of commitments against these reserves has been made.

#### **Latest Financial Position**

- 3.2 The current assessment of the situation is that £10.128 million of the reserves will be required to cover additional expenditure / loss of income relating to the pandemic. This will be kept under review and updated as the situation becomes clearer. Budget pressures relating to the pandemic totalling £1.307 million were included in the budget approved on 3 March 2021. Use of covid reserves to meet these removes the requirement to use financial flexibilities. However, those budget pressures were estimated based on an earlier resumption of services such as leisure services than has been the case and the extended restrictions have increased budget pressures. A summary of the position is set out below.
- 3.3 Current projected use of covid reserves in 2021/22:

	Para	Approved	£000s
<b>Included as budget pressures</b>			
Reduction in income (leisure services)		MC 03/03/21	500
Increased cost building cleaning		MC 03/03/21	452
Economic recovery plan		MC 28/10/20	197
Staycation facilities		MC 03/03/21	85
Recurring costs ICT equipment		MC 03/03/21	37
Fogging canisters for PTU minibuses		MC 03/03/21	36
<b>Timing differences 2020/21 funding</b>			
Discretionary business grants			1,171
Business grant admin			228
Education recovery		MC 30/06/21	2,508
Additional EHO			17
Clawback of double-funding for free school meals		N/A	88
<b>Other pandemic-related costs</b>			
Education recovery		MC 30/06/21	1,542
Loss of income (based on 2021/22 Q1 out-turn)	3.4		1,550
Increased call on Council Tax Reduction Scheme (based on 2020/21 out-turn)	3.4		300

	Para	Approved	£000s
Temporary ICT staff		MC 12/05/21	293
Early Learning and Childcare expansion	3.4		1,030
Hybrid committee meeting system		MC 30/06/21	70
Findochty harbour income		MC 30/06/21	17
Maintenance of automatic bollards on Elgin High Street			7
<b>TOTAL</b>			<b>10,128</b>

- 3.4 Loss of income and Council Tax Reduction will be kept under review. The recommendation to use covid reserves to meet £783,000 cost of expansion of Early Learning and Childcare (ELC) arises from the use of ELC specific grant to fund pandemic-related costs totalling £783,000 at an early stage during the pandemic. This consisted of £491,000 cost of community hubs, £256,000 grants to nursery providers and £36,000 on sanitiser, equipment and additional hours relating to pandemic measures. At that stage the level of funding announced by Scottish Government was considerably less than the estimated cost to the Council and as Scottish Government allowed use of the specific grant it seemed prudent to use some of the specific grant in that way. As additional funds for response to the pandemic have been allocated to the Council it would be appropriate to return funds to ELC and this will facilitate covering additional one-off costs incurred on ELC. The specific grant was based on the Council's own estimates of the cost of ELC expansion made well before the pandemic and as such would not be expected to absorb significant levels of pandemic-related spend. A further £247,000 additional expenditure on ELC, largely for additional cleaning, is anticipated in 2021/22, bringing the total ELC to £1,030,000. This would result in a balance on covid reserves of £6.3 million, with further covid related funding of £4.5 million anticipated in 2021/22.

### Short term financial planning

- 3.5 The revised three year budget position for 2021 to 2024 is included as **APPENDIX 1** to this report. The underlying position of the Council on 2021/22 remains that expenditure is overcommitted against funding, with reliance on the use of Business Rates Incentivisation Scheme (BRIS) retention and financial flexibilities (now swapped out against ear-marked covid reserves) to balance the budget. This indicates that savings are required, however the Council has been making savings over the last 12 years and further savings will be difficult to find. The Council has taken a variety of approaches to generating savings – service reduction, service redesign, efficiency savings – and in recent years the focus has been on transformation of services through the Improvement and Modernisation Programme (IMP). The Council on 12 May 2021 set aside monies to fund transformation and approved use of £5 million, together with the establishment of a Programme Management Office (PMO) to deliver transformation over a three year period (paragraph 13 of the Minute refers). The opportunities given by the PMO to transform Council services must be maximised. In order to position the Council as a resilient organisation, well-equipped to deliver current and future national and local priorities, there is a need to take a holistic approach to financial planning, recognising the need to respond to a variety of economic, social and environmental factors, and re-shaping the Council to do so. A prudent

approach to the Council's finances coupled with additional funding for the pandemic has left us with significant funding in reserves but this funding can only be spent once so careful consideration needs to be given as to the most effective use of these funds.

- 3.6 In order to enable the Council to build back better, it is proposed that earmarked covid reserves are used to cover any residual budget shortfall in 2022/23. This would remove the need to deliver short-term savings and facilitate an emphasis on efficiencies through demand management, further developing and embedding preventative approaches, delivering transformation, and reshaping services to deliver priority outcomes including those identified in the Recovery and Renewal Strategic Framework which reflect changes brought about by the pandemic such as the need to address increased poverty, promote wellbeing and support a green recovery.
- 3.7 Heads of Service will be asked to identify any potential savings and known budget pressures. Budget pressures are not Council-driven growth but arise from external factors beyond the control of the Council. Budget pressures can arise from many different causes: changing legislative requirements, increased demand, contractual obligations, new government policies and priorities. Delivery of Council priorities can also create initially unforeseen cost pressures. The drivers for change for different services need to be recognised to assist onward planning.
- 3.8 Heads of Service will also be asked to identify opportunities for developing preventative approaches and demand management, and other transformation projects, building on the IMP approach and developing it further where possible but with greater weighting to the generation of savings. There may be lacunae in service delivery relating to emerging priorities such as Climate Change or Scottish Government priorities in the Programme for Government. Building on recommendations in the IMP report of 12 May 2021 (recommendation 2.4ii), there may also be service developments which would increase efficiency and / or resilience and Economic Growth, Housing and Environmental Sustainability Committee on 24 August 2021 approved that a small annual fund (£100,000) is set aside from free general reserves to be bid into, with continued funding at this level part of base budgets in future years (paragraph 6 of the Minute refers). From this scoping exercise high level proposals for change can be developed and costed for members' consideration as to how the Council should continue to reconfigure and adapt moving forwards.
- 3.9 For this approach to succeed it is important to recognise that this cannot be an exercise to reverse previous budget savings, because the world has changed. The exercise must be geared towards mapping out priorities, improving outcomes and reacting to current and anticipated challenges, all while working towards the reduction in revenue spending required for 2023/24 and beyond. To this end the exercise should be shaped by the current and emerging economic, social and environmental factors which impact on the delivery of Council services and as such, will form a platform for the next review of the Corporate Plan following the Local Government elections in May 2022.

## **Wider environment**

- 3.10 Issues which are likely to require consideration are the big ticket items of climate change, poverty, and the continued response to the pandemic and its aftermath. These reflect the Council's priorities and must be addressed. There are clear expectations as regards future service changes from Scottish Government, some enshrined in the current local government settlement, some in the Programme for Government. There is a convention that where local government is expected to deliver Scottish Government priorities that this should be fully funded. However, this is not always the case – mainstream Participatory Budgeting being a case in point – and funding when provided does not always match local needs, therefore a degree of vigilance is needed in planning for such initiatives. Where bid funding is made available there is often a tight time frame for applying for funding and for spending it, so a degree of horizon scanning and appropriate preparation should be planned. Forecasts of local demographic change need to be taken into account. Financial planning should sit within a wider planning framework, with parameters set by the Local Development Plan, the Climate Change Strategy and other relevant plans and policies.
- 3.11 This will take place in an environment of considerable uncertainty. Around half of the Council's revenue expenditure is on staff, and the pay award for 2021/22 has yet to be agreed. As the country moves beyond level zero, it is unclear how quickly the economy will recover and to what extent some businesses have been permanently damaged. The impact of the end of the furlough scheme is unknown. All of these will affect the ability for the public sector to raise funds, at UK, Scottish and local level. General inflation as measured by CPIH has been very low but recently has been rising. It is unclear what the underlying trend is. Construction industry inflation has been very high and the industry is currently overheated. Again long term trends are unclear. The Office for Budgetary Responsibility published its most recent review of risk in July 2021 and identifies the following as the three major current risks: the coronavirus pandemic, climate change and the cost of public debt. All these impact on the Council. The long-term impact of Brexit is unclear. However, these uncertainties should not preclude the Council moving towards a financial planning envelope which covers more than one year.
- 3.12 In recognition of this environment it is recommended that the Council earmark further funds for Council priorities and for transformation of services. The scheduled review of the Council's Reserves Policy is the subject of a further report to this meeting of Council and this recommends that the minimum level of free general reserves is retained at £5 million. The projected level of free general reserves as at 31 March 2022 is currently £13,816,000, £8,816,000 over the minimum level. It is recommended that £1,816,000 is ear-marked for the next stage of investment to transform services, recognising that there is usually a cost associated with transformation (eg training in new ways of working) but also that transformation associated with previous IMP projects has been limited as projects are still at an early stage. The balance of £7,000,000 is recommended to be ear-marked for Council priorities. Current projections of

expenditure on the Moray Growth Deal are for capital expenditure to outstrip grant funding during the early years of the Deal. The temporary shortfalls will be met by additional borrowing, which will be repaid in later years of the Deal when grant funding is forecast to exceed expenditure. It is recommended that £4 million is set aside for cash flow management over a five year period, with this balance being replenished during the second five years of the Deal. This amount will be refined and funds released if it is possible to re-profile funding and / or expenditure. It is recommended that £3,000,000 is ear-marked for the other Council priorities eg Climate Change Strategy, with a further report on the use of this money brought to Council in due course. In summary:

	£ million
Ear mark for transformation of Council services	1.8
Ear mark for Council priorities:	
Moray Growth Deal cash flow management	4
Other Council priorities (proposals to be developed)	3
Free general reserve	5
Total	13.8

### Timescales

- 3.13 The results of the scoping exercise described in paragraphs 3.7-3.9 will be collated and reported to Council in November, to facilitate more detailed proposals being brought to members prior to the budget for 2022/23 being discussed.
- 3.14 The capital plan is also being reviewed in detail and this process must be dove-tailed with the review of revenue. The results of the capital plan review will also be reported to Council in November.
- 3.15 The timescales anticipated are as in the table below:

Action	Timing
Officer review of 10 year capital plan	August – September 2021
Officer review of revenue budget as described in paragraph 3.7-3.9	September 2021
Collation of review results	Late September 2021
Report to Council	November 2021
More detailed proposals for revenue budget	January 2022
Three year revenue budget and 10 year capital plan reported to Council (1)	Late February / early March 2022

- (1) As in recent years the figures for years 2 onwards in the revenue budget and capital plan will be indicative.

- 3.16 The timescale for identifying IMP projects and budget pressures set out above is tight and it is anticipated that the process will not be a one-off but will be an iterative process, with calls for these being made on a quarterly basis for the next 18 months.

## **Urgent emerging pressure**

- 3.17 A situation has developed recently where the Council is required to step in and provide support services for an extremely vulnerable disabled young adult. There is a degree of urgency in resolving the situation and the Council has a statutory duty to do so. Suitable support has been identified and the full cost of the care package is estimated to be £181,000 pa. In the main this will be for additional Moray Council staff, although some of the support will be delivered by the current staffing cohort. It is proposed to recruit 4.36 fte support workers and 1.0 fte key worker. The proposed package has been discussed with the young person's family who are satisfied that this is an appropriate way forward for the person in question.

## **4. SUMMARY OF IMPLICATIONS**

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

The Council's budget should reflect the Council's priorities as expressed in the Corporate Plan and LOIP.

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

The Council must set a balanced budget as required by the Local Government Finance Act 1992 (section 93).

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

The Council's free general reserves are forecast to be significantly above the agreed minimum level. Transformation of services will be necessary to create financial stability for the Council and there is likely to be a cost associated with transformation. The Council has agreed priorities in approving its Climate Change Strategy and agreeing that actions should be taken to ameliorate levels of poverty and budget will be required to advance these priorities. There will be costs associated with managing cash flow in Moray Growth Deal. In recognition of these factors ear-marking funding is recommended as part of the financial planning process. Use of covid related funding is also recommended, to fund covid-related expenditure and loss of income and to create a space to enable longer term transformation projects to be developed and implemented.

Given the lead-in time for recruitment it is anticipated that the maximum spend for the new care package in 2021/22 is likely to be £75,000 and it is proposed to fund this from reserves, with the balance of the full year package being included in financial planning for 2022/23 as a known budget pressure.

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

There are many risks inherent in financial planning. Current major risks for the planning process are identified in the report. However, the biggest risk would be if the Council did not adequately plan for the future.

**(e) Staffing Implications**

Additional 5.36 fte staff will be required for the new care package. There are no other staffing implications arising from this report.

**(f) Property**

None arising directly from this report.

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

None arising directly from this report.

**(h) Consultations**

CMT and Heads of Service have been consulted in the preparation of this report and comments incorporated.

**5. CONCLUSION**

**5.1 The Council has an underlying requirement to make savings and the focus should be on transformation of services to reduce costs whilst still delivering services.**

**5.2 It would be prudent to ear-mark additional funding for Council priorities and transformation of services.**

**5.3 Use of funding from the covid ear-marked reserve will cover additional costs and loss of income in 2021/22 and facilitate balancing the budget in 2022/23, while new transformation plans are developed.**

**5.4 An urgent requirement for the delivery of support for a vulnerable disable young adult has been identified and additional in-year funding is required.**

Author of Report: Lorraine Paisey, Chief Financial Officer

Background Papers:

Ref:

## BUDGET OVERVIEW AS AT 26 JULY 2021

	Actual 2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s
<b>Revenue Expenditure</b>					
Service allocations (assuming prior year savings are achieved)	208,035	209,813	234,270	223,330	219,762
Adjustments to brought forward figure:		(213)	(16,900)	(276)	0
Opening budget	<u>208,035</u>	<u>209,600</u>	<u>217,370</u>	<u>223,054</u>	<u>219,762</u>
Pay and price increases		3,470	4,000	4,140	4,200
(Decrease) / Increase in Loan Charges		(1,500)	362	1,800	1,450
New Burdens		3,428	0	0	0
Budget pressures:					
- Approved or noted for future years when budget set		5,193	800	620	650
- Approved since budget set		8,061	0	0	0
Emerging		7,569	569	(150)	(50)
	<u>208,035</u>	<u>235,821</u>	<u>222,995</u>	<u>229,464</u>	<u>226,012</u>

**Revenue Funding**

General Revenue Grant / NDRI	161,537	167,814	169,492	171,187	172,899
New burdens funding not included in grant above	447	3,428	0	0	0
General Covid Funding	19,894	4,466			
Council Tax	45,079	44,405	46,246	48,312	50,187
BRIS retention	1,859	1,859			
Release from Repairs and Renewals Reserve			704		

**Funding from General Reserves:**

Emerging funding from general free reserves		75			
Funded from ear marked reserves:					
Transformation		5,161			
Covid-19		9,768	6,078	263	
Transfer to ear-marked reserves:					
Transformation	(2,964)				
Covid	(16,421)	(4,177)			
Other	(1,396)				
	<u>208,035</u>	<u>234,270</u>	<u>222,520</u>	<u>219,762</u>	<u>223,086</u>
<b>SAVINGS REQUIRED</b>		<u>1,551</u>	<u>475</u>	<u>9,701</u>	<u>2,926</u>

## Savings Summary

<b>Savings Approved:</b>					0
Approved when budget set	2,542	1,052	135	0	
Temporary savings	165	143	24	0	0
Further savings approved	221				
Indicative Savings from I&M Programme	360	191	306		
<b>Other savings proposed</b>		165	10	0	0
<b>Savings to be identified</b>		0	0	9,701	2,926
	<u>3,288</u>	<u>1,551</u>	<u>475</u>	<u>9,520</u>	<u>2,926</u>
<b>Estimated Free Balance on General Reserves</b>	<u>15,349</u>	<u>13,741</u>	<u>13,816</u>	<u>13,816</u>	<u>13,816</u>
<b>Estimated Free balance on covid reserve</b>	<u>16,421</u>	<u>11,119</u>	<u>5,297</u>	<u>4,853</u>	<u>4,853</u>
<b>Estimated balance on Transformation / Priorities reserves</b>	<u>6,817</u>	<u>1,656</u>	<u>tbc</u>		






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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: TREASURY MANAGEMENT PERFORMANCE AND TREASURY AND CAPITAL INVESTMENT PRUDENTIAL INDICATORS FOR 2020/21**

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

**1. REASON FOR REPORT**

- 1.1 To provide Council with the annual outturn report on Treasury Management and details of the Council's Prudential Indicators for Treasury Management and Capital Investment for the year ended 31 March 2021.
- 1.2 This report is submitted to Committee in terms of Sections III B (3) of the Council's Scheme of Administration relating to Treasury Management and the Capital Plan.

**2. RECOMMENDATION**

- 2.1 **It is recommended that the Council consider and note the Treasury Management Performance and the Council's Treasury Management and Capital Investment Prudential Indicators for 2020/21 as set out in the attached APPENDIX 2.**

**3. BACKGROUND**

- 3.1 Members have agreed that reports on Treasury Management Performance are submitted twice annually. One report to agree the Treasury Management and Investment Strategies with relevant Performance Indicators and the second report to submit the annual review and actual performance of Treasury Management activities. Quarterly Treasury Management monitoring reports are posted on the Members Portal throughout the year.
- 3.2 The Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Sector 2017 (the Code) and the Local Government Investment (Scotland) Regulations 2010. All treasury management activities are carried out in accordance with the Code and regulations.
- 3.3 The primary requirements of the Code are as follows:

- An approved Treasury Management Policy, which sets out the policies and objectives of the Council's treasury management activities.
  - Approved Treasury Management Practices, which set out the manner in which the Council will seek to achieve those policies and objectives.
  - An annual treasury management strategy report to Council for the year ahead and an annual review report to Council of the previous year.
- 3.4 The Local Government (Scotland) Act 2003 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities and to produce the prudential indicators set out in the Prudential Code. These indicators are designed to support and record affordable and sustainable capital investment and treasury management.

#### **4. TREASURY PERFORMANCE 2020/21**

4.1 This annual Treasury Management performance report covers:

- The Economy and Interest Rates 2020/21
- Treasury Management Strategy for 2020/21
- Annual Investment Strategy 2020/21
- Investment Outturn for 2020/21
- Long Term Borrowing and Debt Rescheduling
- Short Term Borrowing
- Prudential Code for Capital Finance in Local Authorities

##### **The Economy and Interest Rates 2020/21**

- 4.2 The start of 2020/21 saw a slump in oil prices down to \$18.38 a barrel in April 2020 as the Covid-19 pandemic spread across the world. Since then prices have seen a steady increase and in March 2021 saw the price exceed pre-pandemic levels at \$65.41 a barrel (January 2020 \$63.65). The rollout of the vaccination programme and the easing of restrictions have seen this increase continue at the start of 2021/22.
- 4.3 UK Consumer Price Inflation (CPI) for March 2021 was up 0.7% year-on-year, which was weaker than expected due to the lasting impact of the lockdowns on the economy. The Bank of England are currently forecasting that CPI could reach a peak of 4.0% in quarter 4 of 2020/21 but will then ease back towards the 2.0% target. The labour market data for the three months to March 2021 showed that the employment rate was 75.2%, 0.2% higher than the previous quarter but still 1.4% lower than pre-pandemic levels. The unemployment rate was 4.8%. Average pay growth for the public sector was 5.6%, but was only 3.7% for the private sector. This is being impacted by the levels of lower paid jobs compared with pre-pandemic levels and is seeing this move upwards. It should be noted however that, that with the extension of government support in the form of the Coronavirus Job Retention Scheme, the impact on employment rates might not be seen until later in the year.
- 4.4 Gross Domestic Product (GDP) in the quarter to March 2021 fell by 1.5% compared with the previous quarter and 6.1% when compared with the same

quarter of the previous year. This was to be expected due to the lockdown introduced by the Government in response to the steep rise in Covid-19 cases over the winter. All areas of the economy bar one saw a decrease in output during the quarter. The exception to this was construction which saw a 2.6% quarter on quarter increase. This is mainly because the sector saw a 5.8% increase in March due to new work on private housing. It is expected that GDP will rise in the second quarter as the vaccine rollout progresses and restrictions are lifted, and it is estimated that this recovery will continue through the rest of 2021 as we move towards the elimination of the majority of restrictions.

- 4.5 In response to the pandemic, in March 2020 bank interest rates were cut to 0.10% and they have remained at the level since then. The Bank of England has said that although there are positive signs and the UK economy has performed better than anticipated, there is still a need for caution and that they would continue to monitor the situation closely.
- 4.6 Both globally and domestically, the Covid-19 pandemic has had a major impact on countries around the world. However, with the rollout of vaccinations across the world there are signs of that economies may be recovering. The IMF is forecasting that the global economy will grow by 6% in 2021. However they note that this prediction presents some challenges and there will be differences in the outlook across countries, for example due to the pace of vaccine rollouts. Another factor that will have an impact on any economic recovery will be how different industries react to increased demand as a result of economic activity re-starting. Issues have already been seen in the construction industry with cost and supply of materials and it is anticipated that this will be the case for the rest of 2021.

#### **2020/21 Treasury Management Strategy**

- 4.7 The Treasury Management Strategy, incorporating the Annual Investment Strategy, was approved by the Council at its meeting on 3 March 2020 (paragraph 4 of the minute refers).
- 4.8 The Council's main objective when borrowing is to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which the funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.
- 4.9 Given the significant real reduction in local government funding in recent years and the impact of the pandemic, the Council's borrowing strategy continued to address the key issues of affordability without compromising the longer term stability of the debt portfolio. With short-term interest rates much lower than long-term rates, it was more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead. By adopting this approach, the Council was able to reduce net borrowing costs and reduce overall treasury risk.
- 4.10 The Public Loans Works Board (PWLb) is the Council's preferred source of long-term borrowing given the transparency and control that its facilities continue to provide.

## Annual Investment Strategy

- 4.11 The Council's primary principle when investing is the security of capital and liquidity of investments. As a secondary aim the Council will also aim to achieve the optimum return on its investments, commensurate with proper levels of security and liquidity. It is considered prudent to only invest with highly credited UK financial institutions that have a long-term credit rating of BBB+ or higher.
- 4.12 The Council's creditworthiness policy has been formulated after consultation with Arlingclose, the Council's treasury advisers. The Chief Financial Officer maintains a counterparty list in compliance with the minimum criteria approved by Full Council on 3 March 2020 (paragraph 4 of the minute refers) and any revision to the criteria is submitted to Council for approval as necessary.
- 4.13 All credit ratings are monitored daily and the Counterparty list is amended to reflect any changes.

## Investment Outturn for 2020/21

- 4.14 The Council manages its investments in-house and invests with the institutions listed on the Council's approved Counterparty list.
- 4.15 The table below shows the overall investment undertaken by the Council during 2020/21:

	<b>Total Sum Deposited (£m)</b>	<b>Average Rate (%)</b>
Approved Financial Institutions	1,106.272	0.09
Council's Bankers	36.370	0.05
<b>TOTAL</b>	<b>1,142.642</b>	<b>0.07</b>

The above figures are cumulative and the actual amounts invested at any one time ranged from £10.28 million to £62.715 million.

- 4.16 The average rate of interest earned on investments during the year was 0.07%, compared to the average 7 day London Inter Bank Bid Rate (LIBID) of 0.0544%.
- 4.17 As at 31 March 2021, the following balance was invested:

<b>Counterparty</b>	<b>Investment</b>	<b>Amount (£m)</b>	<b>Interest Rate (%)</b>
Bank of Scotland	Call Account	10.000	0.05
Aberdeen Standard	Money Market Fund	5.000	0.01
Federated	Money Market Fund	5.000	0.01
Blackrock	Money Market Fund	5.000	0.00
Insight	Money Market Fund	2.120	0.00
CCLA	Money Market Fund	5.000	0.04
		<b>32.120</b>	<b>0.02</b>

## Long Term Borrowing and Debt Rescheduling

- 4.18 The Council's long term external debt position at 31 March 2021 compared with the position at the end of the last financial year was as follows:

	31 March 2020			31 March 2021		
	Actual (£000)	Rate (%)	Average Life (years)	Actual (£000)	Rate (%)	Average Life (years)
Fixed Rate Funding – PWLB	145,062	4.82	18.27	142,758	4.70	17.34
Fixed Rate Funding – Market	33,400	4.68	53.82	33,400	4.68	52.82
<b>TOTAL DEBT</b>	<b>178,462</b>	<b>4.75</b>		<b>176,158</b>	<b>4.69</b>	

There was no variable rate borrowing in the year.

- 4.19 The Council has been maintaining an under borrowed position which means that the capital borrowing need (Capital Financing Requirement) has not been fully funded with loan debt. Cash supporting the Council's reserves, balances and cash flows have been used as temporary measures to offset the need to borrow.
- 4.20 The strategy of effectively delaying new long term borrowing by utilising internal and temporary borrowing has served well at a time when comparatively cheaper temporary borrowing from other local authorities is readily available, and historically low investment returns give rise to potentially significant carrying costs for new long-term borrowing.
- 4.21 The Council cannot continue to rely on short-term borrowing so advantage was taken of historically low interest rates to borrow the following long term loans for the Public Works Loans Board (PWLB):

Amount (£)	Rate (%)	Term (years)	Repayment Type
7,000,000	0.95	10	EIP*

\*The loan will be paid by equal annual instalments (EIP) over the period of the loan.

- 4.22 No debt rescheduling was undertaken during the year as the differential between PWLB new borrowing rates and PWLB premature repayment rates made rescheduling unviable.

## **Short Term Borrowing**

- 4.23 During the year, nineteen new temporary loans totalling £76.5m were borrowed from other UK local authorities. A table detailing the short term loans outstanding at 31 March 2021 can be found at **APPENDIX 1**.

## **The Prudential Code for Capital Finance in Local Authorities**

- 4.24 The Local Government (Scotland) Act 2003 requires the Council to undertake its treasury activities with regard to the Prudential Code for Capital Finance in Local Authorities.
- 4.25 The Code requires the Council to produce mandatory indicators aimed at assisting members in ensuring that proposed capital investment levels and treasury management decisions satisfy the key requirements of affordability, prudence and sustainability. The Prudential Indicators for 2020/21 were approved at Full Council on 3 March 2020 (paragraph 4 of the minute refers). There were no breaches of these indicators during 2020/21. Performance against key indicators is shown in the **APPENDIX 2**.

## **5. SUMMARY OF IMPLICATIONS**

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

None arising specifically from this report.

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

The Local Government (Scotland) Act 2003 provides the power to borrow and invest as well as providing controls and limits on these activities.

The Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Sector which details best practice The Local Government Investment (Scotland) Regulations 2010.

All Treasury Management activities are carried out in accordance with the Code and Regulations.

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

The financial implications are highlighted within the report and the attached **APPENDIX 2**.

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

The Council is aware of the risks of passive management of the treasury portfolio and, with the support of the Council's treasury advisers, will proactively manage its investments and debt over the year.

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

There are no staffing implications arising directly from this report

**(f) Property**

There are no property implications arising directly from this report.

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

There are no equalities issues arising from this report

**(h) Consultations**

This report has been produced in consultation with Arlingclose Limited, the Council's Treasury Advisers.

**6. CONCLUSION**

- 6.1 The Council's requirements for funds continues to be managed in accordance with the agreed Treasury Management Strategy Statement. All treasury management and capital investment activities have been undertaken with the limits set by the Prudential Code Performance Indicators for 2020/21.

Author of Report:	Laurie Milne, Senior Accountant
Background Papers:	Various working papers held within Financial Services.
Ref:	



**APPENDIX 1****Short Term Loans Outstanding as at 31 March 2020**

<b>Organisation</b>	<b>Maturity Date</b>	<b>Borrowing Rate (%)</b>	<b>Amount (£m)</b>
Falkirk Council	1/4/2021	0.80	2.50
Rugby Borough Council	1/4/2021	1.20	5.00
Wigan Metropolitan Borough Council	22/6/2021	0.14	5.00
Cheshire West and Chester Council	30/6/2021	0.13	5.00
Greater London Authority	19/7/2021	0.08	5.00
Western Isles Council	28/7/2021	0.50	5.00
Barnsley Metropolitan Borough Council	19/8/2021	0.10	5.00
West Berkshire District Council	13/9/2021	0.18	2.00
Burnley Borough Council	17/9/2021	0.18	2.00
South Yorkshire Pension Authority	20/9/2021	0.18	2.00
Ryedale District Council	20/9/2021	0.17	2.00
Gravesham Borough District Council	20/9/2021	0.17	3.00
Edinburgh City Council	27/9/2021	0.20	5.00
Middlesbrough Council – Teeside Pension Fund	8/11/2021	0.20	5.00
East Suffolk Council	22/11/2021	0.20	5.00
Oxfordshire County Council	31/11/2021	0.25	5.00
Liverpool City Region Combined Authority	13/12/2021	0.20	5.00
Somerset County Council	1/3/2022	0.30	5.00
Bridgend County Council	18/3/2022	0.23	3.00
<b>TOTAL</b>			<b>76.50</b>



**APPENDIX 2****TREASURY AND PRUDENTIAL INDICATORS****External Debt and Treasury Indicators****1. The Authorised Limit for External Debt**

The authorised limit for external debt is required to separately identify external borrowing and other liabilities such as PPP, DBFM and finance lease obligations. This limit provides a maximum figure to which the Council could borrow at any given point during the financial year.

<b>Authorised Limit</b>	<b>2020/21 Approved Indicator</b>	<b>2020/21 Estimated Indicator</b>	<b>2020/21 Actual Maximum</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Borrowing	348,593	291,662	252,961
Other Liabilities	58,009	58,009	56,009
<b>Total External Debt</b>	<b>406,602</b>	<b>349,671</b>	<b>308,970</b>

The table shows that the limit was not breached.

**2. Operational Boundary for External Debt**

This indicator is a management tool for in-year monitoring and is based on an estimate of the most likely level of external borrowing at any point during each year.

<b>Operational Boundary</b>	<b>2020/21 Approved Indicator</b>	<b>2020/21 Estimated Indicator</b>	<b>2020/21 Actual Maximum</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Borrowing	348,593	286,662	254,353
Other Liabilities	58,508	58,508	56,009
<b>Total External Debt</b>	<b>407,101</b>	<b>345,170</b>	<b>310,362</b>

The table shows that the limit was not breached.

**3. Actual External Debt**

This is measured at the end of each financial year. The actual external debt reported in the annual accounts for the previous year is required to be shown as an indicator for comparison purposes only.

<b>Actual Debt</b>	<b>At 31 March 2020</b>	<b>At 31 March 2021</b>
	<b>£000</b>	<b>£000</b>
Borrowing	237,990	254,353
Other Liabilities	56,009	55,882
<b>Total Debt</b>	<b>293,999</b>	<b>310,235</b>

Other Liabilities include the PPP finance liability for Elgin Academy and Keith Primary School which became operational during 2011/12, the DBFM finance liability for Elgin High School and the finance liability for the leased multi-functional devices (printer / scanner / copier).

#### 4. Treasury Management Indicator

There are four treasury prudential indicators, the purpose of which is to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates. However if these are set to be too restrictive they will impair the opportunities to reduce financing costs. The indicators are:

- Upper limits on variable rate exposure – This indicator identifies a maximum limit for variable interest rates based upon the debt position net of investments.
- Upper limits on fixed interest rate exposure – Similar to the previous indicator this covers a maximum limit on fixed interest rates.
- Maturity structures of borrowing – These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due to refinancing within the same financial year, and are required for upper and lower limits.
- Maximum period of investment - Following changes arising from the new Investment Regulations applicable from 1 April 2010, the Council can invest for periods longer than 364 days .The Council does not currently take advantage of this change and so has set a limit of Nil for investing over 364 days.

#### Fixed and Variable Rate Limits

	2019/20 Actual	2020/21 Approved Limits	2020/21 Actuals
Interest Rate Exposures	Upper Limit	Upper Limit	Upper Limit
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	0%	35%	0%

#### Maturity Structure of Fixed Interest Rate Borrowing

	2019/20 Actual	2020/21 Approved Limits		2020/21 Actual (£m)	2020/21 %
		Lower	Upper		
< 12 months	28.18%	0%	25%	95.208	37.68%
12-24 months	3.36%	0%	20%	7.608	3.01%
2-5 years	8.65%	0%	25%	21.304	8.43%
5-10 years	8.44%	0%	50%	21.655	8.57%

>10 years	51.37%	0%	85%	106.882	42.30%
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The amount of borrowing with the term of < 12 months is above the approved limit of 25%. The main reason is the value of short term loans due to favourable low rates, and because one of the LOBOs had its next option date in August 2021 (although maturity is not until 2066). We aim to be back under the approved level by 31<sup>st</sup> March 2021 as there will be no LOBO (option dates are every 5 years) and short term loans are being repaid when we can.

#### Maximum Principal Sums Invested Greater than 364 days

	2019/20 Actual	2020/21 Actual
Principal sums invested >364 days	£0m	£0m

### Capital Expenditure Indicators

#### 5. Capital Expenditure

This indicator is included so the Council complies with the Local Government in Scotland Act 2003 which requires the Council to establish and keep under review capital investment plans which are affordable.

	2020/21 Approved Indicator	2020/21 Revised Indicator	2020/21 Revised Capital Plan	2020/21 Actual
	£000	£000	£000	£000
<b>Capital Expenditure</b>				
General Services	42,319	41,118	42,442	39,269
HRA	28,514	10,932	28,514	11,858
	<b>70,833</b>	<b>52,050</b>	<b>70,956</b>	<b>51,132</b>
<b>Financed by:</b>				
Capital Grant & Contributions	19,237	12,710	17,255	14,876
Reserves (Council Tax Discount on 2 <sup>nd</sup> Homes)	-	-	525	858
Revenue	5,343	5,300	3,705	4,705
	<b>24,580</b>	<b>18,010</b>	<b>21,485</b>	<b>20,439</b>
<b>Net Financing Need for the Year</b>	<b>46,253</b>	<b>34,040</b>	<b>49,471</b>	<b>30,693</b>

The General Services Capital Programme for 2020/21 amounted to £42.442 million. Expenditure for the year was £39.269 million, representing a net underspend of £3.173 million. The underspend arose from delays to the NESS Energy from Waste project caused by the Covid-19 pandemic (£1.939 million), delays in the Town Centre Fund Initiative (£0.687 million) to the underspend, delays to various roads and bridges projects (£0.634 million and £1.155 million), underspends on projects at

various harbours, including the Findochty pontoons project (added £0.516 million) and delays in the delivery of vehicles (£0.527 million). All ICT projects saw delays which added £0.453 million to the underspend, although significant expenditure of £0.880 million was incurred to facilitate flexible working and digital learning. The Housing Capital Programme amounted to £28.514 million and actual expenditure was £11.858 million. The underspend relates mainly to slippage in the new build housing projects and existing housing stock upgrades as a result of the pandemic.

## Prudence Indicators

### 6. Gross Debt and the Capital Financing Requirement

This indicator records the extent that gross debt is less than the capital financing requirement. This indicator shows prudence by demonstrating that over the medium term external borrowing is used only for a capital purpose. The values are measured at the end of each financial year. Debt is the sum of external borrowing and other liabilities relating to the financing of assets (e.g. PPP, DBFM and finance leases).

The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for capital investment. The capital financing requirement rises over the period as a large proportion of the Council's capital expenditure is financed by additional borrowing thus increasing the Council's total outstanding debt.

The Council pays off an element of the accumulated debt each year through a revenue charge (the scheduled debt amortisation).

	<b>2019/20 Actual</b>	<b>2020/21 Approved Indicator</b>	<b>2020/21 Revised Indicator</b>	<b>2020/21 Actual</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Borrowing	237,990	284,561	262,295	254,353
Other Liabilities	56,009	54,425	54,425	55,882
Gross Debt	293,999	338,986	316,720	310,235
CFR	321,161	362,981	343,883	341,891
<b>Under Limit By</b>	<b>27,162</b>	<b>23,995</b>	<b>27,163</b>	<b>31,656</b>

The above figures confirm that the Council's borrowing is well under the Capital Financing Requirement.

## Affordability Indicators

### 7. Ratio of Financing Costs to Net Revenue Stream

This indicator provides a measure of the proportion of the budget that is being allocated to the financing of capital expenditure. For General Services this is the ratio of financing costs of borrowing against net expenditure financed by government grant and local taxpayers. For Housing the indicator is the ratio of financing costs to gross house rental income.

Service	2019/20 Actual	2020/21 Approved Indicator	2020/21 Revised Indicator	2020/21 Actual
General Services	9.5%	10.06%	9.19%	8.00%
Housing	21.46%	19.97%	19.23%	21.63%

### 8. Estimates of Incremental Impact of New Capital Investment Decisions on Council Tax and House Rents

This indicator demonstrates the expected incremental impact of planned capital expenditure and associated borrowing on council tax and rent levels, calculated on the assumption that capital expenditure is funded by the increase in council tax and rent. The calculation for council tax is theoretical.

Service	2019/20 Actual	2020/21 Approved Indicator	2020/21 Revised Indicator	2020/21 Actual
Council Tax – Band D	£(2.86)	£22.14	£6.44	£(33.47)
Average Weekly Housing Rents	£0.84	£0.49	£(0.64)	£0.52

The calculated amount on Council Tax reflects the reduction in financing costs in 2020/21 due to low costs of borrowing as a result of measures introduced to help the economy in response to the Covid-19 pandemic. The pandemic also resulted in lower than planned capital expenditure as projects were delayed due to factors such as the introduction of national lockdowns. This has also impacted on lead times for component parts in relation to the purchase of new vehicles.






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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: FINANCIAL RESERVES POLICY**

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

**1. REASON FOR REPORT**

- 1.1 To seek approval of the Council's updated financial reserves policy.
- 1.2 This report is submitted to Committee in terms of Section III (B) (2) of the Council's Scheme of Administration relating to regulating and managing the finances of the Council in accordance with the policies determined by the Council and preparing and reviewing from time to time such rules as may be necessary for the proper administration of the Council's financial affairs.

**2. RECOMMENDATION**

**2.1 It is recommended that Council:**

- (i) **approves the Financial Reserves Policy attached as APPENDIX 1 to this report; and**
- (ii) **agrees that the next review will be no later than October 2024.**

**3. BACKGROUND**

- 3.1 Members consider the purpose and use of financial reserves as part of the financial planning process, culminating in the approval of the Revenue budget for the year ahead. A formal Reserves Policy was approved by Policy and Resources Committee on 7 June 2016 (paragraph 8 of the Minute refers) and a revised policy approved by Council on 31 October 2018 (paragraph of the Minute refers). At that meeting it was agreed that the policy would be reviewed no later than October 2021.
- 3.2 CIPFA and LASAAC provide guidance on financial reserves. This guidance was last updated in 2021. The review followed the principles set out in the guidance.
- 3.3 The Reserves Policy covers four main areas:
  - The types of reserve operated by the Council;

- The statutory and governance requirements;
- The arrangement for reporting and review;
- The minimum level of free general reserve.

3.4 The approach to setting the minimum level of free general reserve continues to be to have regard to the strategic, operational and financial risks facing the Council. The latest update of the Corporate Risk Register was reported to Education, Communities and Organisational Development Committee on (paragraph of the Minute refers). Consideration of the major risks set out in the revised Risk Register have been reviewed in section 6 of the Policy and a limit of £5 million is recommended.

3.5 The review falls due to be undertaken at a time when the Council has an unprecedented level of General Reserves, much of it ear-marked for specific purposes. A further report to this meeting of Council recommends further transfer from free general reserves to ear-marked reserves for transformation of Council services and for Council priorities.

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

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

The Reserves Policy supports the Council's short to medium and medium to long term Financial Strategies, which are aligned with the Corporate Plan.

**(b) Policy and Legal**

This policy is in accordance with CIPFA and LASAAC guidance: the Statutory Basis for Accounting for and Disclosing Reserves in Scottish Local Government Bodies 2021. The guidance is mandatory and ensures compliance with section 12 of the Local Government (Scotland) Act 2003.

**(c) Financial implications**

There are no financial implications arising directly from this report. The report recommends continuation of the Council's policy of maintaining at least £5 million in free general reserves.

**(d) Risk Implications**

This policy will assist the Council to manage financial risk to the Council.

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

**(h) Consultations**

CMT and the Internal Audit Manager have been consulted in the preparation of this report.

**5. CONCLUSION**

- 5.1 It is best practice for the Council to have and to regularly review a Reserves Policy, which informs the Financial Strategies and financial planning process of the Council.**

Author of Report: Lorraine Paisey, Chief Financial Officer

Background Papers:

Ref:



## APPENDIX 1

## THE FINANCIAL RESERVES POLICY

## 1. Introduction

1.1 It is good financial practice that the Council has a documented and approved Financial Reserve Policy.

1.2 The Statutory Basis for Accounting for and Disclosing Reserves in Scottish Local Government Bodies (2021) provides mandatory guidance from LASAAC in respect of Local Authority Reserves and Balances.

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1.3 The following Policy reflects the key messages from the guidance and also outlines the practical application for the Council.

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## 2. Types of Useable Reserves Operated by the Council

2.1 Useable reserves are those that can be applied to fund expenditure whereas Unusable Reserves are restricted to accounting entries.

## 2.2 General Fund Reserve

The General Fund Reserve is split into a non-Earmarked portion and Earmarked Reserve. The former is often referred to as the "Free Reserve" and it is held for unforeseen emergencies and contingencies. The current Council policy is that the Free Reserve should not be lower than £5 million which represented 2.5% of annual turnover where turnover is defined as General Government Revenue Grant Income and Council Tax Budgeted Income when the policy was approved. 2.5% of the current General Services Revenue Budget for 2021/22 is £5.5million.

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2.2.1 Earmarked Reserves are sums of money retained for future use for a specific purpose or commitments made which cannot be accrued at year-end due to not being in receipt of the service or goods. In recent years a greater use has been made of ear-marked reserves than had previously been the case to ensure than any windfall funding is directed towards Council priorities, including the transformation of Council services.

2.2.2 The following ear-marked reserves are held within the General Fund Reserve:

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Fund	Purpose of fund	Balance @31 March 2021 £000s
Covid-19 funding	Carry forward funds given as part of General Revenue Grant in 2020/21 to deal with issues arising from the pandemic	16,421

Fund	Purpose of fund	Balance @31 March 2021 £000s
Transformation of services	To facilitate the Improvement and Modernisation Programme (IMP)	3,664
Council priorities	To advance projects related to achieving Council priorities	2,881
Devolved School Management (DSM)	To enable DSM budgets to be managed over more than one financial year, per the DSM scheme	1,343
Pupil Equity Funding (PEF)	To enable PEF to be managed over the academic year, per the funding conditions	802
Expansion of Early Years and Childcare (ELC)	To carry forward specific grant funding to use for the purposes the grant was given	573
Other		839
Total		26,523

2.2.3 Funds which are not earmarked for specific purposes are set aside to deal with unexpected events or emergencies or at the discretion of Members.

2.3 Housing Revenue Account (HRA)

These are funds which are for use by the Council's Housing Service to smooth expenditure or to fund emergencies. The funds are ring-fenced for the Council's Housing Service.

#### 2.4 Statutory Funds

There are also amounts set aside from the General Fund and HRA balances in Statutory Funds to provide for future expenditure. These are the Repairs and Renewals Fund, which ~~was established~~ to assist with uninsured losses to council properties arising from flooding incidents ~~but which can be used for any property maintenance or repairs~~, and the Insurance Fund, which ~~was~~ set aside to pay any uninsured losses regarding school buildings ~~but which can be used to meet any insurable costs elected by the Council to self-insure~~.

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#### 2.5 Capital Fund

The Capital Fund is used to directly finance future capital expenditure.

#### 2.6 Capital Grants Unapplied

Holds grants and contributions received towards capital projects. The balance represents funds which have yet to be applied to meet expenditure and would otherwise require repayment.

#### 2.7 Capital Receipts Reserve

Holds the proceeds from the disposal of land or other assets and its use can only be for capital purposes ~~as a general rule. However for a four year period ending 31 March 2021 Scottish Government gave a concession that capital receipts could be used to fund expenditure anticipated to give rise to recurring savings and the Council has taken advantage of this concession.~~

### 3. **Governance of Reserves**

3.1 The governance arrangements are as follows for each reserve:

#### 3.1.1 General Fund Reserve

- Level of Free Reserves agreed as part of the Reserve Policy and reviewed no less frequently than 3 yearly by the ~~Policy and Resources~~ Committee ~~or full Council~~.
- Projected Balance reported to the Policy and Resources Committee when expenditure for the year is forecast.
- Reported annually to the full Council as part of the review of the Financial Strategy.

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#### 3.1.2 Earmarked Reserves

- Creation of Earmarked Reserves approved by ~~the Policy and Resources~~ Committee ~~or full Council~~.
- Update in respect of Earmarked Reserves reported monthly to the Corporate Management Team.

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#### 3.1.3 Repairs and Renewal Fund

- Additions to the Repairs and Renewal Fund require Policy and Resources Committee approval.

This fund was set up specifically to provide for expenditure arising from flooding incidents prior to the construction of flood alleviation schemes. As part of the financial planning process use of the General Services portion of the fund has been proposed for a number of years. This use has not been yet required but is still planned.

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#### 3.1.4 Capital Receipts Reserve

- All receipts from sales of assets are paid into the Capital Receipts Fund unless otherwise approved by the Policy and Resources Committee.
- Capital Receipts Reserve update reported as part of the quarterly monitoring of the Capital Plan to Policy and Resources Committee.
- Decisions to utilise the Capital Receipts Fund approved by the Moray Council.

#### 3.1.5 Insurance Fund

- Insurance Fund Balance reviewed and reported as part of the Annual Accounts to the Moray Council.

#### 3.2 Earmarked Reserves Process

3.2.1 An earmarked reserve cannot be established without the approval of the Chief Financial Officer, and the Policy and Resources Committee or full Council.

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3.2.2 For each earmarked reserve there needs to be a clear documented understanding of the purpose of the reserve, the timescale for which the reserve is required and anticipated phasing.

3.2.3 For earmarked reserves projecting over £50,000 of spend during the year then the annual spend requires monthly phasing.

3.2.4 As part of the year end accounts the remaining balance and continuing purpose of the earmarked reserve requires reviewing by the budget holder and approval by the Chief Financial Officer.

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3.2.5 Any earmarked reserve not required is to be written back to free General Fund reserves.

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#### 4. Role of the Chief Financial Officer

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4.1 The Chief Financial Officer is responsible for advising on the targeted optimum levels of reserves the Council aims to hold. The Council based on

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that advice should then approve the appropriate reserve strategy as part of the financial planning process.

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## 5. Reporting and Review

5.1 The Reserves Policy requires to be reviewed and approved no less frequently than three yearly and reported to the Policy and Resources Committee or full Council.

5.2 In the event that it is projected that the Council's Non-Earmarked General Fund Reserve ('Free General Reserve') will fall below the approved limit, then the Chief Financial Officer should report no later than to the next meeting of the Policy and Resources Committee explaining the reasons for this shortfall and the options available to rectify the situation.

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## 6. Level of Free General Reserve

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6.1 The level of free general reserve held by the Council is a key component in risk management for the Council and so it is considered appropriate that in determining the minimum level of reserves to be held by the Council that explicit recognition of the risks likely to impact on that balance are recognised.

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6.2 An update to the Council's corporate risk register was approved by Education, Communities and Organisational Development Committee at its meeting on 26 May 2021 and includes the following risks with potential financial impact:

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1. Demand for services outstrips available budget
2. Savings required to be made to create a sustainable financial operating environment
3. MIJB – no council control but liability for around 40% overspend, (if any).
4. Inability to recruit
5. Impact of climate change and severe weather events
6. Regulatory penalties: Data protection breaches, Health and Safety incidents
7. Economic recovery – poor local economic performance could result in lost Council Tax and Non Domestic Rates income, lower rentals from the industrial estate and pressure on services

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The mitigations in place for these risks are set out in the risk register.

7.3 The following points of detail should be considered:

### Service demand

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6.3.1 There is anticipated to be increasing demand for council services arising from demographic growth. There is an element of the council's allocation of General Revenue Grant which is based on population numbers. This is

based on statistical projections of population numbers from the National Records of Scotland (NRS). Historically these projections have lagged behind the actual growth of Moray's population, which means that existing budgets are under pressure to accommodate population based service growth. A report to the Economic Growth, Housing and Environmental Sustainability Committee on 24 August 2021 highlighted some particular concerns with current population projections for Moray.

#### 6.3.2 Savings

6.3.2 The Council requires to make significant savings and as yet there is no defined plan to meet the whole funding gap. There is an underlying overspend which had previously been funded from a combination of retention of Non Domestic rates income under the Business Rates Incentivisation Scheme (BRIS) and use of reserves. It is currently anticipated that there will be funding available in the covid ear-marked reserve to cover the underlying budget gap in 2022/23 and contribute towards it in 2023/24.

6.3.3 Savings arising from transformation programmes generally (i) take time and (ii) require upfront funding. A cushion of reserves will be needed for this process and as indicated above the uncommitted element of the covid ear marked reserve is currently planned to be used to plug the budget gap. Further reserves require to be identified for investment in change.

6.3.4 The Council has been making significant savings since 2008. As time progresses savings are more difficult to find and there is a risk that savings offered are more difficult to achieve. Savings which rely on increased income from charging for services are particularly at risk as the initial impact of increased charges is usually decreased uptake of service.

6.3.5 A combination of the impact of the UK leaving the EU and the effect of the pandemic is causing shortages of labour and goods, resulting in current high level of construction costs and above target general inflation as measured by CPIH is anticipated later in this financial year. This may have on-going impacts on costs which could result in further savings being required.

6.3.6 The pay award for 2021/22 has not been agreed for any of the employee groups. Higher inflation could play out in continuing increased pay demands. The Council is looking at consolidating the Living Wage into its pay scales. This will have cost implications. Various options are currently being considered.

#### MIJB

6.3.7 The MIJB budget is also in excess of agreed funding. Previously planned savings were put on hold during the response to the pandemic.

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**Deleted:** 6.3.6 Part of the council's suite of short term savings measures is the Make Do and Mend approach to asset management and capital spend. This approach carries with it an increased risk of major element failure. This is a particular risk regarding the school estate

**Deleted:** On top of this underlying overspend there is currently an overspend against budget. The Chief Officer is committed to providing a recovery plan that will secure a balanced budget position for 2019/20.¶

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**Deleted:** The Council's insurers increased premiums in 2018/19 because of the level of employer's liability claims in recent years. Future risks regarding insurance claims arise from the reduction in roads maintenance budgets. The council has a good record in regard to claims for damage caused by pot-holes but may find it less easy to defend claims in the light of cuts in service. In addition, a saving proposal to increase the level of insurance excess may incur greater expenditure than forecast.

## Recruitment

- 6.3.8 If the Council is unable to recruit into posts then these must be covered by other staff working additional hours, agency staff or out-sourcing. As a general rule, it is more expensive to employ agency staff or to outsource than to employ Council staff.

## Climate Change and severe weather events

- 6.3.9 The Council has recognised a climate change emergency and adopted a Climate Change Strategy. This recognises that severe weather events are increasingly likely. In the past the Council has had to deal with damage to Council buildings, roads, bridges and harbour infrastructure due to severe weather events, as well as the costs of immediate response eg provision of alternative accommodation for people whose houses have been affected.
- 6.3.10 The Bellwin scheme, which is designed to assist councils in dealing with major emergencies, does not cover all expenditure incurred by a council and in particular assumes that the council will meet all costs up to the threshold (currently 0.2% of the council's net budget).
- 6.3.11 The winter maintenance budget is set for a mild winter. Unlike many other councils, Moray does not hold a specific ear-marked winter maintenance reserve for bad winters.
- 6.3.12 There are suggestions that energy prices may rise to fund developments in energy production such as green hydrogen.

## Regulatory penalties

- 6.3.13 The General Data Protection Regulation (GDPR) has a regime of potentially swingeing penalties for breach of GDPR. Health and Safety breaches can incur fines and can result in higher insurance costs.

## Economic Recovery

- 6.3.14 The risk of a prolonged economic downturn following the pandemic and Britain's withdrawal from the European Union is recognised in the Corporate Risk Register. An economic downturn would be likely to have both direct – in terms of lower Council Tax, Non Domestic Rates, housing and property rental and increased benefit claims – and indirect – in terms of changing and increasing demands on Council services – and is compounded by the continued restrictions on construction activity, supply chain shortages and high current level of construction inflation.
- 6.4 In addition to those risks specifically included in the Corporate Risk Register, the largest area of uncertainty of direct relevance to the Council's finances is the level of income available to Scottish Government – with more money generated directly or indirectly from a share of national taxes the income available for Holyrood to distribute is less certain than under the Block Grant system. The medium to long-term impact of both the pandemic

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¶  
Pay awards – the pay offer for 2018/19 is not agreed¶  
The council pay award tends to have a (delayed) effect on pay for organisations delivering services to the council, particularly in the areas of care services, where the council and private or third sector employers are competing to recruit and retain from the same pool of people¶  
The impact of Brexit on sterling and thence on (particularly) ICT contract prices¶  
Energy prices, with suggestions that there may be significant price increase

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and the UK withdrawal from the EU are unknowns both of which could have significant impact on revenue generated by Scottish Government

6.5 CIPFA in the draft suite of Financial Resilience Indicators (for use in England and Wales) include reference to the availability of council reserves as a test of resilience. In essence the lower the level of council reserves the less resilient that council is in regard to the ability to cope with unplanned events. Benchmarking against other Scottish local authorities prior to 2020/21 shows Moray to have a fairly typical minimum approved level, with 1.5% - 4% of annual turnover being roughly the range reported and 2% the most common. The position for all Scottish local authorities changed dramatically for the year ended 31 March 2021, with very significant increases in funding announced and received towards the end of that financial year, largely directly related to the pandemic, although mainly paid as redetermination to General Revenue Grant. Moray's share of this funding has been ear-marked, and a considerable proportion of the ear-marked funding is estimated to be required in 2021/22. The question of the appropriate policy position regarding free general reserve should be considered without reference to this ear-marked reserve.

**Deleted:** 6.5 Another factor of note is the extension of time for insurance claims for historic child abuse claims. Claims can now be made for any time after 1964 (previously restricted to 3 years).¶

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**Deleted:** The table in para 6.7 below provides an assessment of financial risks that informs the council's 2.5% position.

6.7 As a test of the reasonableness of the policy position on free general reserve the following table gives some guidance:

Risk	Proposed measure	£000s
Rise in demand		
Pay award	Increase from <u>provision in 2021/22 budget to Scottish Government public sector pay policy</u>	700
	<u>Further increase to pay demand</u>	1,000
<u>Living Wage</u>	<u>To be determined following modelling</u>	
MIJB	Level of budget above funding (Council share)	726
	<u>Allowance for overspend / demographic growth (Council share)</u>	1,000
Insurance claims – employer's liability	Average claims over last four years ( <u>not updated – claims have been lower but excess increased</u> )	250
Insurance claims – pot holes	Based on previous numbers of claims in a bad winter	100
Infrastructure failure	Average over last 2 years ( <u>not updated</u> )	600
Emergency event	Bellwin threshold ( <u>2020/21 – latest published figures</u> )	443
Winter maintenance	Average spend above budget for last two years	600
Budget variance	Based on average Directors of Finance PIs ( <u>0.8% variance</u> ) <u>for 2018/19 and 2019/20 as 2020/21 not a typical year because of pandemic</u>	1,700
Government grant less than forecast	Sensitivity 1%	1,680
Interest rates	Increase in loans pool rate from higher borrowing charges ( <u>2020/21 rate plus 100 bps</u> )	865
<u>Increase in Council Tax Reduction</u>	<u>Level of increase during pandemic</u>	330
<u>Reduction in Council Tax collection rate</u>	<u>By 0.5%</u>	300
<u>Reduction in Industrial Estate rentals</u>	<u>By 5%</u>	100
Total		10,394

A free reserve of £5 million gives 48% coverage of the quantified risks above. It is unlikely that all of these scenarios would arise and so 48% coverage is considered reasonable. It is not considered prudent to reduce the level of free reserve below £5 million. This currently represents 2.33% of the Council's General Services revenue budget.

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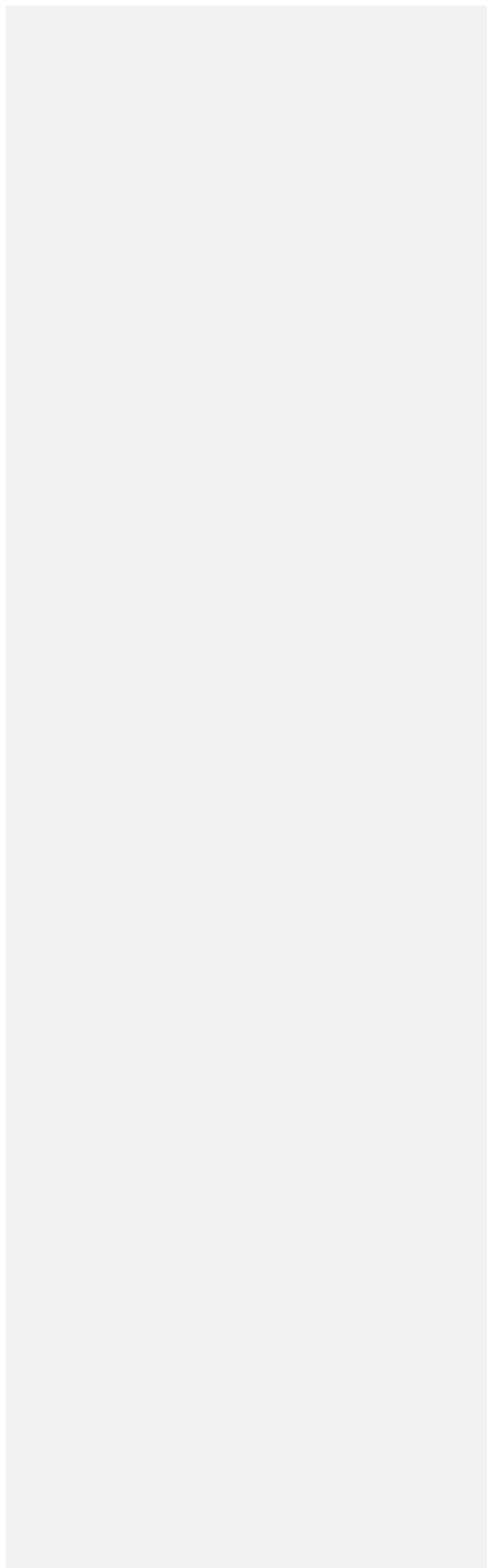
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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: 2020/2021 PROCUREMENT ANNUAL REPORT**

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

**1. REASON FOR REPORT**

- 1.1 To provide the Council with an update report on Procurement activity in Moray and in particular report on procurement performance for 2020/2021.
- 1.2 This report is submitted to Committee in terms of Section III B (28) of the Council's Scheme of Administration relating to procurement arrangements.

**2. RECOMMENDATION**

- 2.1 **It is recommended that the Council considers and notes the overall procurement performance for 2020/21 set out in the Annual Report in APPENDIX 1 and in Section 4 below.**

**3. BACKGROUND**

- 3.1 The Procurement Reform (Scotland) Act 2014 (the Reform Act) introduced a number of significant duties for all public bodies, including the publication of a Procurement Strategy and subsequent Annual Procurement Report, which outlines performance against that Strategy.
- 3.2 The Procurement Strategy for 2020/21 was a light touch review of the Procurement Strategy 2019/20 in light of the pandemic.

**4. 2020/2021 PROCUREMENT PERFORMANCE**

- 4.1 The report assesses performance against a number of categories including:
  - i) Summary of Regulated procurements
  - ii) Review of procurement compliance
  - iii) Assessment of progress against the strategic action plan
  - iv) Non Cash benefits
- 4.2 The main action and learning points from the 2020/21 report are:

- i) There has been a decrease in local “category C” contract activity due to the pandemic and resultant uncertain market conditions. During 2020/21 the team saw a change to the normal departmental support requests with an increase in unplanned activity (for emergency contracts) and quick quote projects. A review of the workload allocation management has been carried out to ensure that the team were able to meet these changes.
- ii) Despite this reduction in procurement activity the savings for categories 1 & 2 (non-budget adjusted and budget adjusted) only shows a slight decrease from £1.909 million in 2019/20 to £1.794 million which is still considerably above the target of £1 million.
- iii) The team continues to improve performance on environmental and sustainable non-cash benefits albeit with a reduced volume of contract awards. Work will now start with the newly recruited Community Wealth Building Officer and Principal Climate Change Strategy Officer to strengthen the links between procurement and these two strategically important council priorities.

#### 4.3 Section 4 Moray Update (Pages 6-8 of the Annual Report refer)

- 4.3.1 The Section 4 of the annual report – Moray Update - includes the following summary of procurement savings recorded during 2020/21:

<b>Cash Savings 2020/2021 (2019/20)</b>		
Category of Saving	Recurring savings	Savings for year (adjusted for start and end date)
	£ million	£ million
1 Budget not adjusted	0.784 (0.835)	763 (0.755)
2 Budget adjusted	1,010 (1.074)	977 (1.050)
Total	1,794 (1.909)	1,740 (1.805)
6 Capital	N/A	0.213(0.190)
7 Rebate	N/A	0.024 (0.030)

- 4.3.2 We have maintained a savings target of £1M for a number of years in the expectation that it would become harder to achieve savings from recurring contractual awards, it is therefore encouraging to note the results despite the challenging conditions in 2020/21.
- 4.3.3 An increasing workload and static establishment has in recent years resulted in a reduction in development and improvement time and this is reflected in the result of the PCIP in 2018 and the outputs recorded under the Strategic Action Plan. However, additional staffing resources were approved during 2019/20 to meet the workload associated with Moray Growth Deal and the new focus on community wealth building and climate change. This post and the long term vacancy for Assistant Procurement Manager were filled in quarter 3 of 2020/21. This staffing change will improve the team’s ability to recover from the backlog of work created by the pandemic and start to work on the strategic developments outlined in the 2021/22 Strategy Action Plan.

## **5. SUMMARY OF IMPLICATIONS**

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

The work undertaken by the procurement team assists the Council achieve its local outcomes detailed for the Council's priorities in the Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan)

**(b) Policy and Legal**

The Council policy on procurement was agreed by Policy Committee on 29 August 2007 (paragraph 11 of minute refers).

**(c) Financial implications**

Details of savings are shown in paragraph 4.3.1 of this report. The procurement savings make a significant contribution to the Council's ability to balance its budget.

**(d) Risk Implications**

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

**(e) Staffing Implications**

The changes in Procurement team staffing is outlined in paragraph 4.3.3 of this report.

**(f) Property**

There are no property issues arising directly from this report.

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

Equality impact assessments were carried out on the procurement process August 2016.

**(h) Consultations**

Information contained in Departmental Procurement Action Plans (DPAP), agreed with Heads of Service has been used to create the future regulation procurement summary. Efficiency savings are calculated in consultation with Paul Connor, Principal Accountant and agreed by the Chief Financial Officer. Corporate and Senior Management teams have been consulted on the content of this report.

## **6. CONCLUSION**


**6.1 The Annual Procurement Report summarises procurement progress during 2020/2021. This shows areas of progress and good performance and also identifies areas for further improvement with actions for continuing improvements in the Council's procurement arrangements contained in the action plan.**

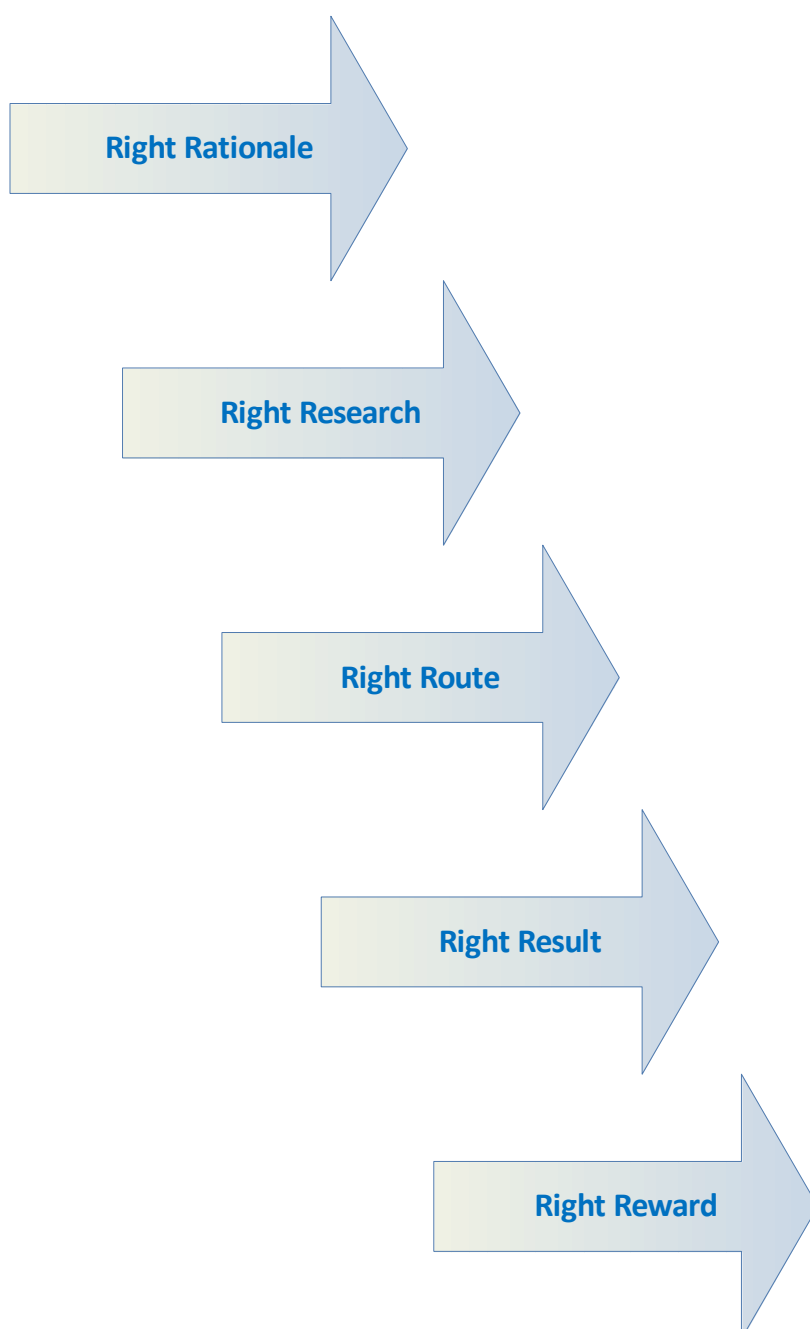
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Diane Beattie, Payments Manager – Ext 3136  
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**APPENDIX 1**

	<p><b>MORAY COUNCIL</b>  <b>ANNUAL PROCUREMENT REPORT</b>  <b>2020/2021</b></p>
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## INTRODUCTION

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

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

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

The data provided in this report does reflect the impact of the COVID-19 pandemic. For much of the financial year the procurement service was effectively stood down from operational service with only emergency and supplier relief work being carried out until late summer. The team were also without an Assistant Manager until October 2020 which had an impact on many of the strategic development actions identified for the year.

## SECTION 1 – SUMMARY OF <sup>1</sup>REGULATED PROCUREMENTS

**TABLE 1** highlights the summary of live contracts (2020/2021) by category.

**TABLE 1**

Contract Type	Number	Estimated Contract Annual Value £000
Category A (national)	26	7,812
Category B (sectoral)	123	20,688
Category C (local single supplier)	146	42,635
Category C (framework)	15	10,723
Category C1 (local collaboration)	16	1,781
Category O (other)	83	18,363
Non advertised	107	31,649
<b>2020/2021 Total</b>	<b>516</b>	<b>130,499</b>
<b>2019/20 Total</b>	<b>599</b>	<b>133,651</b>
<b>2018/19 Total</b>	<b>522</b>	<b>168,614</b>
<b>2017/18 Total</b>	<b>476</b>	<b>142,891</b>

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<sup>1</sup> Tenders over £50,000

Quick Quotes and Mini competitions	52	821

In total there are 516 live contracts listed in the Council's contract register; of these 132 were awarded or added to the register in the year 2020/21. This is significantly down on the previous year when 240 new contracts were awarded.

#### *Commentary on performance:*

*Whilst we have seen a year on year increase in contractual volume since 2017/18 mainly down to the increasing use of mini competitions and call offs from frameworks, this stalled during 2020/2021 due to the pandemic with little work being done at a local level. Category "C" contracts (local council developed contracts) reduced to 45 from 148 in the prior year. With the procurement team essentially only working on emergency contracts and supplier relief during the first half of the year this led to a significant backlog of work which continues to be worked on throughout 2021. In addition to this the emergency extensions to contracts required during the pandemic are now starting to expire for a second time adding to the overall work plan.*

## **SECTION 2 – REVIEW OF REGULATED PROCUREMENT COMPLIANCE**

### **Compliance**

The Council's procurement procedures requires corporate support for all regulated procurements (tenders over £50,000) and the corporate team also review any Quick Quotes (projects under £50,000) before publication. This scrutiny delivers a high level of compliance to all regulation both national and Council. All procurements have an individual strategy development stage which considers the requirements, the options, the potential for added value and the inclusion of the wider opportunities. This includes a focus on mandatory exclusions, serious and organised crime links, supplier development opportunities, Fair work first, climate and innovation.

### **Performance**

**APPENDIX 1** provides the performance results against the Council's Procurement Strategic Action Plan for 2020/2021, which is split between the Procurement Commercial Improvement Programme (PCIP) objectives and the Procurement Strategy measures. An update and comment on performance is given and where improvements are still required, the relevant actions have been identified.

### *Commentary on performance:*

*Very little progress has been made against the ten actions identified with only three now complete. Work continues with another two but the remaining actions have stalled due to the pandemic, lack of resources, backlog of workload and a resultant review of priorities.*

*However, it should be recognised that the Procurement team have supported the emergency work required during the pandemic lockdown, provided a lead for H&SC supplier relief claims and upon return to operational work last year they have picked up the suspended work and progressed the planned procurement projects (where departmental resources allowed).*

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

### Non cash benefits

The Council considers a wide range of non-cash benefits when developing a tender specification: the range is wider than just the social, environmental or economic factors (also referred to as community benefits) that is required by the Act and incorporates added value benefits such as process efficiencies and price stability. The Act only requires community benefits inclusion in tenders with a value of over £4 million, however Moray considers inclusion wherever possible in all tenders.

**Table 2** provides a high level view of the non-cash benefits that have been included in the contracts awarded in the year (comparison to previous year).

**TABLE 2**

<b>Benefit Category</b>	<b>No of contracts</b>	<b>Sub category</b>
Collaboration/tender process	203 (206)	85 savings in procurement development time 10 digital process
Cost Avoidance	7 (22)	1 added value 2 price increase rejection 4 price versus market savings 3 process redesign
Purchase to Pay Process	6 (4)	3 e- invoicing 3 consolidated invoices
Demand/Rationalisation	9 (5)	8 specific contract issues 1 rationalised list
Community	26 (29)	5 apprentices 9 Community Benefit Clause (wide ranging) 4 school visits

		8 training
Environmental	13 (21)	5 energy 3 greenhouse gases 1 sustainable construction 4 waste
Social	16 (23)	4 fair work issues 11 other – wide ranging 1 public social partnership 3 Participatory budget 9 Other
Living Wage	27 (20)	10 Accredited 3 Working to accreditation 12 Paying living wage 1 commitment to pay 1 Neither paying or accredited

*Commentary on performance:*

*The Council's method of recording non-cash benefits was introduced in 2015/2016 and we have seen a year on year improvement and although we have recorded our first reduction in the total numbers this has to be taken in context with the reduction in contracts awarded-total live contract with non-cash benefit:*

*2017/18 – 182*

*2018/19 – 220*

*2019/20 – 330*

*2020/2021 - 203*

*Non-cash benefits are recorded for all contracts, this may result in some duplication where a framework allows for mini competitions as both will have non benefits recorded on the contract register.*

*As the maturity of our procurement portfolio grows it has made it more difficult to achieve financial savings and so we are starting to see a switch in focus to the non-cash added value benefits although on a small scale due to the lower value range of contracts we have. The emerging focus on climate issues and community wealth building should also provide the impetus for future delivery of non-cash benefits.*

### Supported Businesses

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

**TABLE 3**

<b>Reserved Supplier</b>	<b>2020/21 Turnover £</b>
Scotland Bravest Manufacturing Company	547
Moray Reach Out	117,875
Out of Darkness Theatre	42,987
Living Ambitions	176,466

*Reduced values due to lockdown*

*Commentary on performance:*

*The second group of suppliers in the above table are not formally contracted as supported businesses but we believe that our use of these companies goes some way to meet the Reform Act requirement to support such enterprises. To meet the required criteria supported businesses the main aim of the organisation has to be the social and integration of disabled or disadvantaged persons and where at least 30% of those employed and engaged with the programme are disabled or disadvantaged. These companies however cannot meet the “employment” criteria but certainly do meet the “engagement” element.*

### **SECTION 3 - FUTURE REGULATED PROCUREMENT SUMMARY**

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

The plan for Moray Council from January 2022 to December 2023 totals:

Number of contracts expiring 233  
 Estimated value of expiring contracts £138,898,868  
 Estimated annual value £40,027,464

The detail of this forward plan can be found in our published contract register - [Contract Register - Moray Council](#)

*Commentary on forward plan:*

*The above statistics are taken from the contract register. This list contains all contracts with an end date between January 2022 and December 2023; however it should be noted that some may be subject to possible extensions and some may not be re-let. Decisions around the direction for each requirement are taken during the annual DPAP planning process with Service Heads.*

#### **SECTION 4 - MORAY UPDATE**

The COVID-19 pandemic had a major impact on the procurement team and its workload. The results contained in this report highlight the position with delays in development work and a reduction in tender activity. Looking forward the Council has to catch up on this work but with uncertain markets and departmental resources still recovering that will not be easy. We also have to factor in the additional tender development work that will be required stemming from the Moray Growth Deal and the new emphasis on climate change and community wealth building.

Work has been done around workload and time management to ensure that we make the best of what we have. The pandemic and Brexit has resulted in uncertain supplies and increased demand on certain markets which has produced a degree of uncertainty and availability we have not experienced before. Although we have concerns about recent market engagement with some tenders receiving little if any response to our published tenders and quick quotes, we are continuing to support departments to maximise their procurement potential.

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

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

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

- 5 Non cash benefits

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

**Table 4** provides the results for 2020/21 and the previous year (comparison).

**TABLE 4**

<b>Cash Savings 2020/21 (2019/20)</b>		
Category of Saving	Recurring savings £ million	Savings for year (adjusted for start and end date) £ million
1 Budget not adjusted	0.784 (0.835)	0.763 (0.755)
2 Budget adjusted	1.010 (1.074)	0.977 (1.050)
Total	1.794 (1.909)	1.740 (1.805)
6 Capital	N/A	0.213(0.190)
7 Rebate	N/A	0.024 (0.030)

*Commentary on savings achieved:*

*There is a recorded reduction in the overall total of savings from £1.909 million to £1.794 million. Further analysis of the recurring savings data highlights that there has been a consistent reduction in most areas, sectoral and local contracts, with the savings coming from national and “other” category (frameworks from other organisations such as Procurement Alliance). This significant level of savings has been achieved despite the pandemic and with changing workloads. Over half of the savings, 56% has been identified by our colleagues in Accountancy as budget adjusted and therefore contributing to the Council’s savings target and this is the second consecutive year we have seen this level of achievement.*

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

**Supplier engagement** – The Council continued to work with Supplier Development Programme (SDP) throughout the pandemic. The SPD switched quickly from face to face supplier support to virtual training and meet the buyer events. This included a successful Meet the Buyer North event which was support by the Payments Manger in her role as

Board member for the SDP and the procurement team who manned the Moray virtual stand.

## **SECTION 5 - SUMMARY**

The significant, year on year, improvements evidenced by the PCA (predecessor to PCIP) 19% 2009 to 64% 2014 and PCIP 60.4 2016 to 64% 2018 have now stalled, mainly due to lack of staffing resources (including a long term Assistant Manager vacancy) and with the programme now suspended due to the pandemic we are unlikely to see any recorded improvement in the short term. However, additional staffing resources were approved during 2019/20 to meet the workload associated with Moray Growth Deal and the new focus on community wealth building and climate change. This Procurement officer post and the Assistant Procurement Manager vacancy were filled in quarter 3 of 2020/21. This staffing change has improved the team's ability to recover from the backlog of work created by the pandemic and start to work on the strategic developments outlined in the 2021/22 Strategy Action Plan.

The Procurement team have seen a change in the quantity and level of support being requested by Departments with a significant increase in activity. At the end of 2020/2021 our activity programme recorded a total of 412 projects, 186 still work in progress and 226 completed. An analysis of the completed work does highlight however a significant number of projects that were no longer needed, pulled or deferred for various reasons. Thirty contracts were extended under the COVID emergency regime and 23 tenders reached final award. It was a difficult year for the team and that continues into 2021/2022 with uncertain market conditions and increasing focus on procurement to deliver on the climate change and community wealth building strategies.

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

MORAY COUNCIL STRATEGIC PROCUREMENT ACTION PLAN (SPAP) 2020/2021			
SECTION 1 - PCIP Measurements			
Data Warehouse			
Action	Timetable	Aim	Update
1.1 Development of supplier spend data for Category A & B contracts. To match contract register information with supplier spend to identify variances	<del>December 2019</del> <del>December 2020</del> April 2022	To ensure that we are maximising the use of the contracts available To sense check the estimated annual value used on the contract register To increase accuracy of date reporting	<i>The changes to the team structure should allow for this work to be allocated and undertaken during 2021/22</i>
1.2 To develop existing contract register to maximise on required functionality	<del>October 2019</del> <del>April 2021</del> April 2022	Functionality requests submitted to ICT to improve access to data and ease of use	<i>Given the reprioritisation of ICT work it is not known when this will recommence</i>
Leadership & Governance			
1.3 Operational improvement programme: <ul style="list-style-type: none"> <li>To carry out qualitative checks on team outputs</li> <li>Report to Service head on outcomes as part of the quarterly combined procurement DPAP update (pending delivery of point 1.4)</li> </ul>	Throughout the year	To focus on the procurement outputs produced by both the team and departments to deliver consistent approach To ensure that actions identified by the review are actioned	<i>The responsibility for this action lies with the Assistant Manager post which was vacant for much of 2020/21. With the focus of the team now being catching up on delayed work it will be some time before we see progress on this action.</i>
1.4 Health & Social Care (MIJB) Support	Ongoing	Targeted support to develop infrastructure for MIJB Support the development of responsibility matrix Develop the structure of support requests	<i>The Payments Manager is supporting this department by processing their supplier relief claims and participating in the remobilisation group. No progress has been made around the definition of responsibilities or process of support.</i>

1.5 Supplier Development Programme (SDP)	April 2019 April 2021  Throughout the year	To continue to support Economic Development with the membership of SDP through the Moray Supplier Development Forum To support local event/s To maximise procurement training for Moray suppliers	<i>The Payments Manager has maintained the Councils link with SDP throughout the pandemic via her Board membership and the team have supported the two virtual meet the buyer events they have held during that time.</i>
Development & Tender			
1.6 Review workload allocation process			<i>COMPLETE The review has taken place and changes made to the weighting and allocation of projects. Making best use of the resources available has needed a more formal approach to workload management.</i>
1.7 Review sustainability questions to include new focus on Climate Change			<i>COMPLETE The team have a new suite of standard questions available to them</i>
1.8 Review Fair work questions			<i>COMPLETE As above</i>
Contract			
1.9 Post award implementation improvements: Checklist/structure/pack for meeting	Throughout the year	To ensure that contract awards are subject to a full implementation plan with all stakeholders involvement as part of the operational improvement programme	<i>Work has been done and continues to be done around the process and also the feedback from stakeholders.</i>
Key Purchasing Processes			
1.10 Develop Payment processing e-form			<b>With ICT</b>

SECTION 2 – Procurement Strategy Measurements. 2019/20			
a. <b>Savings</b>			
The measure	Target	2020/21 (2019/20) Results	Will Demonstrate Comments
A1 Percentage of all council expenditure covered by contracts Total commercial spend – contract register annual estimated values for live contracts in year	95%	95.88% (94.73%)	Greater contractual exposure
A2 Value of procurement savings achieved through contracts live during the year	£1M	1.794M (1.909M)	The financial results from contracts
A3 Number of collaborative contracts awarded as a percentage of all commenced in year	40%	53.03% (38.80%)	Successful collaboration
A5 Percentage of contracts commenced in year that contain a contract benefit (all categories)	15%	81.82% (90.83%)	Increasing focus on non-financial benefit 108

b. **Contracts**

The measure	Target	2020/21 (2019/20) Results	Will Demonstrate Comments
B1 Percentage of planned activity taken to award during year	75%	12.56% (78.36%)	Improved procurement planning <i>The nature planned activity is changing with an increase in planned volume - 104 (18/19), 134 (19/20), 183 (20/21) and requests for support for non-tender work extensions, quick quotes etc This impacts on this measurement and reduces the % that are taken to award stage.</i> <i>The pandemic and resultant market conditions reduced the ability to complete tenders from 105 (19/20) to 23 (20/21), however extensions taken to completion increases this to 53 or 28.96%</i> <i>This measurement was introduced to monitor the councils procurement planning and as such we have seen a year on year improvement but it is no longer considered to be viable given the changes to procurement workload and this measurement is to be withdrawn.</i>
B2 Percentage of unplanned/ activity during the year	25%	55.58% (39.18%)	Measure to try and keep unplanned to a minimum <i>Percentage affected by overall increase in workload mentioned above 200 18/19, 342 19/20 to 412 20/21. Much of the unplanned work was around emergency requirements during the pandemic.</i>

c. **Compliance**

The measure	2018/19 Target	2020/21 (2019/20) Results	Will Demonstrate Comments
C3 Percentage of Account Payable transactions with a Purchase Order (where relevant ie non-recurring) number during year	75%%	74.49% (76.83%)	Compliance management

d. **Accessibility**

The measure	2018/19 Target	2020/21 (2019/20) Results	Will Demonstrate Comments
D1 Percentage of contracts commenced during year to SMEs	30%	48.48% (30.83%)	SME access to our business – volume
D2 Percentage value of annual spend with SMEs for year	55%	49.34% (46.77%)	SME access to our business – by value
D3 Percentage value of spend with Moray, Highland and Aberdeen council areas	50%	38.09% (37.69%)	“local” access to our business – value
D4 Number of “events” held or participated in during year	10	5 (9)	Supplier engagement and internal training sessions

e. **Community Benefits -**

The Measure	2018/19 Target	2020/21 (2019/20) Results	Will Demonstrate Comments
E1 Percentage of commenced contracts within the year that have a community benefit (category 7)	20%	11.36% (5.83%)	Sustainable duty performance
E2 Percentage of collaborative contracts commenced in the year that have a community benefit (category 7)	20%	6.06% (4.58%)	Sustainable duty performance

f. **Sustainability**

The measure	2018/19 Target	2018/19 (2017/18) Results	Will Demonstrate Comments
F1 Percentage of contracts commenced in the year that have incorporated a sustainable target (category 5)	20%	7.58% (6.25%)	Sustainable duty performance Very few of our locally developed contracts are suitable for a sustainable target (cat 5 environmental). However with the new focus on climate change issues and the potential for a wider range of potential areas to target we expect this to improve.
F2 Score on Flexible Framework	Level 3	(Level 3)	Sustainable duty performance
F3 Prioritisation tool used to assess Service priorities	100%	(100%)	Sustainable duty performance 2019/20 exercise

## Annual Procurement Report – Required Data

<b><u>1. Organisation and report details</u></b>	
a) Contracting Authority Name	Moray Council
b) Period of the annual procurement report	April 2020 to March 2021
c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report? (Yes / No)	Yes
<b><u>2. Summary of Regulated Procurements Completed</u></b>	
a) Total number of regulated contracts awarded within the report period	177
b) Total value of regulated contracts awarded within the report period	£59,316,433
c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period	144
i) how many of these unique suppliers are SMEs	98
ii) how many of these unique suppliers how many are Third sector bodies	Not recorded
<b><u>3. Review of Regulated Procurements Compliance</u></b>	
a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy	Not recorded
b) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy	Not recorded
<b><u>4. Community Benefit Requirements Summary</u></b>	
<b>Use of Community Benefit Requirements in Procurement:</b>	
a) Total number of regulated contracts awarded with a value of £4 million or greater.	0
b) Total number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements.	N/A
c) Total number of regulated contracts awarded with a value of less than £4 million that contain a Community Benefit Requirements	29

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

d) Number of Jobs Filled by Priority Groups *(Each contracting authority sets its own priority groups)*

Not recorded

e) Number of Apprenticeships Filled by Priority Groups

Nor recorded

f) Number of Work Placements for Priority Groups

Not recorded

g) Number of Qualifications Achieved Through Training by Priority Groups

Not recorded

h) Total Value of contracts sub-contracted to SMEs

Not recorded

i) Total Value of contracts sub-contracted to Social Enterprises

Not recorded

j) Total Value of contracts sub-contracted to Supported Businesses

Not recorded

k) Other community benefit(s) fulfilled

Not recorded

**5. Fair Work and the real Living Wage**

a) Number of regulated contracts awarded during the period that have included a scored Fair Work criterion.

Not recorded

b) Number of unique suppliers who have committed to pay the real Living Wage in the delivery of a regulated contract awarded during the period.

Not recorded

c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract awarded during the period.

Not recorded

d) Number of unique suppliers who have signed up to the Scottish Business Pledge and were awarded a regulated contract awarded during the period.

Not recorded

**6. Payment performance**

a) Number of valid invoices received during the reporting period.

88740

b) Percentage of invoices paid on time during the period ("On time" means within the time period set out in the contract terms.)

84.02%

c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains.

Not recorded

d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts.

None

## **7. Supported Businesses Summary**

- a) Total number of regulated contracts awarded to supported businesses during the period
- b) Total spend with supported businesses during the period covered by the report, including:
- i) spend within the reporting year on regulated contracts
  - ii) spend within the reporting year on non-regulated contracts

0
£547
Not recorded
Not recorded

## **8. Spend and Savings Summary**

- a) Total procurement spend for the period covered by the annual procurement report.
- b) Total procurement spend with SMEs during the period covered by the annual procurement report.
- c) Total procurement spend with Third sector bodies during the period covered by the report.
- d) Percentage of total procurement spend through collaborative contracts.

£125,522,922
£64,593,055
Not recorded
52.88%

- e) Total targeted cash savings for the period covered by the annual procurement report
- i) targeted cash savings for Cat A contracts
  - ii) targeted cash savings for Cat B contracts
  - iii) targeted cash savings for Cat C contracts

£1.741M
£0.166M
£0.062M
£1.479M

- f) Total delivered cash savings for the period covered by the annual procurement report
- i) delivered cash savings for Cat A contracts
  - ii) delivered cash savings for Cat B contracts
  - iii) delivered cash savings for Cat C contracts

Not recorded
Not recorded
Not recorded
Not recorded

- g) Total non-cash savings value for the period covered by the annual procurement report

Not recorded
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## **9. Future regulated procurements**

- a) Total number of regulated procurements expected to commence in the next two financial years
- b) Total estimated value of regulated procurements expected to commence in the next two financial years

233
£138,898,868





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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: NORTH HIGHLAND AND MORAY LOCAL SPACE LEADERSHIP GROUP**

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

**1. REASON FOR REPORT**

- 1.1 To invite the Committee to nominate a Member to participate in the North Highland and Moray local Space Leadership Group;
- 1.2 This report is submitted to Committee in terms of Section III (B) (47) of the Council's Scheme of Administration relating to review of Council wide policy.

**2. RECOMMENDATION**

- 2.1 **It is recommended that the Council consider the terms of reference for the group and nominate a Member to be considered for representation on the Local Space Leadership Group.**

**3. BACKGROUND**

- 3.1 The North Highlands and Moray steering group have been developing a strategy for the development of a space cluster associated with a new space port in Sutherland. Moray is included as Orbex who operate from Forres Enterprise park is seen as a key stakeholder in the Sutherland space port proposal for launching satellites.
- 3.2 The evidence base relating to skills and the supply chain has been gathered and the draft strategy will be available in September 2021. As part of the ongoing drive to deliver an action plan associated with the strategy there is a proposal to have a Local Space Leadership Group and nominations are being sought for consideration.
- 3.3 The draft terms of reference for the leadership group is attached in **Appendix 1** and it is recommended that the Council nominate a Member for consideration to be a part of the Local Space Leadership group.

- 3.4 The space sector offers significant opportunity for growth and high quality jobs in Moray. The presence of Orbex and potential for expansion is a good foundation for developing a space cluster in Moray and North Highland.
- 3.5 The Moray Growth Deal project - Moray Aerospace and Advanced Technology and Innovation Centre - will be well positioned to provide a skills base to the industry and offers potential for research and innovation as well as working with key industry partners.

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

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

The Development and delivery of the Space Cluster Strategy fits with the objective of the LOIP by developing opportunity for higher paid employment

“By the year 2030 Moray will have a sustainable and inclusive economy which generates improved opportunities for everyone, including more skilled and higher paid jobs;  
*Increased in participation, skill and pay levels with reduced gender inequality through:*

- *Pathways to employment and higher skilled employment*
- *Targeted approaches to those furthest from the job market*
- *Choices for the young workforce*
- Apprenticeships at all levels

**(b) Policy and Legal**

None

**(c) Financial implications**

There is no direct financial implications arising from this report.

**(d) Risk Implications**

None.

**(e) Staffing Implications**

There will be work associated with supporting actions for the economic development team, however this work fits with the priorities established within the LOIP and corporate plan for economic development. There are currently staffing pressures across the service due to current workloads.

**(f) Property**

None.

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

There are none because the recommended actions do not affect people.

**(h) Consultations**

The Head of Finance, the Legal Services Manager, the Equal Opportunities Officer and Tracey Sutherland (Committee Services Officer) have been consulted and comments received have been incorporated into the report.

**5. CONCLUSION**

**5.1 The asks the Council to nominate a Member for consideration to participate in the proposed Local Space Leadership Group**

Author of Report: Jim Grant (Head of Economic Growth and Development)

Background Papers:

Ref:



## North Highland and Moray Local Space Leadership Group Terms of Reference

### Key Information

This is the Terms of Reference for the Local Space Leadership Group (LSLG) who will be working together to deliver the 5 year North Highland and Moray Space Cluster Strategy and Action Plan.

### Responsible Persons

LSLG Chair: TBA  
 LSLG Vice Chair: TBA  
 Secretariat: Membership TBA

### Purpose

The LSLG is formed to provide leadership to the delivery of a 5 year strategy to develop one of the most significant UK Space Clusters in Highlands and Moray. The Highland and Moray Space Cluster Strategy will be developed to align with and complement the UK National Space Strategy, due for publication in Summer 2021. It will also align and complement the Scottish Space Strategy currently being developed by the Scottish Space Group, the Scottish Space Leadership Council, and the Scottish Space Academic Forum, for publication later in 2021.

### Scope

To keep up-to-date with policy and legal (regulatory) developments from international, national and devolved administrations concerning space and economic development.

To actively drive the development of the North Highland and Moray Space Cluster in the areas through regular review of strategic recommendations in light of changing macro environment.

To actively drive and review the action plan for the development of the North Highland and Moray Space Cluster with respect to the provision of support for private/public sector investment.

### Authority

The Steering Group will be chaired by the Chair person, final decisions taken on the actions taken will reside with the chair.

The LSLG will have an odd number of members with the Chair having the casting vote.

## Membership

Members of the LSLG to include:

9 members total (including a Chair and Vice Chair)

Highland / Moray Councillor

MSP/MP

Industrial Private Sector Member(s)

Academia Member(s)

Supported by a secretariat of 2 members

3 year maximum seat on the LSLG

Non-attendance to result in replacement

## Meeting Arrangements

Meetings will be organised on a 6 weekly basis. Agendas and papers will be prepared through the Vice Chair. These will be distributed electronically.

It is anticipated that there will be considerable communications in between meetings. Input for the meetings to agendas and papers will be routed through the Vice Chair.

## Reporting

The LSLG will report minutes through the CNSRP website.

## Deliverables

The LSLG will deliver the actions associated with the effective execution of the Space Cluster Strategy.

## Review

These Terms of Reference will be reviewed at the Steering Group Meeting on 8<sup>th</sup> August 2021.



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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: FORRES COMMON GOOD – TRANSITION TOWN FORRES**

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

**1 REASON FOR REPORT**

- 1.1 This report invites the Council to consider an application from Transition Town Forres to the Forres Common Good Fund for financial assistance.
- 1.2 This report is submitted to Council in terms of Section III (B) (16) of the Council's Scheme of Administration relating to the management of Common Good Funds.

**2. RECOMMENDATION**

- 2.1 **The Council is invited to consider and agree whether to approve an application from Transition Town Forres for a grant of £8,000 from the Forres Common Good Fund.**

**3. BACKGROUND**

- 3.1 Decisions relating to Common Good Funds are delegated to the Chief Financial Officer in consultation with local Members. If agreement of at least two-thirds of local Members cannot be reached in relation to a funding application then the application is brought to committee or Council for determination.
- 3.2 Transition Town Forres Ltd (the company) was incorporated on 24 July 2008 and is a registered Scottish Charity (SC040314) with the following objects:
  - a) the advancement of community development,
  - b) the advancement of environmental protection and improvement, including the promotion of sustainable development,
  - c) the advancement of education, and
  - d) the promotion of health.
- 3.3 The company leases a Council-owned site at Bogton Road, Forres, for the purpose of furthering its charitable objective of reducing the community's carbon footprint.
- 3.4 The Bogton Road site is held on an inalienable Common Good title. The company's lease runs for a period of 30 years from 31 March 2009. The

company paid a one-off sum of £40,000 at entry and agreed to carry out improvement works to the property in exchange for no rent being payable until the first rent review on 31 March 2020. The rent payable after this review was agreed at £13,200 per annum (excluding VAT). The Council has an option to resume possession of the site on serving twelve months' notice at any time after 31 March 2020 on the tenant.

- 3.5 On 15 June 2020, the company lodged an Expression of Interest in a free transfer of ownership of the site under the Community Asset Transfer (CAT) Scheme. Although the company was ineligible at that time, it has since amended its Articles of Association to meet the scheme eligibility requirements. It has now indicated that it would be willing, subject to funding being approved by the Scottish Land Fund, to purchase the site at a percentage of its market value.
- 3.6 In August 2020, the company applied for a grant of £15,840 from the Forres Common Good Fund to cover the full rent payable for the site of £13,200, together with VAT thereon of £2,640, all in respect of the period 31 March 2020 to 30 March 2021. The four Forres Ward Members approved that application in order to allow the then "new board" time to prepare a business plan demonstrating that the company could pay future rent.
- 3.7 On 22 February 2021, the company again applied to the Common Good for financial support to cover the rent payable for a further year to 30 March 2022. At a meeting of the Council on 30 June 2021, the Council agreed to defer a decision on that application for 3 months to allow all concerned to find a way forward for the organisation with a report to come back to the Council for consideration (paragraph 21 of the draft Minute refers).
- 3.8 The company has since reviewed its proposals and reduced the amount for which it is currently applying from £15,840 to £8,000. It has confirmed that it intends applying under the CAT Scheme for a transfer of ownership of the site as soon as the Scottish Charities Regulator has approved its amended Articles. A report on the proposed asset transfer request would be brought to a future meeting of the relevant Council committee following completion of a statutory consultation process. If the request were to be successful, it would be prudent to assume a minimum period of one year from its submission to undertake the statutory process, obtain the necessary court consent and complete the transfer of the asset.
- 3.9 An examination of the company's published accounts indicates successive losses for the three financial years 2017/18, 2018/19 and 2019/20. However, a significant element of the loss in each year related to depreciation of assets, which have now been fully depreciated. The accounts for 2020/21 have not yet been published.
- 3.10 An assessment of company's financial sustainability and its future business plans would form a key feature of the CAT process.

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

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

Where a property is held on a Common Good title, the interests of the inhabitants of the former burgh take precedence over the Council's Corporate Plan and 10 Year Plan.

**(b) Policy and Legal**

On 16 January 2002, the Policy and Resources Committee agreed to continue the policy of distributing two-thirds of the estimated annual disposable income available to the Common Good Funds (paragraph 22 of the Minute refers). The remaining one-third is to be re-invested to ensure the funds' sustainability for the benefit of future generations. In administering Common Good assets, the Council is required by section 15(4) of the Local Government etc. (Scotland) Act 1994 to have regard to the interests of the inhabitants of the area to which the Common Good related prior to 16 May 1975.

**(c) Financial Implications**

The sum of £25,936 is available from the Forres Common Good Fund for disbursement during the 2021/22 financial year. This figure includes two-thirds of the rental due by the company, amounting to £8,800. To date £5,080 has been committed, leaving a balance of £20,856 available for disbursement.

If an £8,000 grant is approved then the company will be required to meet the remainder of the rental balance due of £5,200 and the full VAT payable of £2,640 for the period to 30 March 2022, together with the whole of the rent due thereafter.

The rent of £13,200 per annum payable by the company is considered a fair rent taking into account the option to resume possession and the use being restricted to the company's non-profit charitable objectives of limiting the community's carbon footprint, including a community garden together with community and educational purposes. However, the market rental is estimated at £18,800 per annum if the site were to be let without the annual break and restricted use.

**(d) Risk Implications**

Following the restrictions brought about by the pandemic, it is unlikely that the company will have been able to generate levels of income from its charitable activities during its 2020/21 financial year comparable with that generated in previous years. Although the company has plans to increase income generated, there is a risk that it might fail to generate sufficient income to cover the whole of the annual rent due.

**(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 or refusing the request would have no impact on service delivery.

**(h) Consultations**

The Depute Chief Executive (Economy, Environment and Finance), Chief Financial Officer, Legal Services Manager, Estates Manager, T. Sutherland Committee Services Officer, and Equal Opportunities Officer have been consulted and comments incorporated in the report.

The Forres Ward Members, Councillors Alexander, Creswell, Feaver and A. McLean, have been consulted and may make their views known at the Council meeting.

**5. CONCLUSION**

- 5.1 The Council is invited to consider an application to the Forres Common Good Fund from Transition Town Forres for a grant of £8,000 towards the cost of the £13,200 (ex. VAT) annual rent due in respect of the year from 31 March 2021 to 30 March 2022.**

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




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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: EDUCATION NATIONAL IMPROVEMENT FRAMEWORK  
REPORT AND PLAN**

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

## **1. REASON FOR REPORT**

- 1.1 To advise Council on the National Improvement Framework plan return which is submitted to Scottish Government as requested, in September this year as opposed to the normal August return date.
- 1.2 This report is submitted to Committee in terms of Section III (D) (1) of the Council's Scheme of Administration relating to all the functions of the Council as an Education Authority.

## **2. RECOMMENDATION**

### **2.1 It is recommended that Council;**

- (i) **scrutinises and notes the contents of the Moray Self-evaluation document and National Improvement Framework Plan; and**
- (ii) **agrees the annual National Improvement Framework (NIF) return to be submitted to Scottish Government by 30 September 2021.**

## **3. BACKGROUND**

- 3.1 The National Improvement Framework (NIF) for Scottish Education was launched in January 2016. The Framework supports Scottish Government ambition to achieve excellence and equity for every child in Scotland and builds on the Raising Attainment for All (RAFA) agenda. It places a legal duty on local authorities to actively address the poverty related attainment gap.
- 3.2 The Framework is underpinned by a series of planning and reporting duties designed to support transparency and accountability. These legal duties have been integrated into the Standards in Scotland's Schools' etc Act 2000 through amendments contained in Part 1 of the Education (Scotland) Act 2016. The NIF identifies 4 key priorities for action:
  - Improvement in attainment, particularly literacy and numeracy;

- Closing the attainment gap between most and least disadvantaged children;
  - Improvement in children and young people's health and wellbeing; and
  - Improvement in employability skills and sustained, positive school leaver destinations for all young people.
- 3.3 The Scottish Government has published statutory guidance to support education authorities to carry out the legal responsibilities. The statutory guidance clarifies how the 2000 Act has been amended through the 2016 Act in order to:
- impose duties on education authorities to enhance equity and promote a reduction in inequalities of educational outcome experienced by pupils as a result of socio-economic disadvantage;
  - impose a duty to secure improvement in the quality of school education with a view to achieving the strategic priorities of the NIF; and
  - impose duties in relation to annual planning and reporting; and annual school improvement planning.
- 3.4 Local Authorities must produce a NIF work plan on an annual basis which is then submitted to Scottish Ministers. The purpose of the plan is to outline key actions that the Local Authority will take to address the excellence and equity agenda. The Education Strategic Plan 2020-23 provides a vision for the Education department and for associated officers within Education Resources and Communities. Although the key priority areas do not exactly match the NIF priorities, there are clear links and associated actions within the service plan, cross referenced throughout. Officer workplans are reviewed annually with progress monitored by the Education, Children's Services and Leisure Committee on a quarterly basis.
- 3.5 Head Teachers of schools are also expected to produce an Annual School Improvement Plan (SIP) which takes forward developments at a local level. These plans are informed by the NIF, the appropriate Local Authority strategic plan (Corporate Plan, Moray Children's Services Plan, Education Strategic Plan etc). They are submitted by 30 June each year and are subject to scrutiny by the Quality Improvement Team. All Moray SIPs are aligned with the NIF and local priorities.
- 3.6 The NIF plan is expected to be in place by the end of August each year, however guidance received from the Learning Directorate, Scottish Government in May 2021, extended the deadline to 30 September 2021 in cognisance of the challenging year for schools and local authorities responding to the pandemic
- 3.7 In Moray, Officers and Head Teachers have continued to lead positive work in spite of the pandemic and raising attainment has been high on the agenda for all. This is particularly challenging given the context of lockdown and disruption with positive Covid cases and periods of self-isolation.
- 3.8 The Education Strategic Plan 20-23 was developed during the pandemic as a result of a review of the 18-21 plan as well as the bridging plan for Education Recovery over the summer of 2020 to the latter part of the year. The

Education Plan captures a combination of key strategic areas for improvement as well as aspects of development that will deliver the NIF priorities.

- 3.9 Council is well aware of capacity concerns within the Education central team and across Education Resources and Communities with vacancies and turnover. This has meant that progress in some areas ie Curriculum, particularly Broad General Education (BGE) has not been as significant as in other areas however Officers and schools continue to make use of the Regional Improvement Collaborative and support from Education Scotland where necessary.
- 3.10 The Moray Education Self-evaluation 20-21 document in **Appendix 1**, gives a fair and balanced overview of the Education Service and the improvement journey over the course of the last year and in particular, the impact of Covid-19 on children, young people and families in Moray as well as highlighting progress in key areas and next steps.
- 3.11 The National Improvement Framework Plan 2021-22, **Appendix 2**, shows progress over last year and identifies next steps which are incorporated into Officer work plans and will be reported to Committee. In presenting this document, it is worth noting and recognising the developing journey the Council is on in relation to performance management and the intention to continue the development of this work as we move through the next academic year in anticipation that at some point it will be more 'normal'. In addition, Officers hope to report under the headings of the NIF priorities in next year's plan.
- 3.12 Council is reminded that there was no National collection of Curriculum for Excellence Achievement of a Level (ACEL) in 2020 due to Covid-19. We continued to gather data from the most recent tracking run which would have been early indication data pre Covid-19 Lockdown in March, three months earlier than the normal collection date in June. Therefore the figures were not subject to the normal moderation and verification processes as children were in lockdown for the final term of 2019-20. In addition from August to December 2020, there was a considerable time spent in school on recovery and ensuring the well-being of our children as they became accustomed to a very different school experience with increased mitigations and processes. This will have impacted on educational delivery as well as any outbreaks and periods of self-isolation which started post October break.
- 3.13 Schools were encouraged to have literacy, numeracy and health and well-being as a clear focus during the recovery period so that gaps in learning could be identified. With less emphasis on other key curricular areas, there were less opportunities for teachers to plan the application of skills and knowledge which is part of the moderation process. Teacher judgements therefore will be impacted by this for the data collection for 2021.
- 3.14 The lockdown in March to June 2020 also had an impact on transition at all stages but particularly from nursery to P1, P7 to S1 and from secondary BGE to Senior Phase. As evidenced in various surveys, remote learning was limited during the initial lockdown and staff across Education dealt with

recovery and identifying lost gaps in learning through lack of engagement or participation over the first and subsequent lockdown periods.

- 3.15 This year's return takes cognisance of the impact of Covid-19 and the additional asks on Local Authority teams, in spite of which, progress has continued to be made. Additional Covid monies have been received by the Council, firstly to support recovery in August 2020. Evidence of impact is at an early stage. Additional monies, subject to Council approval on 30 June (para of the minute refers) will require time to build up the evidence of the impact to support longer term decision making around additional resources.
- 3.16 As part of the NIF, Pupil Equity Funding (PEF) has been provided for almost all Moray schools. PEF is provided to schools and Head Teachers to identify the most appropriate way of using the funding to close the attainment gap at school and Associated School Group (ASG) level. All plans have been submitted and are monitored by the Quality Improvement Team. Head Teachers report on this in their annual Standards and Quality Report and many highlights were featured in the Scottish Attainment Challenge (SAC) Report 2015-2020 as reported to the Education, Communities and Organisational Development Committee on 26 May 2021 (para 10 of the minute refers).

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

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

This report was informed by the priorities within the Corporate Plan and 10 Year Plan and in particular to Our People, Our Place and Our Future and A Growing and Diverse Economy and Building a better future for our children and young people in Moray.

**(b) Policy and Legal**

The Education Act and Standards in Scotland's Schools Act have been adhered to.

**(c) Financial implications**

The cost of all improvement actions are undertaken within schools existing budgets and through the central Education budget. Any additional funding has been through Pupil Equity Fund (PEF) allocations as well as any additional Covid-19 grants received.

**(d) Risk Implications**

Covid-19 continues to impact on service and service delivery which could have a negative impact on progress throughout the session. Vacancies in key strategic roles will also have an impact. With national collection of data eg Achievement of a Level (ACEL), exclusion data and others as well as an Alternative Certification Model in place for SQA examination diet, there are risks in comparing data across Local Authorities and Nationally.

**(e) Staffing Implications**

We aim to improve our use of data in our approach to continuous improvement and consideration will be given to resourcing this to maximise impact.

**(f) Property**

There are no property issues arising from this report.

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

The annual National Improvement Framework Plan returns assist Moray Council in addressing inequalities arising from socio-economic differences, especially in relation to the attainment gap.

**(h) Consultations**

The Depute Chief Executive (Education, Communities and Organisational Development), the Head of Education Resources and Communities, the Head of Financial Services, Quality Improvement Managers, Quality Improvement Officers, Head Teachers, Early Years' Service Managers, Senior HR Advisor, LNCT Joint Secretaries, the Equal Opportunities Officer and Tracey Sutherland, Committee Services Officer, have been consulted on this report and agree with the sections of the report relating to their areas of responsibility.

**5. CONCLUSION**

**5.1 Council is asked to review the evidence provided in the NIF return documents, acknowledge the continued impact of the pandemic and agree the submission to Scottish Government due on 30 September 2021.**

Author of Report: Vivienne Cross, Head of Education (Chief Education Officer)

Background Papers:

Ref: SPMAN-1315769894-145  
SPMAN-1315769894-146  
SPMAN-1315769894-147





# Moray Education

## Self-evaluation 2020-2021

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*Improving Outcomes...for Moray's children and young people*



**Buckie Panorama**



**Strathisla Children's Centre**



**Kinloss Primary School**



**Speyside High School**

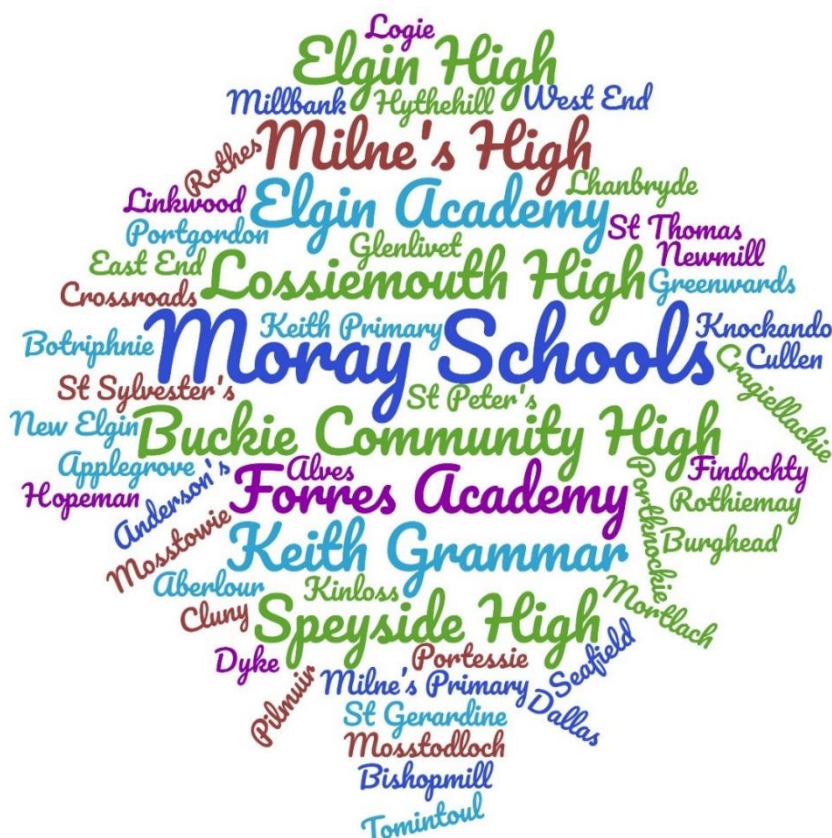
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## Our Moray Context

Moray Council is the eighth largest council by land area in Scotland. In June 2019, the population of Moray was 95,820 (22<sup>nd</sup> out of 32 Scottish local authorities). Moray is a Scottish Attainment Challenge Universal programme local authority. There are 45 primary schools and 8 secondary schools located across Moray. Children with additional support needs receive the support they require within mainstream schools. In Moray, approximately 40% of pupils are recognised as having additional support needs, which is 8% higher than the national average.



Previously Moray had no Scottish Index of Multiple Deprivation decile 1, however, school profiles have notably changed from last year with families now living in decile 1 following Scottish Government reclassification. Four areas in Moray are ranked about the most deprived in Scotland. One datazone now has 90 primary aged pupils in SIMD decile 1 which indicates that an increasing number of children and young people are living in poverty within Moray. This is also the case for some relatively remote communities in the area.

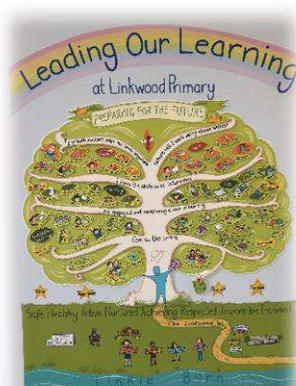
Moray has attainment gaps in the upper deciles, specifically decile 7 where 25% of our cohort resides. 9.8% of pupils are registered for free school meals (FSM). Approximately 57% of the population live in the 5 main towns of Elgin, Forres, Buckie, Lossiemouth and Keith. Population estimates suggested that two thirds of the Moray population are of working age, one fifth are aged under 16 years and the remaining one fifth are of pensionable age.

As an improving authority, Moray Education's core aim is to raise attainment across our schools in order to improve outcomes for all Moray's children and young people, ensuring progression to positive and sustained school leaver destinations.

# Our Improvement Journey

Session 2020/2021 was a year unlike any other, with Covid-19 ever-present in our Education system, requiring our school communities to continue to operate within a climate of Covid-19 risk assessment and mitigations. As such, the year started with uncertainty of what may arise, following lockdown in Term 4, session 2019/2020.

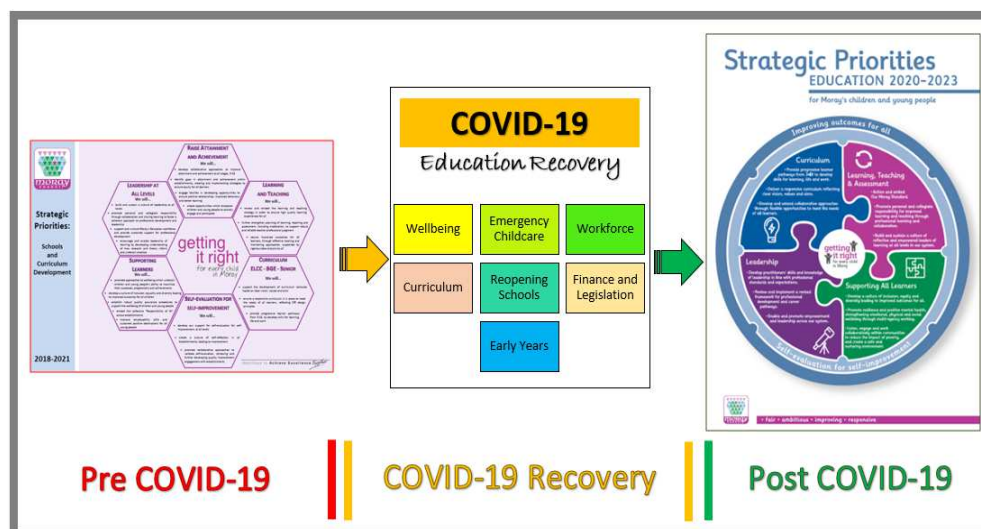
## Linkwood Primary School and Nursery; opened January 2021



Nonetheless, we remained positive and during session 2020/2021 as we continued our expansion of Early Learning and Childcare with the opening of three new Nursery stand-alone buildings: Cullen, Keith and Pilmuir. We also progressed to completion of two new school buildings: Linkwood Primary School and Nursery, and Lossiemouth High School and Community campus, including a swimming pool and leisure facilities.

In order to ensure we continued to raise standards and improve outcomes for all children and young people whilst dealing with the continued impact of Covid-19, we developed a COVID Education Recovery Plan which was made up of 7 workstreams, each led by a central officer across the Education, Communities and Organisational Development section.

Following consultation during 2019/20, the strategic priorities for 2020-2023 were developed and were progressed during the session, initially alongside the Covid-19 Recovery Plan. Extensive consultation on the new plan was undertaken by the wider central team, the strategy group and our Trade Union partners. Each area within the new strategic plan is led by central officers and actions developed and completed through working groups as appropriate.

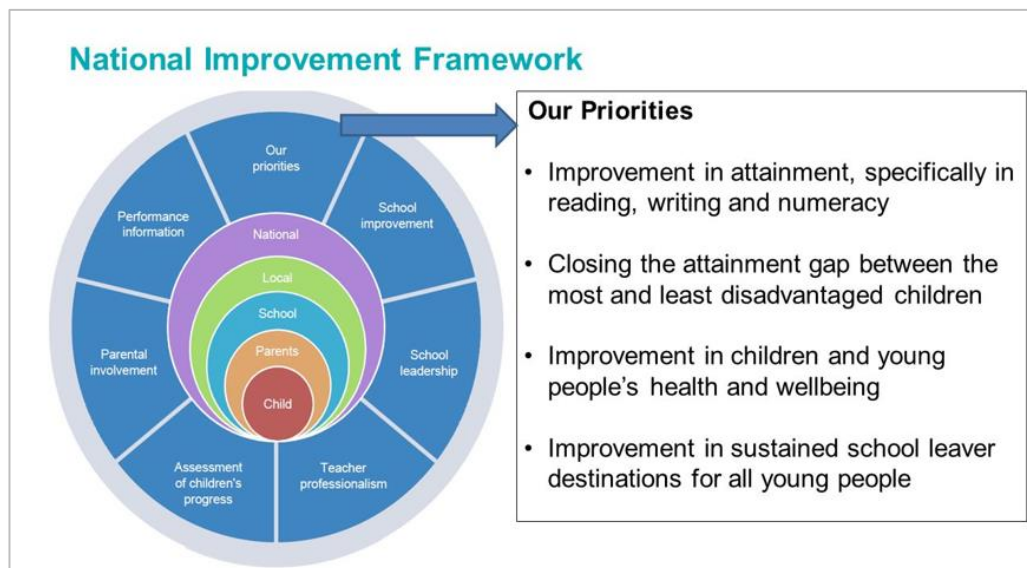




The Covid-19 pandemic has inevitably had an impact on the lives of all children, young people and families across Moray. We now begin to see the longer-term impact including reports from schools and establishments of wellbeing and mental health concerns. This self-evaluation review therefore extends more widely than the limited scope of our National Improvement Framework plan and includes:

- Progress made over the last year
- The impact of Covid-19 on children, young people and families in Moray
- How service requirements will need to adapt and be flexible to deliver improved outcomes for all

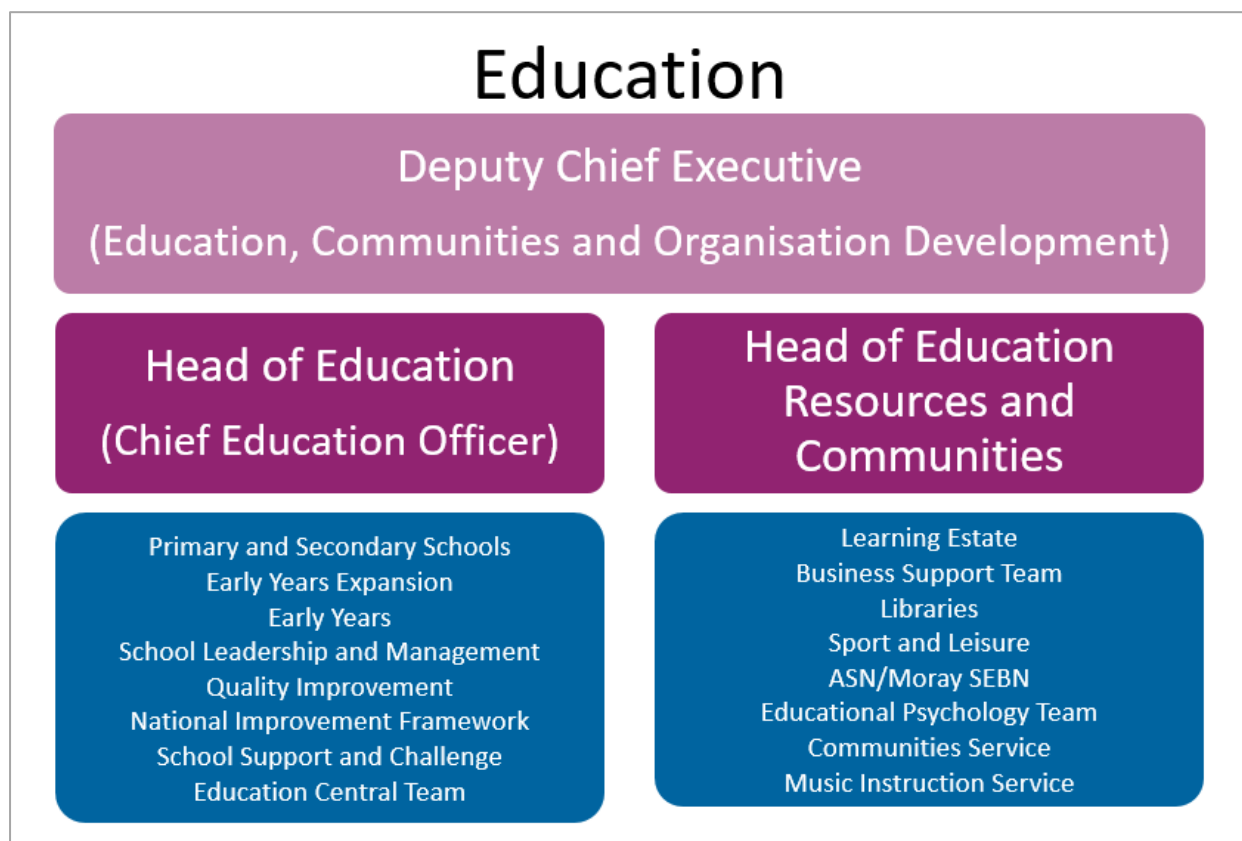
The Education Strategic Plan reflects the four National Improvement Framework priorities and the accompanying document outlines our National Improvement Framework Plan and Education Service plan. In Moray, through the National Improvement Framework drivers our aims are:



All School Improvement Plans and agreed Working Time Agreements continue to reflect the key priorities outlined above, with increased focus on recovery and renewal as we learn to live with Covid-19. We recognise the importance of partnership working across our schools and establishments, where everyone has a role to play. Learners remain at the centre of all that we do where the role of wider partners is not underestimated in ensuring the best outcomes for all children, young people and families.

# Our Service and Structure

Moray Education sits within the wider Education, Communities and Organisational Development section of the Moray Council. Furthermore, Education governance is overseen by two Heads of Service reporting directly to the Deputy Chief Executive. Children's Social Work Services are currently transitioning to the Moray Integrated Joint Board (IJB) with an interim Head of Service leading this work.



Within Moray Education, a number of Service Managers and team members lead aspects of Service delivery overseen by the respective Head of Service: Head of Education (Chief Education Officer) and Head of Education Resources and Communities. These include:

Education	Education Resources and Communities
<ul style="list-style-type: none"> <li>• Early Years Service Manager</li> <li>• Senior Project Manager – ELC Expansion</li> <li>• Quality Improvement Managers</li> <li>• Head Teachers</li> <li>• Quality Improvement Officers</li> <li>• Primary Advisor</li> <li>• ELC Continuous Improvement Officers</li> <li>• Principal Teacher – Early Years</li> <li>• Nursery Managers</li> <li>• Early Years Teachers</li> <li>• Early Years Officers</li> <li>• Childminder Development Officer</li> <li>• Learning Technologists</li> </ul>	<ul style="list-style-type: none"> <li>• Principal Educational Psychologist</li> <li>• Educational Psychology Team</li> <li>• Business Support Team Manager</li> <li>• Business Support Team</li> <li>• Principal Teacher - Music Instruction</li> <li>• Senior Project Manager – Learning Estate</li> <li>• Sport and Leisure Manager</li> <li>• Principal Librarian</li> <li>• HT SEBN</li> <li>• ESO ASN (2)</li> <li>• Principal Teacher – EAL</li> <li>• Principal Teacher – SES</li> <li>• Community Service Manager/Team</li> </ul>

The core Education department overseen by the Head of Education (Chief Education Officer) has undergone a considerable period of change with the structure now moving to a period of stability. At the end of session 2020/2021, a number of vacancies existed with recruitment to take place at the start of the new session. This has led to significant workload, pressure and the re-prioritisation of work-plans in order to achieve service improvement.

Education Resources and Communities department continues to go through a period of change management and transformation which include:

- A review of Additional Support Needs (ASN)
- Change management in relation to key posts – Leisure, Sport and Library Services
- Establishment of a Learning Estate Team
- Restructure of Communities Service including Community Learning and Development (CLD)

We continue to work on shared priorities with buy-in across the Education, Communities and Organisational Development departments linked with Education. As structural changes continue to be embedded, partnership working will strengthen with clear emerging cross-cutting themes and priorities to lead service improvement. A new governance structure for wider Children's Services is being established and will bring greater cohesiveness and collaboration to achieve improvements within localities.

All of the above provides a clear structure to drive improvements at all levels and staff across Education are fully aware of our aims and strategy. The engagement of all families and communities in committing to improving educational outcomes is vital to ensure improvement.



**Moray Early Learning and Childcare**



## Leading through change: Covid-19

Session 2020/2021 started with a return to school buildings after an initial lockdown from April to June 2020. The Education Recovery Plan was a key driver in the preparation to return to physical re-opening and attendance at our establishments with a high level of mitigations in place to minimise risk associated with Covid-19.

Covid-19 led to lockdown of our Moray schools once more in January to March 2021 on direction of the Scottish Government. This follows from prior lockdown in late March 2020 extending to June 2020. Schools and officers at Headquarters worked together once more in establishing new ways of working across our local authority and schools, using intelligence gathered and lessons learned during the 2020 lockdown to inform 2021 lockdown activities.

Contingency plans were put in place, including planning and quality assurance of Remote Learning and its delivery. Following an initial recovery period from August to December 2020, the further period of lockdown from start of term in January to March 2021 led to re-establishment of Remote Learning and childcare provision for children of critical key workers, identified vulnerable children and Additional Support Needs (ASN) pupils.

On first lockdown in March 2020, the majority of Moray schools provided paper-based resources with most beginning to embrace new digital platforms including Microsoft Teams and Google Classroom. Once established, all schools refined learning and teaching delivery methods, reviewing what was in place and streamlining arrangements for remote learning and teaching.

On lockdown in January 2021, schools were better equipped in terms of established Remote Learning practices based on prior lockdown experience, mixing Remote Learning approaches in order to maximise learners' experiences including live teaching, digital approaches and paper-based books and resources following feedback from previous lockdown surveys from key stakeholder groups.

While considerable requests for live teaching were made initially, based on research available and key guidance issues, a variety of Remote Learning approaches were adopted as a more suitable approach which *included* live learning. Approaches also extended to pre-recorded voiceover PowerPoints, research based activities, flipped learning approaches and activity based learning – including family learning challenges – to name a few approaches embraced. Quality Assurance of Remote Learning offer was well considered by our schools, strengthening learning experiences further following feedback during 2021 lockdown.

Through regular Head Teacher virtual meetings, progress reports, intelligence gathered during previous lockdown, engagement and participation rates, it is noted that considerable progress has been made across our Moray Schools in Remote Learning approaches. In Moray, we further developed Remote Learning and Teaching Guidance Toolkits to support our schools with all schools adopting core online learning platforms in support of Remote Learning. In March 2021, a Remote Learning Survey was completed by all of our schools, exploring similar themes to those in the Remote Learning surveys completed in late May/early June 2020.

## Digital Inclusion: Connecting our children and young people to learning

During session 2020/2021 work continued to progress digital innovation and inclusion for all Moray's children and young people. Our strategy supports the changing attitudes and approaches which are required to ensure ongoing success and innovation in this area.

This is based around 4 essential and interrelated objectives:

- Improve access to and engagement in digital technology for learners
- Develop the digital skills and confidence of teachers
- Empower leaders to drive innovation and investment in digital technology for learning and teaching
- Ensure that digital technology is a central consideration in all areas of curriculum and assessment delivery

The developing Moray Digital Innovation Strategy has 3 main focus areas:

- Digital Inclusion
- Learning and Teaching
- Curriculum

During the period of school closures, Moray Council used funding from the Scottish Government for an additional 1500 laptops for young people. Windows based laptops were selected during the pandemic as a working solution which was required as soon as possible. Fortunately, this could be delivered using the Council's current Infrastructure and technical knowledgebase. Other solutions would present additional barriers to young people being able to access their schoolwork and community in a timely fashion during the period of disruption.

Additionally, we invested further funding and support into the "Always on VPN" project which enabled young people and teaching staff to access the school's network (school drives and systems) from both home and school in a robust and secure manner. This will also support remote learning, pupils who are self-isolating and any potential future lockdown as well as school closure and the recovery phase as well as future digital approaches and developments.

**Applegrove Primary School**



**Pilmuir Primary School**



## New Service Creation: Critical Key Worker Childcare

We are indebted to our staff and volunteers across Moray Education and our wider Council services for their support of the critical key worker and ASN/vulnerability childcare hub provision across all three Phases. Following on from successful Childcare Hub Provision during first lockdown (March to June 2020 – Phase 1), we collaboratively implemented and operated a revised Summer Childcare Hub provision in line with Scottish Government direction and guidance (July to August 2020 Summer break – Phase 2). Later we provided Emergency Childcare on school return for children of key workers where no other childcare was available and both parents are key workers (January 2021 - Phase 3) with support for children and families with identified support needs and vulnerability during second lockdown.

The First Minister announced that from the first day of the new school term in Scotland in January 2021, schools would only reopen for emergency childcare of children of critical key workers, established in each of our schools where demand presented. Online learning started for all other learners in line with school approaches from 11 January 2021 until April 2021. Moray Council Nurseries and all other partner providers only opened to key worker and vulnerable children.

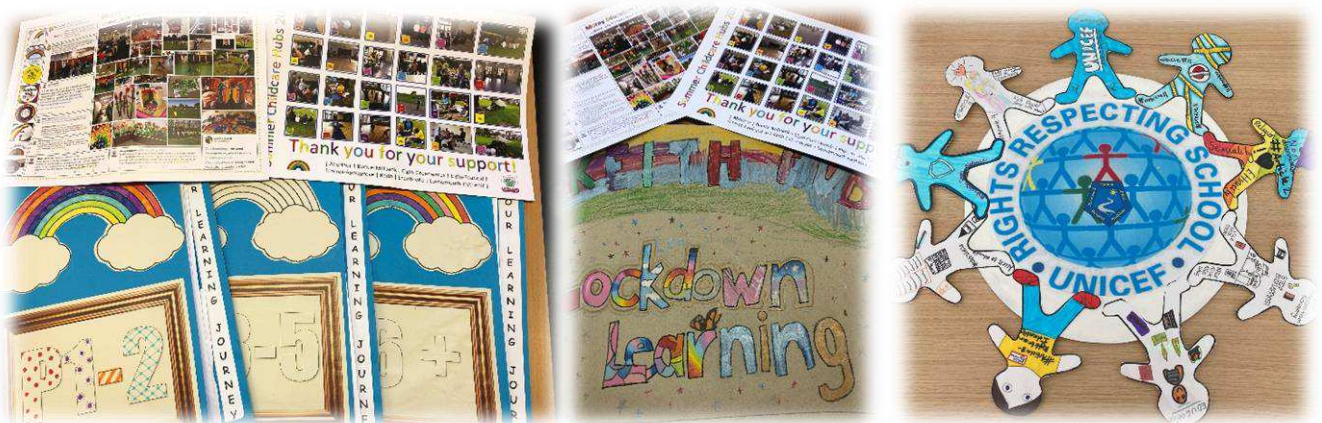
Uptake in January 2021 was considerably higher than previously with all schools available to be opened for critical key worker childcare on a local basis, with 49 of our 53 operational schools offering this support to children and families, whether critical key worker, or those with identified ASN or vulnerability. Across all 3 childcare hub phases, feedback has been very positive on provision planned and delivered. This is captured within our Moray Education Surveys undertaken on Remote Learning during lockdown 1 and our Schools' Survey during lockdown 2.

For Phase 3 hub provision for children and ASN/vulnerability support, 2,752 requests were received and 2,057 were granted. On average, 1,140 children attended each day, notably higher than Phase 1 and 2 hubs with lockdown 2 restrictions different to lockdown 1. Further information is provided below where only S1 and S2 pupils were eligible in secondary:

Average Primary Attendance across January to April 2021 – 975 (16% of overall 2020 Primary Pupil Roll census of 6,943 Primary pupils in Moray)

Average Secondary (S1/S2) Attendance across January to April 2021 – 165 (3% of overall 2020 Secondary Pupil Roll census of 5,171)\*

Average % Key worker Primary: 69%  
Average % Key worker Secondary: 57%  
Average % Vulnerable Primary: 19%  
Average % Vulnerable Secondary: 24%  
Average % ASN Primary: 12%  
Average % ASN Secondary: 19%



## Return to our Schools: March/April 2021

On 2 March 2021 the First Minister updated Parliament on the next phase of return to school building plans dependent on continued suppression of the virus. All children in P4-7 returned to school full-time on 15 March. Secondary schools prioritised in-school learning for senior phase learners to support certification and building upon current arrangements for those subjects where there is a high level of practical activity as well as those learners who are identified for additional support. Schools were also asked to ensure strict compliance with Level 4 restrictions.

From start of term 4 in April 2021, all pupils returned to in-school learning with learning and wellbeing support provided as identified with learners.

## Support and Wellbeing

Health and Wellbeing support and advice was provided for children, young people and staff recognising the impact of Covid-19 and a further lockdown. In particular, schools were focusing on signs of emerging mental health issues, widening of poverty related and other attainment gaps due to poor engagement or participation during lockdown. Further detail is provided in the Supporting all Learners section below.

## Communication and Collaboration

Communication and collaboration were strengthened throughout session 2020/2021 with regular and continued engagement with leaders through a variety of methods and approaches. In Moray Education, this included:

Communication Method	Impact
Head Teacher and ELC Manager Microsoft Team	<ul style="list-style-type: none"><li>2-way real time communication and information sharing including immediate responses to emerging issues</li><li>Agreed Moray approaches for consistency across our schools and establishments</li></ul>
Weekly Head Teacher Virtual Briefings	<ul style="list-style-type: none"><li>Weekly attendance averaging 95% across the session supported collaboration and clarity on Moray approaches</li><li>Drop-in sessions scheduled at end of each meeting ensured emerging queries were dealt with timely</li><li>Capacity building with DHTs attending in place of HT with greater understanding of Moray system and leaders, leading to local collaboration</li><li>Link officer had visual check-in weekly as a wellbeing support</li><li>Collaboration increased, with leaders connecting due to sharing practice throughout the session</li></ul>
Weekly Friday briefing – Head Teachers/ELC Managers	<ul style="list-style-type: none"><li>National and local updates and information shared regularly and in a common format</li><li>Other Council services/departments can contribute and have greater awareness of information being shared regularly</li></ul>
Communication with parents/carers, pupils and staff	<ul style="list-style-type: none"><li>Regular letters where guidance had changed or key transition point was approaching (e.g. start/end of holiday period or outbreaks) ensured a common message was relayed across our Moray communities</li></ul>
Virtual Meetings – Moray Parent Forum	<ul style="list-style-type: none"><li>Termly meeting with Moray Parent Forum (Parent Council Chairs) ensured clarity and opportunity for wider discussion around mitigations and Moray decisions including Remote Learning and safety</li><li>FAQs were created to reduce uncertainty and to share more widely with parent bodies. Opportunities to ask questions in real time to reduce uncertainty</li></ul>

The culture of collaboration has been improved, building on virtual methods and encouraging an open communication style across the service. Newly appointed leaders have been able to make connections with colleagues which will grow and develop. This will be further strengthened, building on practice and our response to the pandemic which was flexible and agile. Collaboration with Trade Unions has been further extended over the last year as the pandemic triggered the establishment of weekly meetings between Trade Union representatives and Council departments.

Improved collaboration has extended to relationships between school leaders and Trade Union representatives at school level as staff teams have worked to develop and implement risk assessments. All briefings related to Scottish Government school recovery guidance were agreed with LNCT joint secretaries which has helped the Education Service respond appropriately and in a timely manner as the pandemic has evolved.

Collaboration has improved across Children and Family Services in Moray with the establishment of Multi-Agency Support Hubs (MASH) processes, involving key partners: Education, Social Work, Health and third sector with support from Police Scotland. This work continues in support of children and young people across Moray in need of care and protection and will continue to develop under the new Moray Children Services Governance Structure which is strengthening planning and support for families across localities. Our Locality Networks continue to use local intelligence to strengthen support for children and families as the impact of the pandemic emerges. The Locality Networks include community groups from each area who are committed to working with council services to respond effectively and appropriately to the emerging needs of children, young people and families in each locality.

In Early Years, work has progressed at pace to ensure the roll-out of the Early Learning and Childcare Expansion of 1140 hours entitlement including a new build programme along with an extensive period of recruitment. A sustainable hourly rate has been developed led by the Financial Sustainability Group using the findings from an IPSOS-MORI survey in order to calculate the rate. As a result, Moray now pays the second highest private provider hourly rate in Scotland. An outline Business Case is currently being completed as part of the Moray Growth Deal to take forward an Early Years' STEM Growth Deal bid.



**St Gerardine Primary School**



**Millbank Primary School**

# Our Moray Education priorities



Our Moray Education priorities are framed in our Moray Education 2020-2023 Strategic Plan with infographic providing summary of our key focus areas, aligned to the NIF, LOIP and Corporate Plan.

As we continue our journey through the pandemic, improving outcomes and raising attainment and achievement for all children and young people in Moray continues to be a key focus to ensure we address the four core NIF priorities. This plan is the fourth evolution of our Moray journey where with pride, our leaders are fully involved in and supportive of our jointly owned service priorities. The infographic illustrates the interconnected and interdependent relationship of our critical priority areas where work on one will rely on and impact upon any one of the others. This is understood by all across our system.

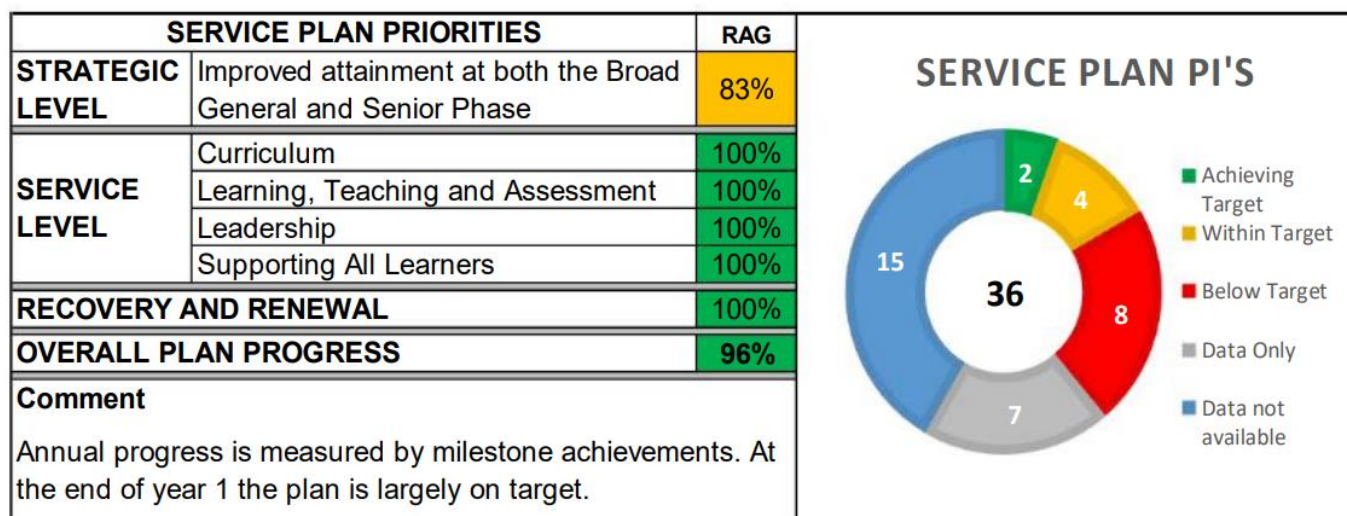
This is further evidenced through the change in narrative from 'the authority' to 'in Moray we...'. All establishments are clear on the improvement drivers which are evidenced through statutory plans. In Moray we have a common approach to guidance and support templates which are used by all for strategic planning, reflective of our Moray Education Strategic Plan 2020-2023. The plan is displayed

across all establishments and learning areas.

All improvement plans are quality assured with Quality Improvement visits providing opportunity for scrutiny, support and challenge of school progress and impact of actions identified. School and service plans are streamlined with focus on four key priority areas with core focus on improving outcomes for all, underpinned by robust self-evaluation for self-improvement.

We continue to work with our Education Scotland Attainment Advisor in supporting our schools – particularly those with Pupil Equity Funding – to close poverty related and other identified attainment gaps. This has included virtual support visits and working with central officers to ensure cohesive working.

Across our Education Service Plan priorities at year end (March 2021) and despite disruption to our Education system as a result of Covid-19 as the infographic below illustrates, we remain largely on target with Performance Indicators aligned to our Strategic Plan:



# Improving Outcomes for All

Following the Best Value Assurance Report (BVAR) published in August 2020 prepared by Audit Scotland (Accounts Commission) highlighted a number of key messages across Moray Council and in specific regard to educational attainment:

- Relatively low educational attainment is a concern, with services delivered within a schools' estate in the worst condition in Scotland
- Recent attainment initiatives to address this, including a review of school buildings, must be taken forward, with engagement from school leaders and local communities.

All school leaders were fully aware of the need to improve which has continued to be a focus of Head Teacher Strategic Meetings as well as central improvement planning. Prior to the pandemic, a seminar was held with all school middle leaders to share the findings and seek their support in driving improvement at all levels. This, along with other work with leaders at all levels has led to development of current priorities framed within our Education Strategic Plan 2020-2023 and the requirement to review and update key policy documents. As a result, the service has a revised:

- Raising Attainment Strategy and toolkit
- Learning and Teaching Strategy and support materials
- Play Strategy and support package

Although session 2020/2021 was disrupted by the pandemic, Quality Assurance processes continued even although statutory reporting was paused. Locally, the secondary attainment review process continued along with the gathering of indicative Achievement of Curriculum for Excellence level data (ACEL) across our Primary and Secondary schools. School Quality Assurance visits were undertaken remotely with support and challenge through data and views.

Attainment data from 2020 is not directly comparable with that of previous years (and only available for secondary Senior Phase). Historical data shows an overall improvement in the number of children and young people achieving CfE levels. There continues to be local and national evidence to suggest need for a focus on literacy and numeracy and particularly as we emerge from two separate lockdowns and their impact.

As the SQA Examination diet was cancelled for 2020, an alternative model for certification was introduced whereby schools and practitioners were required to work together and gather demonstrated and inferred evidence on candidate performance to determine estimated grades. Following an announcement by the Deputy First Minister in mid-August 2020, candidates were awarded the centre estimated grades determined by practitioners. This model was very different to previous years and practitioners and Senior Phase pupils are to be congratulated on their commitment and contribution to gathering robust evidence. A clear process agreed by all was established for moderation and verification purposes.

Key Performance Improvements are highlighted as follows:

	2018/2019	2019/2020
S4: % pupils attaining level 4 Literacy and Numeracy	78.9%	86.7%
S4: % pupils attaining level 5 Literacy and Numeracy	46.2%	53.6%
Leavers: % pupils attaining level 4 Literacy and Numeracy	84.9%	86.3%
Leavers: % pupils attaining level 4 Numeracy	87.2%	88.3%
Leavers: % achieving 5+ @ SCQF5	61.6%	61.9%
Leavers: % achieving 5+ @ SCQF6	29.5%	34.2%
Proportion of pupils entering Positive Destinations	92.8%	93.1%
% Participation for 16-19 year olds	91.3%	93.5%

Areas for further improvement are identified as follows:

	2018/2019	2019/2020
Leavers: % pupils attaining level 4 Literacy	93.3%	93.0%
Leavers: 1+ @ SCQF4 or better	96.4%	95.2%
Looked After school leavers: 1+ @ SCQF4 or better	76.9%	68.4%
% of pupils gaining 5+ @ SCQF5	61.0%	59.0%
% of pupils gaining 5+ @ SCQF6	32.0%	30.0%
Overall Average Total Tariff	815	800

Due to the pandemic, it is not possible to report accurately on the following measures:

- School Attendance (including LAC)
- School Exclusion rates (including LAC)
- ACEL

Moray data trends evidence a need to understand and address levels of performance in literacy and numeracy, particularly the impact of lockdown, lack of engagement and participation as well as support provided while learning at home. Through our Covid-19 surveys, learner levels of engagement were variable across stages, sectors and establishments as highlighted in the tables below:

All	100%
Almost all	91%-99%
Most	75%-90%
Majority	50%-74%
Minority/less than half	15%-49%
A few	less than 15%

Primary School Stage	Overall % Engagement (Most or above)	Learner levels of engagement: % of Primary Schools in Moray [45]						Not Applicable
		All	Almost All	Most	Majority	Less than half	Few	
P1	86.7%	20.0%	40.0%	26.7%	8.9%	2.2%	0%	0%
P2	86.5%	17.8%	44.4%	24.4%	11.1%	0%	0%	0%
P3	88.9%	11.1%	51.1%	26.7%	11.1%	0%	0%	0%
P4	86.7%	15.6%	42.2%	28.9%	13.3%	0%	0%	0%
P5	93.4%	15.6%	48.9%	28.9%	6.7%	0%	0%	0%
P6	95.6%	15.6%	42.2%	37.8%	4.4%	0%	0%	0%
P7	93.3%	28.9%	40.0%	24.4%	4.4%	2.2%	0%	0%

Secondary School Stage	Overall % Engagement (Most or above)	Learner levels of engagement: % of Secondary Schools in Moray [8]						Not Applicable
		All	Almost All	Most	Majority	Less than half	Few	
S1	87.5%	0%	25.0%	62.5%	12.5%	0%	0%	0%
S2	62.5%	0%	25.0%	37.5%	25.0%	12.5%	0%	0%
S3	50.0%	0%	25.0%	25.0%	37.5%	12.5%	0%	0%
S4	75.0%	0%	37.5%	37.5%	12.5%	12.5%	0%	0%
S5	87.5%	0%	50.0%	37.5%	12.5%	0%	0%	0%
S6	100%	0%	62.5%	37.5%	0%	0%	0%	0%

Although schools focused on literacy, numeracy, health and wellbeing from August 2020 to December 2020, the impact of a further lockdown has most definitely impacted on our Moray children and young people. Further exploration of ACCEL data and recovery requires to be undertaken this session including the use of additional Covid-19 monies. Secondary schools are increasingly using data to inform improvements. However, benefits would be gained from a more rigorous approach and from shared learning across schools of good practice, particularly where tracking and monitoring is embedded in practice leading to evidence-informed interventions.



A key focus for this session was development of progression pathways for Early Years settings. In Primary, work was further undertaken in partnership with Early Years to develop the Play Pedagogy Strategy and approaches. Further work in support of Primary practitioners was undertaken through development of Literacy and English framework and comprehension approaches. In partnership with Education Scotland, input on refreshing Curriculum Rationale supported schools to review current approaches through a lockdown lens.

Primary Schools were encouraged to focus on literacy, numeracy and health and wellbeing, as well as the development of knowledge and application of skills across curricular areas. This approach ensured that post-lockdown, identified gaps in children's learning could be addressed and enabled staff to

accurately assess where children were in need of further support. Curriculum content extended to wider curriculum areas once staff confidence and learner readiness increased.

In Secondary – with a pending cancellation of the SQA Examination diet 2021 – all schools reviewed curriculum content in line with National advice. The Northern Alliance funded Moray Digital Depute Headteacher working in partnership with e-Sgoil promoted the National e-learning offer, also delivering sessions to learners across the North of Scotland. Work continued to extend the curricular offer for Senior Phase pupils in secondary with virtual approaches opening new opportunities for sharing and accessing courses.

Covid-19 led our schools and nurseries to develop a recovery curriculum using intelligence gathered throughout lockdown and on return to school. This ensured focus on key knowledge and skills required – initially led by literacy, numeracy and health and wellbeing in ELC and Primary, and wider subject areas in secondary led by National advice – to support all learners across the four capacities of Curriculum for Excellence. After a period of lockdown, a refocus on vision and values has been advocated across our Moray Education system to ensure a smooth transition to formal learning.

Schools continue to work together and engage with partners to support the delivery of the curriculum which included learner participation in outdoor education, digital learning, access to support services and a broadened curriculum offer. Thirteen Moray schools participated in the Education Scotland National Overview of Practice thematic reviews, a number featuring in final reports published by Education Scotland. To build capacity and share practice across Moray, the learning was shared at weekly Head Teacher briefings with opportunity for further engagement and collaboration across schools.



Following experiences to date, further work will be undertaken to assess the appropriateness of the curriculum offer as well as further opportunities for collaboration and to extend the offer, particularly in the Senior Phase to align with labour market information and post-school destinations.

# Learning, Teaching and Assessment



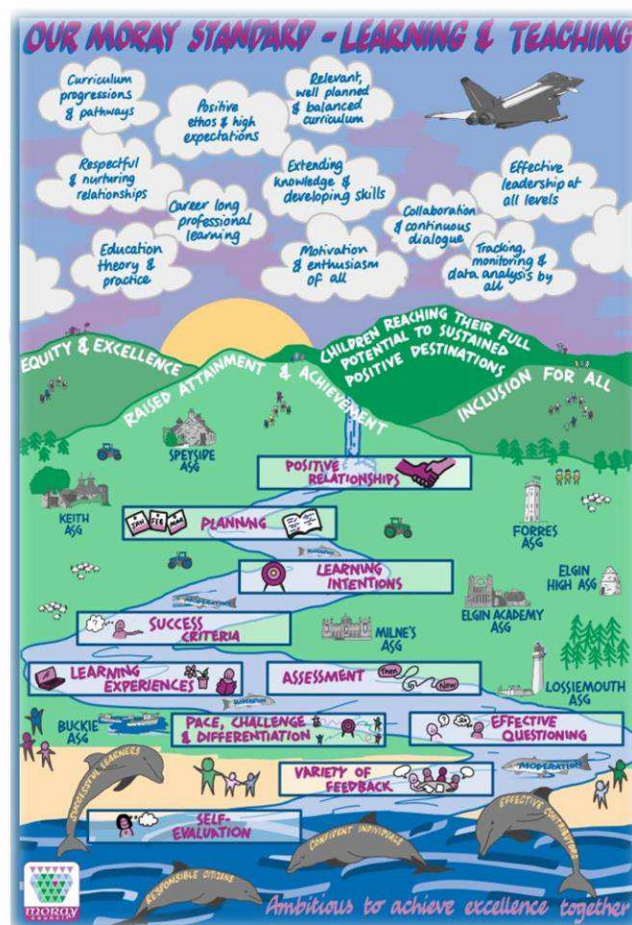
Following the launch of the revised “Our Moray Standard for Learning and Teaching” in early 2020, a range of support resources have been developed and launched including professional learning modules and practitioner support resources for key pedagogical aspects. Planned in-service events to be led by Tom Sherrington were cancelled due to Covid-19. Therefore, as an alternative, four identified support videos and resources were commissioned by Moray Education to strengthen practitioner confidence. Areas identified are those previously highlighted through practitioner surveys as in need of focused development.

Covid-19 led us to develop in January 2021, “Our Moray Standard for Remote Learning and Teaching” along with practitioner toolkit and school self-evaluation planning materials. Our approaches were endorsed by Education Scotland through their review of planning of Remote Learning across all local authorities.

Learning from the first lockdown, critical findings included a range of positive themes emerging including positive feedback on a wide range of Remote Learning activities, research based activities, online learning, paper based learning activities/resources and live learning. Initially a range of learning platforms were evident across our school on first lockdown, with notable adoption of Microsoft Teams across our schools as a core platform for learning, with further use of Google Classroom during second lockdown. Extended approaches to differentiation in planned learning activities to meet the learning needs of a wide range of learners alongside strengthened digital literacy among pupils, staff and parents where appropriate has continued.

Commitment of staff and schools across Moray to plan, deliver, assess and feed back on a wide range of Remote Learning activities is to be applauded. Staff have been empowered to trial new pedagogical approaches and through eliciting learner feedback, continue with those approaches that make the greatest impact on learner achievement and understanding. Practitioners have increased their creativity in assessing learner progress where Covid-19 mitigations in classroom require refocus on formative assessment methodologies and Assessment is for Learning approaches.

In Senior Phase, the model for alternative certification has required teachers across Moray to consider their practice and review approaches to moderation, verification and standardisation of assessment in order to determine provisional estimate grades. As a result, across all subject areas following collaborative working, there is a greater understanding of key assessment processes and standards ensuring learners achieve at appropriate levels.



# Supporting all Learners



Before lockdown schools were committed to supporting all learners. Throughout the session, schools continued to identify how best to support all children and young people, including those identified as vulnerable. All schools were creative in their approaches to developing a culture of inclusion, equity and diversity by keeping in touch with families and engaging with children and young people including those in a rural setting. They continue to develop their approaches based on feedback and making use of digital platforms where appropriate to do so. Effective communication channels and approaches to ensuring wellbeing check-ins with children and families throughout lockdown were appreciated by families and for some, a highlight of a difficult period of time.

As part of the Education Recovery Plan, the Wellbeing Workstream continued to collaborate with all schools and statutory, commissioned and third sector partners within each locality, to ensure the right support was identified and early and timely interventions were put in place for children, young people and their families. Education played a key role in redesigning the Locality Model, including creating the Multi-agency Support Hub (MASH). The primary function of MASH is to support Named Persons and the Team Around the child to identify appropriate and local supports not only for the child, but for the whole family. In order to identify trends in need and support effective resource allocation, senior education representatives attended the Wellbeing Partnership group. This holistic early intervention approach has led to many positive outcomes for a number of families across Moray.

As part of the Transforming Learning programme's ASN review, the Supporting All Learners Strategic group with representation across the wider education service was established with four principal areas. A review of Additional Support Needs, Trauma Informed Practice/Relational Approaches, Workforce Development, Tracking and Monitoring Wellbeing. Further work is underway on key policy revision and development to ensure Moray's children and young people are included, engaged and involved in line with National guidance.

Counselling services were commissioned and as a result, the Exchange offers counselling services from P6 onwards in addition to existing services already procured using Pupil Equity Funding monies by our schools. Furthermore, in partnership with a range of local 3rd sector partners an extended offer of support is available across Moray. Widening this offer enables schools to offer targeted support particularly for those who have found the past year a challenge.

In Moray we remain committed to the Staged Intervention model for those children and young people with identified additional support needs. The increased level of need identified through referral is putting a strain on resources and demand for central support is high. Schools and practitioners report and evidence through reporting mechanisms an increased need in relation to specific behavioural needs with further work now required to support this.



# Leadership



Leadership of improvement is facilitated by Quality Improvement Managers and Early Years' Service Manager in collaboration with Quality Improvement Officers/Continuous Improvement Officers and Senior Leaders in our schools. There is shared ownership and accountability for improvement which enables the service to benefit from wider expertise across the Moray Education system.

Quality Improvement Officers lead improvement work across the priority areas of our Moray Education Strategic Plan 2020-2023. However, there is now a need for Head Teachers and Managers to drive improvement at pace in identified areas in partnership with central officers. The re-establishment of Working Groups will support leadership of change at all levels as well as a review of governance around the Education Strategic

Plan. This will also further build capacity in our Moray system and ensure best possible outcomes for all Moray's children and young people.

The focus of Strategic meetings align with our Moray Education Strategic Plan themes and will increasingly allow opportunities to share practice and collaborate for improvement. Leadership at all levels has increased during and post-pandemic with practitioners at all levels taking on key roles, whether at classroom/virtual classroom level or on return to establishments. The leadership of support staff in particular has been highlighted as an example of good practice, with notable increase in digital confidence among support staff as well as innovative approaches to supporting learners being embraced.

Throughout the session, recruitment to critical senior posts across our schools has continued ensuring strategic leadership for service delivery has been seamless. The number of people applying for senior posts and the required skill level of candidates has been high resulting in positive appointments. The commitment to professional learning and development has been outstanding over the course of the last session with key focus on digital learning, leadership of learning, management and leadership of change.

The Northern Alliance provides a range of Professional Learning opportunities and networks for staff, identified by all 8 Local authorities forming the Regional Improvement Collaborative (RIC). Networking opportunities are considerable at Chief Education Officer and Third Tier level and some of these provide opportunities to share experiences and learn from each other. In addition, there is further support to each RIC from Education Scotland. Engagement is variable across ELC and schools and there is merit in further exploration of the added value of collaboration in this way. The virtual Osiris World Education Summit and resources funded by the Northern Alliance has provided opportunities for staff professional development, with key research supporting practice.



Keith Primary School

# Self-evaluation for self-improvement

There is a common approach to self-evaluation for self-improvement across our Moray schools which now needs to be extended to ELC settings to ensure greater consistency and understanding of standards. Extensive work has been undertaken to provide Moray Health Checks and consistent guidance and approach to improvement planning and performance monitoring. Self-evaluation for self-improvement is encouraged at all levels in our system with practitioners reviewing own classroom practice, middle leaders providing support and challenge to departments on improvement activities for raising attainment, all third tier officers for leading school or service improvement and an emphasis on strategic plan priorities. Although there is a consistent approach, this is not fully embedded in practice across the system or fully understood by all, taking into consideration workload and bureaucracy.

Over the course of March 2021, Central Officers updated colleagues on progress to date with lead role and reflected on achievements to date and next steps identified. Common themes and terminology resulted from this as well as emerging priorities and areas for development for the session ahead:



Changes in the central Education team provide opportunities to revisit support and challenge visits and approaches, to improve consistency in all areas of their work, share learning and collaborate. A more robust induction process and standard documentation will support improvements in this area moving forwards as well as establishing consistency across the department. Covid-19 has evidenced the necessity for clear self-evaluation processes and procedures across all aspects of the Education service delivery. This will be a continued focus across session 2021/2022.

# Commendations

We were delighted to have received the following commendations from the Lord Lieutenants of Banffshire and Moray. These were received to recognise the contribution made by so many people and organisations to help others during the pandemic, found to be outstanding and uplifting by the Lord Lieutenants of Moray and Banffshire. The extraordinary effort, thoughtful innovations, superb cooperation, selfless service and devotion to duty were recognised as magnificent and truly inspirational. It is recognised that countless individuals had volunteered while others had gone above and beyond what was expected of them at their normal place of work:

## October 2020

- Moray School Childcare Hubs
- Education Central Team

## March 2021

- Moray School Staff
- Moray Learning Technologists
- The Head of Education and the Quality Improvement Managers



Lossiemouth High School Art



Moray Young Citizens Awards 2020

## Next Steps

The following areas are identified as next steps on our improvement journey where further detail is framed in our Moray Education Improvement Plan 2021/2022 (incorporating the NIF plan):

Improving Outcomes for all	
<ul style="list-style-type: none"> <li>Continue to progress our Moray Education Raising Attainment Strategy with particular focus on closing the poverty related and wider attainment gaps</li> <li>Further build collaborative working across the Community Planning Partnership to support all learners</li> <li>Improve data literacy capacity across our system to support improvement in performance</li> <li>Develop a post-Covid Parental Engagement Strategy</li> </ul>	
Curriculum	Learning, Teaching and Assessment
<ul style="list-style-type: none"> <li>Further develop progressive Moray Learner Pathways</li> <li>Develop a responsive BGE Curriculum, particularly in literacy and numeracy</li> <li>Continue to extend collaborative approaches to curriculum delivery</li> <li>Further develop curricular transition approaches</li> <li>Fully implement and embed the Moray Play Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Embed our Moray Standard with focus on key areas including tracking and monitoring</li> <li>Continue to strengthen approaches to assessment and moderation</li> <li>Support practitioner pedagogical developments in line with revised GTCS standards</li> <li>Continue to promote use of digital approaches to enhance learning and teaching</li> <li>Develop play pedagogy approach – ELC and Primary</li> </ul>
Supporting all Learners	Leadership
<ul style="list-style-type: none"> <li>Develop Supporting all Learners strategy for Moray – contribute to and support ASN review</li> <li>Strengthen Curricular HWB offer across Moray</li> <li>Empower our system to consider children's rights across all aspects of educational delivery</li> <li>Ensure Education fulfil requirements of "The Promise"</li> <li>Review of policy and practice in support of all learners</li> </ul>	<ul style="list-style-type: none"> <li>Develop Professional Learning Strategy with full consultation</li> <li>Promote and support implementation of new GTCS Professional Standards</li> <li>Continue to revise the framework for professional development/career pathways</li> <li>Review OECD and other national reviews for emerging themes in support of practitioners</li> </ul>
Self-evaluation for self-improvement	
<ul style="list-style-type: none"> <li>Reflecting on the impact of the pandemic, review approaches to supporting the wellbeing of all</li> <li>Review and consolidate implementation of 1140 hours including quality of experience</li> <li>Continue to review approaches to self-evaluation in line with statutory requirements and emerging good practice</li> </ul>	



**Forbes Academy**



**Keith Grammar School**



**Milne's High School**





**Education, Communities and Organisational Development**  
*Moray Education*



Appendix 2

# Moray Education

## National Improvement Framework Plan

### 2021-2022

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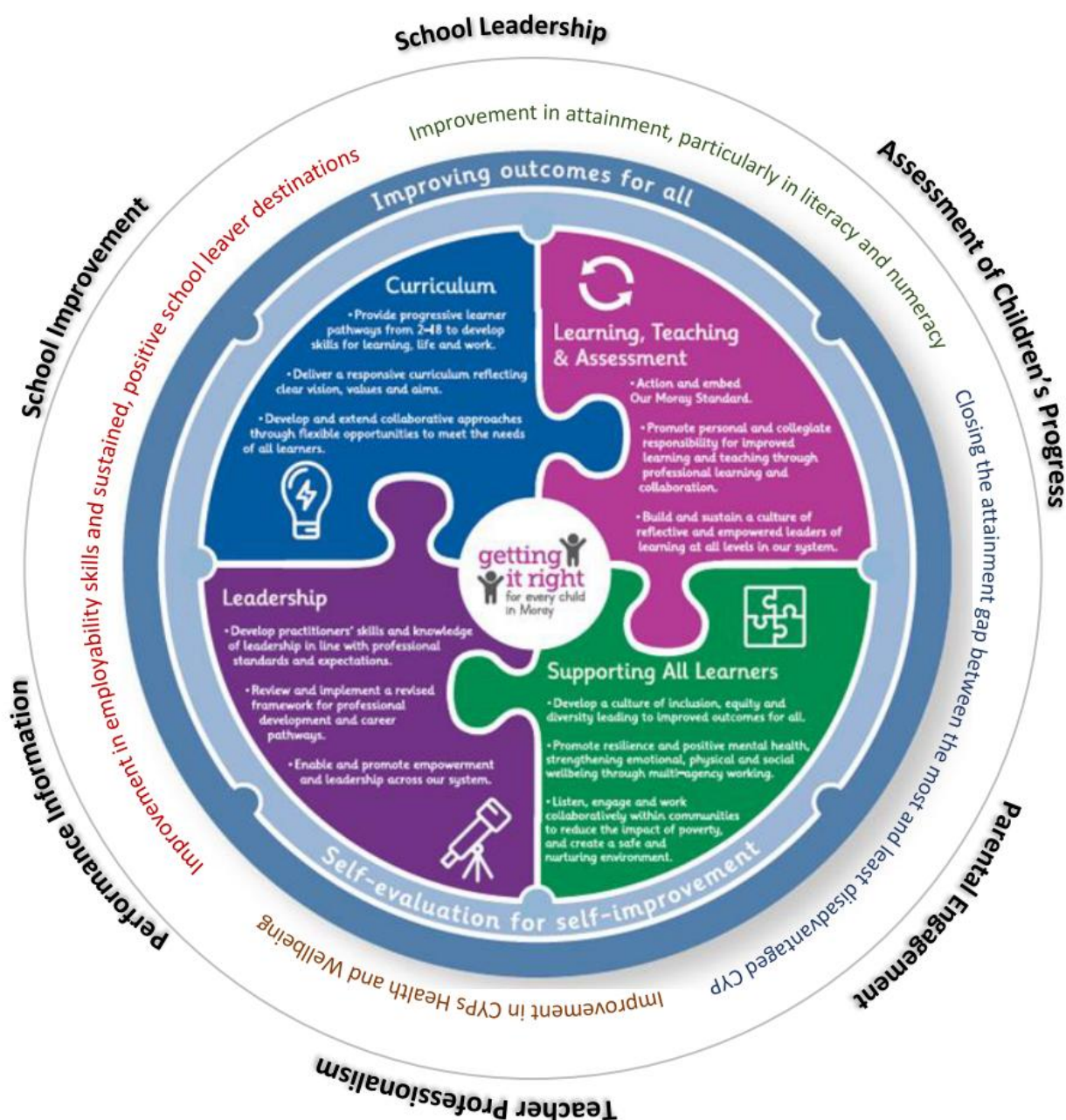
Glenlivet



Burghead

# Improving Outcomes for Moray's children and young people...

Our Moray Education Strategic Plan has been developed in order to ensure delivery of key priorities to improve outcomes for Moray's children and young people. Central to our Moray Education priorities are the National Improvement Framework priorities and key drivers for improvement:



Our plans are continuously developing in order to reflect changing National and Local priorities, Scottish and local authority guidance. In particular, challenges presented by Covid-19 have been embraced through our Strategic Plan changing our operating model to one that has been responsive, in line with our Corporate values.

At this time, we look to the following key National and Local policies and frameworks in order to guide our work across Moray Education:

National Policy and Strategy	Local Policy and Strategy
UNCRC and Children's Rights/Participation	Local Outcomes Improvement Plan (LOIP)
Children and Young People (Scotland) Act	Moray Council Corporate Plan (CP)
National Improvement Framework (NIF)	Moray Children's Services Plan (CSP)
Curriculum for Excellence (CfE)	Corporate Parenting Strategy and Pillars
Developing the Young Workforce (DYW)	Education Strategic Plan
Getting it right for every child (GIRFEC)	Education Resources Plan
Scottish Attainment Challenge/Pupil Equity Funding (SAC/PEF)	ASN Strategy and Policies
Corporate Parenting and 'The Promise'	Raising Attainment Strategy and Toolkit
Scottish Schools (Parental Involvement) Act	Learning and Teaching Strategy and Resources
Standards in Scotland's Schools Act	Curriculum Strategy and toolkit
Better Relationships, Better Learning, Better Behaviour	Senior Phase Curriculum Guidance
Digital Learning and Teaching Strategy for Scotland	Early Years Play Strategy
Learning for Sustainability	Professional Learning Strategy
Child Poverty Strategy for Scotland	Moderation Strategy
Education Scotland/HMiE Guidance and Practice	...and further range of guidance and policies
Scottish Government publications/Audit Scotland The Morgan Review and OECD Reports	
Covid-19 Guidance and Policy	
CLD Regulations and Standards	
Wellbeing and Child Protection Guidance	



**Speyside High School, Aberlour**

# Education Strategic Plan: National Improvement Framework Plan

The following pages contain our Education Strategic Plan (incorporating the National Improvement Framework Plan for Moray Education). The following legend provides a key to the National Improvement Framework priority and driver column references in the final two columns of our progress report templates on subsequent pages.

## Legend:

National Improvement Priority:		National Improvement Driver:	
1	Improvement in attainment, particularly in literacy and numeracy	A	School Improvement
2	Closing the attainment gap between the most and least disadvantaged children and young people	B	School Leadership
3	Improvement in children and young people's health and wellbeing	C	Teacher Professionalism
4	Improvement in employability skills and sustained, positive school-leaver destinations for all young people	D	Assessment of Children's Progress
		E	Parental Involvement
		F	Performance Information

Improving Outcomes for All				
Priority 1				
Action:	Progress and achievements to date:	Next Steps:	NIF Priority:	NIF Driver(s):
1.1 Completion of SQA 2020 diet examination processes	Implementation of SQA Appeals process in August; readiness of schools to meet timescales with high quality evidence. Only 2 appeals submitted following rigorous discussion and review of evidence. Good practice sharing and local authority guidance updated for coming session.	Processes completed – learning disseminated across LA SQA Coordinator group.	1,2	A,C,D,F
1.2 Senior Phase attainment meeting schedule and processes	<p>Senior Phase attainment meetings complete across all 8 secondary schools; analysis of SQA performance data complete and actions for improvement identified on individual school basis across SQA and SCQF courses and levels for all Senior Phase Cohorts.</p> <p>Shadowing opportunities presented for Senior Leaders to join officers in virtual attainment meetings.</p> <p>All 8 Secondary Schools engaged with this process as well as QIMs/QIOs resulting in greater understanding of standards and expectations, scrutiny processes and analysis. Schools are better able to present data analysis and identify areas for improvement/identified attainment gaps. Greater clarity around next steps.</p>	<p>Review and update of attainment meeting programme in line with SQA and National guidance to increase scrutiny and challenge regarding SQA results for raising attainment. Progress with key actions identified:</p> <ul style="list-style-type: none"> <li>• Strengthening Tracking and Monitoring approaches</li> <li>• Increased focus on target setting through Universal Pupil Support interventions and regular department meetings</li> <li>• In-service focus on attainment, readiness and responsiveness for SQA Exam diet 2021</li> <li>• Authority-wide focus on high quality learning and teaching, embedding Our Moray Standard across all schools</li> <li>• Launch and implementation of Moray Raising Attainment Strategy, Toolkit and Practitioner Guide</li> <li>• Review of curricular provision including range and number of qualifications on offer to support all learners using consortia approaches as well as virtual solutions</li> <li>• Provision of study support at school level as well as national support through eSgoil supported study sessions available virtually</li> </ul>	1,2,4	A,B,D,F

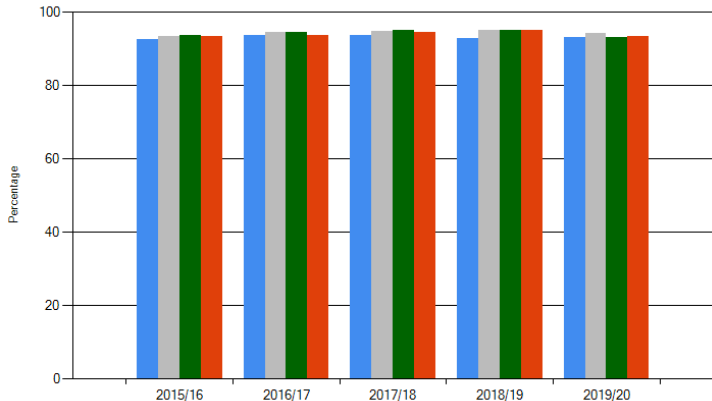
<div>1.3</div> <div>Initial analysis of SQA attainment data and trends 2020 – SCQF5</div>	<div>Data trends at SCQF level 5 demonstrates an improvement across all measures in 2020 and for almost all areas, this is a trend across the 3 year period.</div> <table><tr><th>Moray</th><th>2018</th><th>2019</th><th>2020</th></tr><tr><td>1 @ Level 5</td><td>75.7%</td><td>78.6%</td><td>82.3%</td></tr><tr><td>3 @ Level 5</td><td>52.2%</td><td>55.0%</td><td>61.4%</td></tr><tr><td>5 @ Level 5</td><td>30.9%</td><td>32.5%</td><td>39.2%</td></tr><tr><td>6 @ Level 5</td><td>20.8%</td><td>20.5%</td><td>27.8%</td></tr><tr><td>7 @ Level 5</td><td>0.0%</td><td>0.1%</td><td>9.4%</td></tr></table> <div>For the first time, we also presented the trend for attainment of 6 and 7 qualifications at level 5. This shows a positive position with 4 of our schools presenting a number of pupils for 7 level 5 qualifications and as a result we have the emergence of a strong performance for this measure. This is primarily for those pupils presented for Applications of Maths alongside Mathematics at National 5 level.</div>	Moray	2018	2019	2020	1 @ Level 5	75.7%	78.6%	82.3%	3 @ Level 5	52.2%	55.0%	61.4%	5 @ Level 5	30.9%	32.5%	39.2%	6 @ Level 5	20.8%	20.5%	27.8%	7 @ Level 5	0.0%	0.1%	9.4%	<div>Work will progress with all schools to ensure more pupils have the opportunity to undertake 7 and more level 5 qualifications in S4 with this initially being for Application of Maths last session, but will extend to other subject areas as appropriate.</div> <div>Targets identified for session 2020/2021 at SCQF5 are as follows:</div> <table><tr><th>Moray</th><th>2021</th></tr><tr><td>1 @ Level 5</td><td>85%</td></tr><tr><td>3 @ Level 5</td><td>65%</td></tr><tr><td>5 @ Level 5</td><td>42%</td></tr><tr><td>6 @ Level 5</td><td>31%</td></tr><tr><td>7 @ Level 5</td><td>15%</td></tr></table>	Moray	2021	1 @ Level 5	85%	3 @ Level 5	65%	5 @ Level 5	42%	6 @ Level 5	31%	7 @ Level 5	15%	1,2,4	A,B,D,F
Moray	2018	2019	2020																																					
1 @ Level 5	75.7%	78.6%	82.3%																																					
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7 @ Level 5	15%																																							
<div>1.3</div> <div>Initial analysis of SQA attainment data and trends 2020 for S5 – SCQF6</div>	<div>Data trends at SCQF level 6 (S5 only) show an improving trend for 1 pass at level 6 and for 3 and 5 passes at level 6, there is an improvement from 2019. S5 attainment continues to be an area of focus across Moray and is supported through our ongoing review of the curriculum provision at SCQF level 6 across our schools to ensure that we provide a responsive and appropriate offer for all learners.</div> <table><tr><th>Moray</th><th>2018</th><th>2019</th><th>2020</th></tr><tr><td>1 @ Level 6</td><td>53.7%</td><td>46.0%</td><td>56.8%</td></tr><tr><td>3 @ Level 6</td><td>33.8%</td><td>27.5%</td><td>33.4%</td></tr><tr><td>5 @ Level 6</td><td>13.9%</td><td>11.7%</td><td>13.3%</td></tr></table> <div>This data is based upon the S4 cohort numbers who continue to S5 and is not for all pupils who were still in school for S5. This is a normal measure for measuring performance with SQA qualifications.</div>	Moray	2018	2019	2020	1 @ Level 6	53.7%	46.0%	56.8%	3 @ Level 6	33.8%	27.5%	33.4%	5 @ Level 6	13.9%	11.7%	13.3%	<div>Work will progress with all schools to ensure that Senior Phase (S5) pupils continue to be coursed appropriately to ensure sufficient value is added from S4 attainment with regards to breadth of qualifications and awards achieved.</div> <div>Subject groups will continue to share practice and support where attainment levels are lower in any particular school.</div> <div>Targets identified for session 2020/2021 at SCQF6 (S5) are as follows:</div> <table><tr><th>Moray</th><th>2021</th></tr><tr><td>1 @ Level 6</td><td>61%</td></tr><tr><td>3 @ Level 6</td><td>36%</td></tr><tr><td>5 @ Level 6</td><td>16%</td></tr></table>	Moray	2021	1 @ Level 6	61%	3 @ Level 6	36%	5 @ Level 6	16%	1,2,4	A,B,D,F												
Moray	2018	2019	2020																																					
1 @ Level 6	53.7%	46.0%	56.8%																																					
3 @ Level 6	33.8%	27.5%	33.4%																																					
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Moray	2021																																							
1 @ Level 6	61%																																							
3 @ Level 6	36%																																							
5 @ Level 6	16%																																							

<div>1.4</div> <div>Initial analysis of SQA attainment data and trends for 2020 for S5 – SCQF 6 and SCQF7</div>	<div>This data is based upon the S4 cohort numbers who continue to S5 and is not for all pupils who were still in school in S6. Across the 8 Moray Secondary schools the staying on rate is variable, affecting overall attainment in S6 for identified establishments.</div> <table><tr><th>Moray</th><th>2018</th><th>2019</th><th>2020</th></tr><tr><td>3 @ Level 6</td><td>38.1%</td><td>42.2%</td><td>37.9%</td></tr><tr><td>5 @ Level 6</td><td>25.2%</td><td>26.9%</td><td>26.1%</td></tr><tr><td>1 @ Level 7</td><td>17.6%</td><td>16.5%</td><td>18.6%</td></tr></table> <div>Our S6 attainment is variable across achievement of both 3 and 5 qualifications at SCQF level 6 where young people achieving at least 1 Advanced Higher is displaying a positive and improving trend.</div>	Moray	2018	2019	2020	3 @ Level 6	38.1%	42.2%	37.9%	5 @ Level 6	25.2%	26.9%	26.1%	1 @ Level 7	17.6%	16.5%	18.6%	<div>Work continues to extend our S6 curriculum offer in line with S5 commentary above for Senior Phase.</div> <div>Targets identified for session 2020/2021 at SCQF6 (S6) and SCQF7 are as follows:</div> <table><tr><th>Moray</th><th>2021</th></tr><tr><td>3 @ Level 6</td><td>44%</td></tr><tr><td>5 @ Level 6</td><td>30%</td></tr><tr><td>1 @ Level 7</td><td>20%</td></tr></table>	Moray	2021	3 @ Level 6	44%	5 @ Level 6	30%	1 @ Level 7	20%	1,2,4	A,B,D,F
Moray	2018	2019	2020																									
3 @ Level 6	38.1%	42.2%	37.9%																									
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Moray	2021																											
3 @ Level 6	44%																											
5 @ Level 6	30%																											
1 @ Level 7	20%																											
<div>1.5</div> <div>Subject performance analysis across Senior Phase at National 5, Higher and Advanced Higher level</div>	<div>At National 5 level, from the 33 subjects presented across Moray schools, the average pass rate for S4 pupils was 91%; this is an increase of 9% from 2019. Within our schools this ranged from 85.8% to 97.1%.</div> <div>At N5 our highly positive subject attainment is in Art and Design, Dance, Design and Manufacture, Drama, French, German, Music, Practical Woodworking, Spanish pre update and this improved to most subjects post update with some work to continue improvement in the Sciences, Geography, Maths.</div> <div>At Higher Level, from the 33 subjects presented, the average pass for S5 pupils was 89.3%; ranging from 81.4% to 96% across our schools. This is an increase of 15% from 2019.</div> <div>At Higher our highly positive subject attainment is Art and Design, Dance, Design and Manufacture, French, Music pre update and this improved for most subjects post update with some work to improve in Sciences, Engineering Sciences.</div>	<div>Critical actions for improvement identified to further improve our attainment and estimate rigour, to be monitored and followed up by central officers throughout the session as well as by school Senior Leadership teams are as follows:</div> <div><div><div></div><div>•Subject group meetings to support data and trend analysis and dissemination of good practice</div></div><div><div></div><div>•School based department attainment meetings, some of which supported by central officers</div></div><div><div></div><div>•Familiarisation with National 5 assessment and moderation requirements and school and authority processes to support this</div></div><div><div></div><div>•SQA Understanding Standards and associated webinars</div></div><div><div></div><div>•Higher and Advanced Higher assessment changes and associated</div></div><div><div></div><div>•Changes to learning and teaching approaches</div></div><div><div></div><div>•School and authority quality assurances process during session 2020/21</div></div></div>	1,2,4	A,B,D,F																								

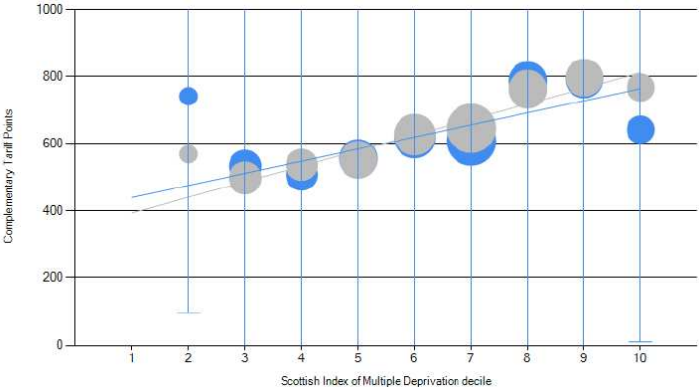
	Subject performance has been reviewed at school and local authority level and support and challenge is in place for ongoing subject group meetings as we prepare for the expectations and requirements for SQA Exam Diet 2021.																																			
1.6 Partnership working for qualification provision	<p>Moray College continues to provide a range of qualifications for senior phase pupils at National 5 and Higher level as well as Skills for Work (SfW) courses and National Progression Awards (NPA) at levels 4 and 5. The SfW and NPA course provide a high proportion of passes and this supports continued engagement with the college post school as well as links to apprenticeship programmes.</p> <p>At National 5 and Higher level the performance is noted below for A-C passes for 2018 - 2020:</p> <table> <tr> <th></th> <th>2020</th> <th>2019</th> <th>2018</th> </tr> <tr> <th></th> <th>A-C</th> <th>A-C</th> <th>A-C</th> </tr> <tr> <td>H ESOL</td> <td>100%</td> <td>80%</td> <td>100%</td> </tr> <tr> <td>H Psych</td> <td>74%</td> <td>40%</td> <td>70%</td> </tr> <tr> <td>H Sociology</td> <td>100%</td> <td>50%</td> <td>31%</td> </tr> <tr> <td>N5 ESOL</td> <td>100%</td> <td>75%</td> <td>100%</td> </tr> <tr> <td>N5 Practical Cookery</td> <td>90%</td> <td></td> <td></td> </tr> <tr> <td>N5 Psychology</td> <td>86%</td> <td>70%</td> <td>82%</td> </tr> </table>		2020	2019	2018		A-C	A-C	A-C	H ESOL	100%	80%	100%	H Psych	74%	40%	70%	H Sociology	100%	50%	31%	N5 ESOL	100%	75%	100%	N5 Practical Cookery	90%			N5 Psychology	86%	70%	82%	<p>Key actions for improvement are noted as follows:</p> <ul style="list-style-type: none"> <li>• Moray College attainment meeting to be attended by central officers and school based representative</li> <li>• Enhanced tracking and monitoring processes to be shared regularly with each school</li> <li>• Regular discussions re early warning and interventions for pupils as required to be undertaken</li> <li>• Mid-session progress meeting re attainment and improvement status to be scheduled</li> <li>• Extension of partner offer to include e-Sgoil/National E-learning offer and the Northern Alliance Digital Depute Headteacher will support in this area</li> </ul>	1,2,4	A,B,D,F
	2020	2019	2018																																	
	A-C	A-C	A-C																																	
H ESOL	100%	80%	100%																																	
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N5 ESOL	100%	75%	100%																																	
N5 Practical Cookery	90%																																			
N5 Psychology	86%	70%	82%																																	
1.7 Preparation for SQA 2021/ACM process	<ul style="list-style-type: none"> <li>• Regular meetings with SQA Coordinators and QIM to discuss arrangements and emerging SQA advice on alternative model of certification</li> <li>• Quality Assurance Framework and calendar established to guide assessment processes and fulfilment of required timescales and requests</li> <li>• Within departments there was robust discussion about estimates, with discussion led by PTs. This ensured consistency in approach and supported Teacher Professional judgments</li> <li>• Between departments PTs liaised with each other</li> </ul>	<p>To continue to review existing processes and approaches, in line with emerging Scottish Government and SQA stance for examination diet 2021.</p> <p>Schools to continue to develop good practice in terms of tracking and monitoring, moderation/verification and the use of subject groups to share practice.</p> <p>SQA Coordinators to work together with QIM to share practice including continued use of Microsoft Teams to support collaboration and planning moving forwards.</p>	1,2,4	A,B,D,F																																

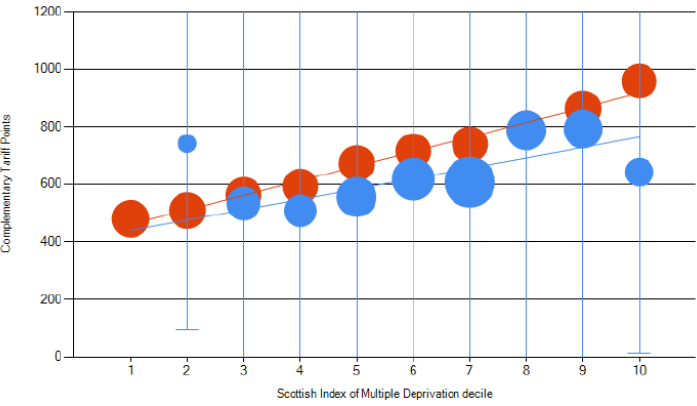
	<ul style="list-style-type: none"><li>•within a school to ensure there was consistency of approach, using subject group networks to support consistency and reliability across the authority</li><li>•Opportunities for collaboration across the Northern Alliance for single person departments (RIC)</li><li>•New PTs received additional support and practical solutions in the collation of evidence and the estimates for young people including SLT link, subject groups and</li><li>•PT mentors across the school</li><li>•PTs Guidance supported wellbeing and raising attainment through pupil support mechanisms</li><li>•Covid-19 funding supported PT Raising Attainment/Recovery posts to support interventions</li><li>•SLT in schools liaised with link departments to monitor processes and QA supporting and challenging through the use of tracking, monitoring and target setting</li><li>•QIMs maintained an overview of progress with support and challenge targeted where necessary</li></ul>																																													
1.8 Analysis of leaver attainment data – February 2021 for Exam Diet 2020 – Improving Attainment in Literacy and Numeracy	<p><b>Improving Attainment in Literacy and Numeracy</b></p> <table><tr><th></th><th colspan="3">Moray</th><th colspan="3">Virtual Comparator</th></tr><tr><th></th><th>2018</th><th>2019</th><th>2020</th><th>2018</th><th>2019</th><th>2020</th></tr><tr><td>Literacy Level 4</td><td>92%</td><td>93%</td><td>93%</td><td>94%</td><td>93%</td><td>94%</td></tr><tr><td>Literacy Level 5</td><td>78%</td><td>81%</td><td>81%</td><td>79%</td><td>80%</td><td>81%</td></tr><tr><td>Numeracy Level 4</td><td>88%</td><td>87%</td><td>88%</td><td>90%</td><td>92%</td><td>92%</td></tr><tr><td>Numeracy Level 5</td><td>62%</td><td>64%</td><td>64%</td><td>66%</td><td>66%</td><td>69%</td></tr></table> <p>Moray has maintained SCQF level 4 and 5 literacy, the gap between performance in Moray and the Virtual Comparator reducing to 1% for Level 4 Literacy and Level 5 Literacy equalling the VC. Numeracy at Level 5 maintaining previous improvement although the gap with the VC is increasing.</p> <p>The orange shading denotes no improvement or reduction in performance and the green shading showing an improvement from the previous year.</p>		Moray			Virtual Comparator				2018	2019	2020	2018	2019	2020	Literacy Level 4	92%	93%	93%	94%	93%	94%	Literacy Level 5	78%	81%	81%	79%	80%	81%	Numeracy Level 4	88%	87%	88%	90%	92%	92%	Numeracy Level 5	62%	64%	64%	66%	66%	69%	<ul style="list-style-type: none"><li>•Additional time spent in the Broad General Education as well as the Senior Phase to identify gaps in both learning and attainment</li><li>•Targeting pupils to undertake a range of assessments to ensure the highest level of Literacy and Numeracy is attained, supported by robust tracking and monitoring in place in all of our secondary schools</li><li>•Development of literacy and numeracy across the curriculum as a responsibility of all, including tracking of literacy and numeracy in the Broad General Education as well as working with primaries</li><li>•Further scrutiny of Literacy and numeracy at school level and is an ongoing focus for central staff discussions and school visits taking place</li></ul>	1,2,4	A,B,D,F
	Moray			Virtual Comparator																																										
	2018	2019	2020	2018	2019	2020																																								
Literacy Level 4	92%	93%	93%	94%	93%	94%																																								
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Numeracy Level 4	88%	87%	88%	90%	92%	92%																																								
Numeracy Level 5	62%	64%	64%	66%	66%	69%																																								

	<p>Compared with our targets for Literacy and Numeracy within the Raising Attainment Strategy, we are slightly below the targets set; for Literacy our target was 94% of leavers to achieve Level 4 Literacy and we achieved 93% as a Moray Average and for Numeracy Level 4 we were 3% below our target. However, Elgin Academy, Keith Grammar, Milne’s High and Speyside High equalled or exceeded the Moray target for Literacy and for Numeracy the target was exceeded by Keith Grammar, Lossiemouth High, Milne’s High and Speyside High. We are continuing our ongoing focus on Literacy and Numeracy in our secondary schools.</p>	<ul style="list-style-type: none"><li>Continue to work towards our targets for leavers attaining Level 4 Literacy and Numeracy for session 2020/21: 96% for Literacy and 92% for Numeracy.</li></ul>																																					
<p>1.9</p> <p>Analysis of leaver attainment data – February 2021 for Exam Diet 2020 – Improving Attainment for All</p>	<p><b>Improving Attainment for All</b></p> <table><tr><th>Complementary Tariff Points</th><th>Lowest 20% 2020</th><th>Lowest 20% 2019</th><th>Middle 60% 2020</th><th>Middle 60% 2019</th><th>Highest 20% 2020</th><th>Highest 20% 2019</th></tr><tr><td>Moray</td><td>117</td><td>127</td><td>595</td><td>555</td><td>1284</td><td>1205</td></tr><tr><td>Virtual Comparator</td><td>130</td><td>130</td><td>610</td><td>568</td><td>1286</td><td>1244</td></tr><tr><td>The Northern Alliance</td><td>142</td><td>133</td><td>654</td><td>591</td><td>1321</td><td>1252</td></tr><tr><td>The National Establishment</td><td>133</td><td>134</td><td>657</td><td>623</td><td>1313</td><td>1267</td></tr></table> <p>In Moray, the Lowest 20% are slightly below the virtual comparator authority equivalent (by 13 tariff points which is almost equivalent to just one unit award at SCQF level 3). This is a small decrease from last session and there is practice to learn from schools who are performing well for this measure; the schools who are performing well in this area are Elgin Academy, Keith Grammar, Milne’s High and Speyside High.</p> <p>The middle 60% are broadly in line with the virtual comparator (15 points lower, which equates to an Added Value unit at SCQF level 4) but are below the Northern Alliance and national average. However, the complementary tariff points for the Middle 60% of leavers</p>	Complementary Tariff Points	Lowest 20% 2020	Lowest 20% 2019	Middle 60% 2020	Middle 60% 2019	Highest 20% 2020	Highest 20% 2019	Moray	117	127	595	555	1284	1205	Virtual Comparator	130	130	610	568	1286	1244	The Northern Alliance	142	133	654	591	1321	1252	The National Establishment	133	134	657	623	1313	1267	<p>Lowest 20% identified as a target group to ensure the early identification of the cohort, as well as the curricular and SCQF level offer in place in terms of suitability. This includes improving the tracking and monitoring strategies to ensure the appropriate interventions are in place.</p> <p>Middle 60% - continue to review processes to ensure a range of high impact interventions to support curricular choice and progression of learners.</p> <p>Highest 20% - ongoing work to ensure tracking and monitoring of progress is directly linked to aspiration. A main strategy will be to support and mentor young people to ensure we improve the grades achieved by learners, e.g. D grades improved to a C, C grades improved to a B and B grades improved to an A, which will bring the tariff points in line with our comparators.</p> <p>Continue to review update pathway planning approaches to ensure that young people at risk of underachieving, are supported and their leaver date and destination is positive.</p>	1,2,4	A,B,D,F
Complementary Tariff Points	Lowest 20% 2020	Lowest 20% 2019	Middle 60% 2020	Middle 60% 2019	Highest 20% 2020	Highest 20% 2019																																	
Moray	117	127	595	555	1284	1205																																	
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The Northern Alliance	142	133	654	591	1321	1252																																	
The National Establishment	133	134	657	623	1313	1267																																	

	<p>has improved from last session by 40 points which is more than a course award at SCQF level 4. The schools who are performing well for this group of leavers are Elgin Academy, Milne's High and Speyside High. This again reflects the performance of this group as a cohort.</p> <p>The Highest 20% is marginally lower than the virtual comparator (2 points), Northern Alliance (37 points) and national (29 points). This is a marked improvement and the gap in this measure is closing from session 2018/19 with an improvement of 79 tariff points, which broadly equates to an A at SCQF level 5. Schools who have performed well in this area are Elgin Academy, Elgin High and Speyside High.</p>	Further development of flexibility within the 33 period week and use of UPS/Raising Attainment periods to drive forward improvements in attainment for all		
<p>1.10</p> <p>Analysis of leaver attainment data – February 2021 for Exam Diet 2020 – Leaver Initial Destinations</p>	 <p>The availability of particular opportunities (employment opportunities, for example) may have been directly affected by the coronavirus pandemic, while options available to school leavers may also have been affected by the impact of the approach to certification in 2020 on attainment levels. This should be considered when reviewing this measure.</p>	<p>We will continue to focus on this area in order to reach our target for session 2020/21 of 97%.</p> <p>Continued rigour in approach to recording positive destination data at school level to inform Moray cumulative data.</p> <p>Review attainment of identified pupil groups and report accordingly, including LAC</p>	1,2,4	A,B,D,F

	<p>There has been an improvement in this measure and Moray has on average seen an improvement; with Moray performing above the Northern Alliance and broadly in line with the national average for session 2019/20. This measure last year was very disappointing and as a result of much work being undertaken the Moray data is much improved, with Moray now being positioned 14th out of 32 local authorities.</p> <p>A great deal of work was undertaken in gathering leaver data using a Microsoft Form where data was entered remotely, captured within a spreadsheet and allowed our other administrative processes with Skills Development Scotland to be finely tuned for accuracy. This was also complemented by a partnership Pathway Planning approach with supporting guidance to ensure that all schools and partners worked collaboratively and smartly to support our school leavers. This is being developed as a positive case study by Skills Development Scotland for further use on a national basis.</p> <p>The schools who are performing well in this area are Elgin Academy, Elgin High School, Milne's High and Speyside High.</p> <p>The percentage of Looked After Children (LAC) school leavers (2019/20) who entered a positive destination was 84.2%, up on the 73.1% recorded for 2018/19 leavers. This compares to a national rate of 81.4%. Of those Moray LAC leavers going into a positive destination 75% went onto a Further Education course, with the remaining leavers entering either Employment, Higher Education, Training or a Personal Skills Development course.</p>			
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<p>1.11</p> <p>Analysis of leaver attainment data – February 2021 for Exam Diet 2020 – Attainment versus Deprivation</p>	 <p>The graph suggests that school leavers within Moray compare well against the virtual comparator within deciles 3-9 with the tariff scores either above or generally in line with the virtual comparator average tariff score.</p> <p>The performance for those young people in decile 2 is above the virtual comparator with decile 10 lower than the virtual comparator, a similar position to last session. The performance of the young people in decile 2 is notably above the virtual comparator.</p> <p>It is important to be aware of the numbers of young people appearing in each of these deciles.</p> <p>This is represented proportionately in the graph by the area of the circles, with the above graph showing the highest concentration of young people in Moray are in deciles 5-9.</p> <p>It is interesting to note that the vertical lines show the range of attainment of tariff points within each decile.</p>	<p>Continue to review data sets to build in comparators wider than SIMD to reflect our rural context and learner attainment.</p> <p>Continue to identify poverty and wider attainment gaps across our schools in support of closing identified gaps through funding streams and interventions available.</p> <p>Continued focus on accessing wider data sets with consideration of rurality, behaviour, exclusion and other factors impacting on attainment across Moray</p>	<p>1,2,4</p>	<p>A,B,D,F</p>
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	 <p>The comparison can also be made against the national picture rather than the virtual authority. This picture shows that the young people in deciles 4-7 and 9 and 10 are performing less well against the national average. The leavers in decile 2 across Moray compares well with their national comparators.</p>			
<b>1.12</b> Ensure positive participation of 16-19 year olds	Participation rate for 16-19 years olds is 93.5%; an increase of 2.2% from session 2018/2019, ranking Moray as 12/32 and above the National average.	Continue to support positive participation of this group moving forwards through appropriate targeted supports and interventions.	3,4	D,F
<b>1.13</b> Analysis of Achievement of Curriculum for Excellence levels (ACEL)	<p>All schools consistently track and monitor learner progress with 90% making use of our Moray Tracker to support data analysis and intervention.</p> <p>All schools continued to provide early indication of ACEL at two points in the year despite National collection being paused.</p> <p>Engagement and participation in remote learning was positive overall, with some variability across identified stages of Primary and Secondary schools.</p>	<p>Continue to review and embed approaches and interventions to track and monitor and raise attainment.</p> <p>Continue to review the moderation strategy and support from QAMSOs to ensure there is a greater understanding of standards and sharing of assessment practice.</p> <p>Review the use of additional Covid monies to ensure maximum impact on learner attainment.</p> <p>Review approaches to Emerging Literacy and impact on P1 attainment.</p>	1,2,4	A,B,D,F

Use of Covid-19 monies for additional teachers and staff was targeted at those schools where engagement and participation was low in Remote Learning as highlighted through our Moray Covid-19 survey for Parents/Carers, Learners and Schools.

#### Primary 1:

Year		P1				
		LT	R	W	LIT	NUM
2020	Moray	69	74	58	58	62
	National	[No National Data Collection]				
2019	Moray	85	77	76	71	79
	National	87	82	79	76	85
Stretch Aims					74	83
2018	Moray	82	75	67	63	72
	National	87	81	78	75	85
2017	Moray	80	74	64		70
	National	85	80	77		83
2016	Moray	76	72	66		68
	National	85	81	78		84

The reduction in levels achieved across measures is of concern, and needs to be a priority moving forwards as we navigate through Covid-19.

#### Primary 4:

Year		P4				
		LT	R	W	LIT	NUM
2020	Moray	67	59	52	52	54
	National	[No National Data Collection]				
2019	Moray	78	72	63	60	65
	National	85	78	73	70	77
Stretch Aims					68	75
2018	Moray	72	66	57	53	60
	National	85	77	72	69	76
2017	Moray	71	70	62		76
	National	83	77	71		75
2016	Moray	70	66	61		60
	National	81	75	69		73

The reduction in levels achieved across measures remains of concern, and needs to be a priority moving forwards as we navigate through Covid-19 with attainment impacted by the pandemic.

Consider approaches to play in the early Primary stages to ensure structured approaches for maximising attainment where in use.

Continue to implement and embed key strategies for raising attainment including our Moray Raising Attainment Strategy and Our Moray Standard for Learning and Teaching.

Newly appointed QIOs for Curriculum to gather and share good practice in terms of literacy and numeracy interventions with key focus on Writing and Numeracy across the BGE.

Partnership working with Northern Alliance partners to support Numeracy development including participation in projects and events.

Development of core progressions in specific areas, supported by training and development sessions to allow robust opportunity to moderate planning and assessment approaches.

### Primary 7:

Year		P7				
		LT	R	W	LIT.	NUM.
2020	Moray	68	61	51	51	52
	National	[No National Data Collection]				
2019	Moray	81	76	67	64	66
	National	86	80	74	71	76
Stretch Aims					66	70
2018	Moray	75	71	61	59	61
	National	84	79	73	70	75
2017	Moray	73	68	58		57
	National	81	76	69		70
2016	Moray	60	60	53		50
	National	77	72	65		68

Once more, the impact of Covid-19 needs to be considered when reviewing the 2020 judgements made during a lockdown period based on learner progress and evidence available at that time.

No National comparisons are available for 2020 where there was no Scottish Government data collection.

### Secondary 3 (3<sup>rd</sup> level):

Year		Third level				
		LT	R	W	LIT	NUM
2020	Moray	83	73	74	73	76
	National	[No National Data Collection]				
2019	Moray	90	88	87	83	92
	National	91	91	90	88	90
Stretch Aims					87	88
2018	Moray	88	84	82	79	82
	National	91	90	89	87	89
2017	Moray	89	89	88		87
	National	91	90	89		88
2016	Moray	94	89	88		87
	National	87	86	84		86

Continue to introduce bespoke Literacy and Numeracy periods across the BGE to support attainment.

Continued moderation with ASG colleagues, across secondary schools and through subject groups to support robust teacher professional judgement.

Continued emphasis on tracking and monitoring to support intervention, and facilitate early intervention for underachievement.

	<p><b>Secondary 3 (4<sup>th</sup> level):</b></p> <table><tr><th colspan="2" rowspan="2">Year</th><th colspan="5">Fourth level</th></tr><tr><th>LT</th><th>R</th><th>W</th><th>LIT</th><th>NUM</th></tr><tr><td rowspan="2">2020</td><td>Moray</td><td>38</td><td>38</td><td>34</td><td>34</td><td>42</td></tr><tr><td>National</td><td colspan="5">[No National Data Collection]</td></tr><tr><td rowspan="2">2019</td><td>Moray</td><td>35</td><td>31</td><td>29</td><td>24</td><td>56</td></tr><tr><td>National</td><td>57</td><td>55</td><td>52</td><td>48</td><td>59</td></tr><tr><td colspan="2">Stretch Aims</td><td colspan="5"></td></tr><tr><td rowspan="2">2018</td><td>Moray</td><td>40</td><td>34</td><td>32</td><td>27</td><td>37</td></tr><tr><td>National</td><td>55</td><td>53</td><td>51</td><td>46</td><td>56</td></tr><tr><td rowspan="2">2017</td><td>Moray</td><td>49</td><td>53</td><td>49</td><td rowspan="4"></td><td>61</td></tr><tr><td>National</td><td>51</td><td>51</td><td>48</td><td>56</td></tr><tr><td rowspan="2">2016</td><td>Moray</td><td>54</td><td>51</td><td>46</td><td>64</td></tr><tr><td>National</td><td>41</td><td>39</td><td>37</td><td>49</td></tr></table> <p>Attainment at 3<sup>rd</sup> level has dipped during the session, impacted by Covid-19 with improvement witnessed at fourth level across all literacy measures.</p>	Year		Fourth level					LT	R	W	LIT	NUM	2020	Moray	38	38	34	34	42	National	[No National Data Collection]					2019	Moray	35	31	29	24	56	National	57	55	52	48	59	Stretch Aims							2018	Moray	40	34	32	27	37	National	55	53	51	46	56	2017	Moray	49	53	49		61	National	51	51	48	56	2016	Moray	54	51	46	64	National	41	39	37	49	Continued identification of attainment gaps, post-lockdown as we navigate through Covid-19 and addressing through school based intervention and partnership working with local authority and Northern Alliance colleagues.		
Year				Fourth level																																																																																	
		LT	R	W	LIT	NUM																																																																															
2020	Moray	38	38	34	34	42																																																																															
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	National	41	39	37		49																																																																															
<p>1.14</p> <p>Continue to empower Head Teachers to use PEF funding to identify and target groups and individual pupils and in particular, those affected most by poverty</p>	<p>Data for Broad General Education (BGE) attainment in literacy indicates a 4-year trend of improvement in attainment for Curriculum for Excellence (CfE) levels. There has been a notable reduction from 28% to 15% (-13%) in the poverty related attainment gap for literacy (P1, P4, P7 and S3 combined). While below the National average, schools continue to use PEF funding to provide a range of targeted interventions to improve reading and writing including effective writing workshops, recovery programmes and reading initiatives.</p> <p>Data for BGE attainment in numeracy indicates a 4-year trend for improvement across CfE levels. There has been a notable reduction in the poverty related attainment gap for numeracy at P1, P4, P7 and S3 combined. The gap has</p>	<p>Increase use of data, tracking and monitoring approaches. Improved data analysis to understand local narrative to support PEF planning.</p> <p>Leadership and professional development for all to support the ‘Themes for Intervention for Equity’.</p> <p>Continued development of the BGE curriculum in line with the refreshed Curriculum for Excellence narrative; with a focus on interdisciplinary learning.</p> <p>Development of approaches to underpin wellbeing. Reviewing of pastoral care and wellbeing classrooms.</p>	ALL	ALL																																																																																	

	<p>reduced over time from 21% to 13% (-8%). While below national averages at early to second level, Moray are above national average at 3<sup>rd</sup> level. Supported by local authority Maths Conferences, training, resources, school-based interventions, associated Schools Group resourcing and partnership working, work continues to address identified poverty related attainment gaps.</p> <p>At Senior Phase, there is a 3.09% poverty related attainment gap for Senior Phase Scottish Credit and Qualifications Framework (SCQF) level 4 attainment which is 2.8% lower than the National average (5.89%). There is a 5.09% poverty related attainment gap for Senior Phase SCQF level 5 attainment which is 12.02% lower than the National average (17.11%). There is a 16.67% poverty related attainment gap for SCQF level 6 attainment which is 15.87% lower than the National average (32.54%). Overall, this demonstrates a positive position.</p> <p>In 2019/2020, 117 separate PEF interventions were delivered within the majority of schools. The majority of schools report improvements in quantitative and qualitative evidence including health and wellbeing, literacy and numeracy. Schools continue to use PEF creatively to consider how they may close the poverty related attainment gaps, using data to inform improvements.</p> <p>Schools continue to develop approaches to wellbeing and family engagement, strengthening knowledge and developing interventions in support of closing identified attainment gaps and improving attendance rates of children and young people supported by our PEF strategies.</p>	<p>Moray are working towards a “Supporting all Learners” strategy to address equity.</p> <p>Review of approaches to self-evaluation for self-improvement, in line with our ‘Moray Health Check’ for improvement approaches.</p> <p>Revisit Moray PEF Guidance and development of a Moray PEF planning cycle as part of the wider planning toolkit.</p>		
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	<p>Moray has significantly lower numbers of children looked after at home than the Scottish average. While looked after children's school attendance and attainment are below their peers, the Corporate Parenting Strategy Group's Education pillar continue work to address improvements required where Moray is committed to the published 'Promise' and progressing the findings of the National Independent Care Review. This is planned to support improvements in attainment and attendance, maintaining positive destinations in line with National averages.</p>			
<p>1.15</p> <p>Roll out of ELC expansion to 1140 hours</p>	<p>The outcome of the Moray ELC Delivery Strategy was that Moray Council, and its private and third sector providers, were able to be meet the August 2021 deadline to offer the 1140 hour entitlement to over 1600 eligible two, three and four year olds in Moray.</p> <p>In addition to the 25 Council run nursery settings, Moray Council commissions ELC through 38 funded providers and 37 childminders. Due to the work led by the Council's Childminder Development Officer, the Council has significantly increased from 5 contracted childminders two years ago to the present high number.</p> <p>In supporting the private and voluntary sector (pvi) childcare providers in Moray, the Council agreed a 3 year contract (2021/22-2023/24) with pvi's and childminders. Replacing the 1 year contract with a 3 year contract will support service planning for providers and reduce the future burden of renewing the contract every year by the Council.</p> <p>The value placed by the Council on the pvi sector is reflected in the sustainable hourly rate incorporated within the contract. The hourly rate aims to support all of our commissioned providers to pay the real living wage to their</p>	<p>Moray will review all aspects of the implementation of 1140 hours of the childcare entitlement. This will include a further parent satisfaction survey.</p> <p>Following the introduction of a 3 year contract, the ELC Team will further develop the contract monitoring framework to ensure that it is fit for purpose in terms of ensuring that the national standards -including the commitment to pay the real living wage- are met.</p> <p>Furthermore, a market positioning statement will be developed to support the future commissioning of early learning and childcare provision.</p>	2,3	A,B,F

	<p>staff and includes an additional 8% reinvestment margin. The rate for three and four old year children represents a 19% increase on last year's rate and is presently the second highest rate set in Scotland.</p> <p>Despite the challenges presented by COVID, Moray Council was able to progress its new build nursery and refurbishment programme outlined in the ELC Delivery Plan. This includes the completion of Strathisla Children's Nursery (Keith) (£2.4m), Linkwood Nursery (£610,600) and the refurbishment Mosstodloch Nursery.</p> <p>Moray Council's investment in the local ELC sector is reflected in growing parent satisfaction and uptake levels.</p> <p>Of the 166 parent satisfaction survey questionnaires returned at the beginning of this year (10% response rate), the proportion intending to use the full 1140 hours from this August was 77%. Last year, when the survey was undertaken, the rate was 62%.</p> <p>The overall satisfaction rate in relation to the hours offered was 78%. This compares to 51% when the survey was circulated last year.</p>			
<p>1.16</p> <p>Launch the revised raising attainment strategy</p>	<p>Launched with all schools as a main focus, including the roll-out of the Moderation Strategy.</p> <p>Senior Phase Support and Challenge Attainment Meetings were undertaken with clear actions for improvement identified in partnership with schools, and agreed.</p> <p>All schools provided Early Indication information for ACEL and elements of Senior Phase attainment.</p>	<p>Continued approaches as identified above against targets set, embedding Moray approaches.</p> <p>Improve data literacy capacity across our system to support improvements in performance.</p>	ALL	ALL

	<p>Schools reported that Tracking and Monitoring is more robust due to approaches taken during lockdown and on returning to school.</p> <p>Focused approach to Literacy, Numeracy and HWB.</p> <p>ACEL Early Indication data now collated with initial analysis and dissemination to QI Team for further scrutiny and follow-up actions with schools.</p> <p>SQA processes continue to be implemented with the return of all Senior Phase pupils after the Easter break and successful phased return of Senior Phase pupils' pre-Easter in support of practical based subjects in particular.</p> <p>Preparations were well advanced for assessment blocks and moderation processes during term 4 for ACM and data submission to SQA required by 25 June 2021.</p> <p>ELC attainment strategy and priority areas shared at Curriculum forum (March 2021).</p>			
<p>1.17</p> <hr/> <p>Review wider performance measures to support improvement</p>	<p>Due to Covid-19, National gathering of the following measures was paused:</p> <ul style="list-style-type: none"> <li>• Attendance</li> <li>• Attendance (LAC)</li> <li>• Exclusion</li> <li>• Exclusion (LAC)</li> </ul>	<p>Review and develop performance indicators and assign to lead officers with reporting for next session.</p>	ALL	F

Priority 2		Curriculum		
Action:	Progress and achievements to date:	Next Steps:	NIF Priority:	NIF Driver(s):
<p>2.1</p> <p>Development of an Early level progression tracker which transitions from nursery into primary</p>	<p>All ELC services in Moray now have Literacy and Numeracy progressions to pilot with pre-school children. Professional judgement will be encouraged for those children that are working from home.</p> <p>EYES L&amp;T field officers will support settings to ensure consistency of support and application.</p>	<p>To be reviewed/evaluated.</p> <p>Fully implement and embed the Moray Play Strategy.</p>	1,2	A,C,D,F
<p>2.2</p> <p>Updated curriculum rationale approaches and guidance developed in line with CfE refresh</p>	<p>Continued focus in schools on critical components of schools reopening, maintaining strategic impetus on developing the curriculum to ensure high quality learning and teaching, improvement in attainment and achievement and a flexible approach to learner pathways.</p> <p>Plans to progress refreshed curriculum rationale is ongoing including support from Education Scotland as part of their wider local engagement.</p>	<p>Newly appointed QIOs to support development of BGE and Senior Phase Curriculum Plan/Strategy.</p> <p>Further develop progressive Moray learner pathways.</p> <p>Develop a responsive BGE Curriculum, particularly in Literacy and Numeracy. Continued partnership working with Northern Alliance Numeracy lead.</p> <p>Further develop curricular transition approaches.</p>	ALL	A,B,C
<p>2.3</p> <p>Improve Senior Phase curriculum offer for all children and young people</p>	<p>Curriculum rationale and design continues to be a main strategic priority across all of our schools. As an ongoing focus, all schools have a flexible approach to develop learner pathways and DYW initiatives.</p> <p>Partnership approaches are being further developed to include digital solutions.</p> <p>A review was undertaken across Moray Secondary Schools of the offer and range of qualifications across SQA and SCQF levels to meet the needs of all learners. As a result, over 220 curriculum choices were identified as being</p>	<p>Extend curriculum offer through collaborative approaches, consortia arrangements and wider breadth of choice including:</p> <ul style="list-style-type: none"> <li>• Opportunity to undertake more than 6 qualifications in S4 where appropriate including 7 qualifications</li> <li>• Increase in the number and range of SCQF qualifications from level 1 upwards</li> <li>• Increase in number of National 5 and SCQF5 level courses available across Moray</li> <li>• Opportunity for more S4 pupils to undertake qualifications at SCQF level 6/7 in S4</li> </ul>	2,4	A,B,F

	<p>available across Moray with additionality being provided by Moray College UHI through 43 wider qualification and courses.</p> <p>A number of pupils take on wider courses including YASS and in partnership with other organisations e.g. Scotland's Rural College and E-sgoil.</p> <p>Review presented to ECOD Committee in May 2021 with recommendations for future consideration presented as reflected in Next Steps.</p>	<ul style="list-style-type: none"> <li>•Engagement in the SCQF Schools Ambassador programme for broadening school and practitioner knowledge of wider accreditation</li> <li>•Opportunities for building tariff points and also natural opportunities for gathering qualifications</li> <li>•Wider achievement accreditation outwith the core number of qualifications</li> <li>•Increase in opportunity for awards to support leadership, wellbeing, personal development</li> <li>•Increased work related learning opportunities and accreditation; linked to Developing the Young Workforce initiatives</li> </ul>		
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Priority 3				
Learning, Teaching and Assessment				
Action:	Progress and achievements to date:	Next Steps:	NIF Priority:	NIF Driver(s):
<p>3.1</p> <p>Improve the quality and consistency of learning and teaching</p>	<p>We continue to progress learning and teaching through pedagogical developments and digital approaches.</p> <p>Education Scotland scrutiny activity is paused at this time limiting quantitative data collection for accurate assessment of quality of school performance.</p> <p>Internal QA processes highlight that schools – from their own self-evaluation – continue to progress engagement and development in line with Our Moray Standard for Learning and Teaching.</p> <p>Twelve schools have now been involved to date in Education Scotland review of Remote Learning with one secondary school featured in initial reports.</p> <p>Schools continue to embrace local variation in context of Our Moray Standard for Remote Learning and Teaching, adopting toolkit and resources contained within Moray Guidance.</p> <p>All Primary pupils returned to in-school learning with a focus on re-establishing routines and in-school learning, including identification of learning and attainment gaps, enacting interventions (universal and targeted) in support of learning.</p>	<p>Embed Our Moray Standard for Learning and Teaching with focus on key areas including Tracking and Monitoring.</p> <p>Continue to strengthen approaches to assessment and moderation in the BGE.</p> <p>Support practitioner pedagogical developments in line with revised GTCS standards.</p> <p>Continue to promote use of digital approaches to enhance learning and teaching, developing the Digital Strategy for Education.</p>	ALL	A,C,D

<p>3.2</p> <hr/> <p>Develop pedagogical approaches in ELC settings</p>	<p>85% of settings currently meeting Care Inspectorate (CI) National Standard (NS) of 4 or above. Scrutiny by CI Key Question 5 - 7 of 9 ELC settings not meeting the NS have been asked to submit this.</p> <p>EYES teachers continue to support CIOs with implementing action plans to raise standard in these settings.</p> <p>ELC training calendar has been developed with a mix of onsite training and Loom to create capacity and accessibility for all settings (priority areas = child protection, child planning, inclusive practice &amp; play pedagogy/outdoor learning)</p>	<p>Develop Play Pedagogy approach – ELC and Primary.</p>	<p>ALL</p>	<p>A,C,D</p>
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Priority 4		Supporting all Learners		
Action:	Progress and achievements to date:	Next Steps:	NIF Priority:	NIF Driver(s):
<p>4.1</p> <p>Develop further understanding of inclusive practice within ELC</p>	<p>Pilot group will access additional training modules by end of 2021. Cohort 1 will begin suite of modules in August 2021. All training modules will be delivered through pre-recorded sessions and online “live” sessions. Additional training is being offered on a needs basis, as mentioned above. Ongoing work with ASN ESO colleagues and EI teachers/EYES PT around ensuring Universal support is offered and a wider understanding of staged intervention.</p> <p>A second lockdown has impacted progress. However, practitioners continue to embrace additional training modules and professional learning opportunities to support practice and one children return, full-time to settings. The EYES PT and EI teachers continue to work closely with settings and Allied Health Professionals to identify those children who would benefit from additional support.</p>	<p>Continued approaches to ELC practitioner development and training with roll-out ongoing.</p>	<p>1,2</p>	<p>A,C,D,F</p>
<p>4.2</p> <p>Develop further understanding and consolidate Moray approaches to supporting learners</p>	<p>Single agency child planning guidance has been revised to support Education Leads when initiating and supporting this process. This has been revised and agreed through LNCT and is ready to be rolled out on a small test of change. Continued to support Multi-agency working and MASH to respond to the needs of the most vulnerable children and young people. Poverty and FMF continued along with support re-established from COTSD workers in identified schools.</p> <p>Supporting All Learners Strategic Group has created Vision, values and mission statement and identified the four key focus areas: ASN Review, Trauma Informed</p>	<p>Develop Supporting all Learner Strategy for Moray.</p> <p>Contribute to and support the ASN Review.</p> <p>Empower our system to consider Children’s Rights across all aspects of our system delivery.</p> <p>Ensure Education fulfil the requirements of <i>The Promise</i>.</p> <p>Review of policy and practice in support of all learners.</p>	<p>2,3,4</p>	<p>A,B,E</p>

	Practice/Relational Approaches, Workforce Development and Tracking and Monitoring Wellbeing; consultation to follow. Revised Child Protection Guidance has been completed in line with Draft National Child Protection Guidance 2020 and is currently out for consultation. Revised Locality Model has been shared with key education staff and education staff identified to represent education on various groups.			
4.3 Support and safeguard Children's Health and wellbeing during the COVID-19 pandemic	<p>Schools and Education as a single agency continue to ensure all learner are supported and signposted to relevant 3rd sector partners and wider supports. Safeguarding and child protection procedures are reviewed regularly to respond to emerging need and changing approaches to interactions. This has continued during school recovery period.</p> <p>A Counselling Service has been commissioned to support learner HWB across Moray and will start early next term. This will supplement existing approaches using PEF funding. A revised Locality model has been fully consulted on and will be operational in the final term of the session. This will strengthen safeguarding and child protection processes as well as further develop early intervention approaches.</p>	Strengthen Curriculum Health and Wellbeing offer across Moray in line with Curriculum developments.	2,3,4	A,B,E

Priority 5		Leadership		
Action:	Progress and achievements to date:	Next Steps:	NIF Priority:	NIF Driver(s):
5.1 Strengthen practitioner leadership journeys through professional learning opportunities	<p>Practitioners across Moray engaging in current Education Scotland PL Courses and live courses for NQTs and wider staff continued. Staff also continued to embrace CLPL and courses in line with PR&amp;D and next steps identified.</p> <p>Further promotion of available leadership opportunities/CLPL continues to be undertaken. Covid-19 continues to drive aspects of engagement for practitioners with leadership/professional learning.</p>	<p>Develop Professional Learning Strategy with full consultation.</p> <p>Promote and Support implementation of revised GTCS Standards.</p> <p>Continue to revise the framework for Professional Development and Career Pathways.</p> <p>Continue to signpost to collaborative professional learning opportunities through Northern Alliance, Education Scotland and SCILT.</p>	1,2	A,C,D,F
5.2 Extend opportunities for ELC practitioner development through professional learning and wider qualifications	<p>MA's progressing through SVQ in timely fashion. Into Headship candidates have been interviewed with a number progressing onto the Education Scotland Into Headship programme commencing in Summer 2021. Uplifting Leadership programme continues with 21 participants with a number completing the UHI recognition with a full review to take place. All vacant Senior Leadership posts have been filled in Moray with many being participants of local and national CLPL programmes.</p>	<p>Continue to promote and support practitioner development and professional learning, extending through all ELC settings.</p>	1,2,3	B,C
5.3 Extend professional learning of Central Team	<p>QIO Induction programme and support resources (10 sessions) along with QIO Handbook and Microsoft Team developed. Strengthened approaches and consistency. Senior Officer representation at ADES forums to support improvements in performance. QIM representing RIC at National forum for SQA processes ensuring link to National developments.</p>	<p>Continued refresh and review of induction programmes, extending to wider teams.</p> <p>Continue to look outwards and engage in National fora.</p>	ALL	ALL

Self-evaluation for Self-improvement				
Priority 6				
Action:	Progress and achievements to date:	Next Steps:	NIF Priority:	NIF Driver(s):
<p>6.1</p> <p>Launch and establish the revised Education plan to improve outcomes for Moray's children and young people 2020-23</p>	<p>Work initially commenced to embed the Strategic Priorities through the lens of Covid-19 recovery. All areas continue to progress and are a focus in regular meetings and Quality Improvement processes with Head Teachers and aligned with Central Officer work plans.</p> <p>Particular focus on Digital approaches to the Curriculum and learning which in turn, increased the professional learning of practitioners in these areas.</p> <p>The plan continues to be a focus and driver for improvement across the service as we aim to deliver better outcomes for Moray's Children and Young People.</p>	<p>Continue to review progress against priorities and update work plans and timescales accordingly.</p> <p>Reflecting on the impact of the pandemic, review approaches to supporting the wellbeing of all.</p>	ALL	ALL
<p>6.2</p> <p>Determine investment in resourcing to drive the pace and scale of change in educational attainment</p>	<p>Due to the volume of guidance and expectations of Scottish Government in terms of school recovery and dealing with Covid-19 outbreaks, work on this area did not progress as planned until 2021.</p> <p>Recruitment to vacant QIO posts progressed with unsuccessful outcome in external recruitment. Internal recruitment secured two Acting QIOs in place from April-June 2021. Further external recruitment led to two permanent appointments in June 2021.</p> <p>Change Management of central Education Team took place and vacant ESO posts regraded to QIO posts with recruitment to follow.</p>	<p>Review funding streams and consider departmental structure to drive improvement.</p> <p>Recruitment and Selection activities to vacant posts and reconsideration of remits once team is fully formed.</p> <p>Continue to engage with Transforming Education projects to further improve the service.</p>	ALL	A,B,F

<p>6.3</p> <p>Review levels of parental satisfaction with schools across Moray</p>	<p>The percentage of adults satisfied or very satisfied with their local schools increased in Moray to 77%, this compares well to the national average of 71.8%.</p> <p>This satisfaction data is drawn from the Scottish Household Survey and is an average of the previous 3 years survey data (2017-20). The rate of satisfaction in Moray is the highest recorded over the last five reporting Periods.</p>	<p>Continue to monitor and review in line with reporting processes.</p> <p>Develop a post-Covid Parental Engagement Strategy.</p>	3	A,E
<p>6.4</p> <p>Review processes and documentation in line with statutory requirements</p>	<p>Revised guidance, templates and support materials developed for self-evaluation in our schools and establishments to reduce bureaucracy and workload.</p>	<p>Continue to review approaches to self-evaluation in line with statutory requirements and emerging good practice.</p> <p>Review and update approach to NIF Plan and Reporting to ensure greater clarity and cross-department contribution e.g. ELC and Education Resources.</p>	ALL	A,B,F
<p>6.5</p> <p>Identify and engage with emerging National and International research and guidance</p>	<p>Following publication of a number of key reports and research summaries, these were shared with practitioners across our system – e.g. The Morgan Review, The Promise, OECD Report, Audit Scotland, UNCRC legislation.</p>	<p>Review and action recommendations from OECD and other National documents/reviews for emerging themes in support of practitioners.</p>	ALL	A,B,F
<p>6.6</p> <p>Gather views on Remote Learning, participation and engagement</p>	<p>Surveys issued across schools, to parents/carers and learners during the session to assess impact of Covid-19 and quality of Remote Learning Experiences. Key findings informed Lockdown 2 activities and schools moved towards Quality Assurance of Remote Learning experiences. Positive feedback sources with findings reported through four separate survey analysis reports.</p> <p>Please see final two pages for recommendations and progress from 2020 to 2021 showing positive progress to date.</p>	<p>Continue to gauge views through self-evaluation activities to support improvements in performance.</p>	ALL	A,D,E,F

Priority 7		Covid-19 Recovery		
Action:	Progress and achievements to date:	Next Steps:	NIF Priority:	NIF Driver(s):
<p>7.1</p> <p>To reduce the impact of Covid-19 on school communities</p>	<p>All National Guidance has been reviewed and local guidance implemented as a result. Head Teacher Meetings and briefings continue so staff are fully updated on expectations. Impact of Covid-19 on school communities continues to be a challenge and a major consideration of continued recovery and impact of the loss of learning on attainment and achievement.</p> <p>As guidance and phased recovery plans were released by Scottish Government, updated briefings and guidance jointly agreed by LNCT were adopted by School and ELC settings. Risk assessments continue to be a working document with a particular emphasis on mitigating risks and spread of Covid-19. As and when outbreaks affected schools and settings, an immediate move to Remote Learning was initiated to reduce the impact on learning.</p>	<p>Continue to respond to changes in guidance from Scottish Government.</p> <p>Continuation of current communication methods and approaches for ensuring safety and wellbeing of all.</p> <p>Support Scottish Government 100-day commitment and the programme for Government.</p> <p>Support equity programmes including digital device roll-out.</p>	3	A,F
<p>7.2</p> <p>To ensure that there is compliance with expectation and legislation</p>	<p>All Scottish Government directives have been responded to in relation to Covid-19 and wider Education priorities nationally are being adhered to. For example, National Improvement Priorities, Achievement of Curriculum for Excellence levels (we continue to gather data and evidence for reporting), Education Scotland reporting requirements including Equity Audit and SAC 5-year Impact Report etc.</p>	<p>Continued compliance in line with Scottish Government requirements.</p>	3	A,F

<p>7.3</p> <p>To ensure continuity in learning with Covid outbreaks (positive cases)</p>	<p>Covid-19 outbreaks continued to affect identified schools with Remote Learning approaches adopted during lockdown ensuring effective continuity in learning for affected learners.</p> <p>Secondary schools are preparing for whole-school return with BGE pupils accessing in-school learning while identifying gaps in learning and attainment. Senior Phase pupils consolidating learning and teaching in readiness for assessment.</p> <p>ELC settings continue to embrace play pedagogy approaches supported by a CLPL offer.</p>	<p>Continue to liaise with Public Health Grampian to ensure a unified approach as we continue to deal with outbreaks.</p>	<p>ALL</p>	<p>A,F</p>
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# Recommendations

Following review of survey feedback, the following recommendations were made in support of home learning or future blended learning approaches in our Moray schools post-lockdown in August/September 2020. The table below outlines these recommendations with comment and RAG (Red/Amber/Green) rating to indicate their progress:

	<i>Recommendation – 2020</i>	<i>Commentary - 2021</i>
SS 1	Schools should continue to identify gaps in learning and through parental communication, identify reasons for lower levels of engagement and identify interventions to mitigate this in the event of future lockdown	Schools have continued to progress this area, supported by variation in learning approaches, differentiation to meet learning needs and a variety of communication mechanisms in order to reach all learners including those harder to reach. Focus during this lockdown has been very much on quality of learning
SS 2	Support for parents during future lockdown activities should be considered including extension of online platform support materials for learners, in order for parents to support children in their learning	Parental digital literacy continues to be a work-in-progress with materials developed in support of parents (e.g. Digital Learning App, signposting to national e-learning support guidance). Schools continue to promote this with reticence from some parents
SS 3	The local authority should develop guidance for schools in support of future remote and blended learning during Covid-19 lockdown, using surveys undertaken to inform next steps along with key research in this area.	Key guidance and toolkits were developed in support of Remote Learning, including Remote Learning protocols in order to support schools in planning and delivery including "Our Moray Standard for Remote Learning and Teaching". Please refer to Appendix A for Guidance and numbered Appendix items contained within the toolkit
SS 4	The local authority and schools should work to identify learners with insufficient ICT access and digital connectivity in order to support remote learning using identified digital platforms	While issues with connectivity and digital access remain – particularly rural and in-school connectivity – digital inclusion monies along with local authority digital strategy under development has ensured this has progressed at pace and will continue to do so, in line with future Scottish Government directives and approaches
SS 5	Schools should evaluate staff readiness for live learning and teaching using available digital platforms, ensuring appropriate training is undertaken and safeguarding arrangements are in place in adoption of live learning, further building on creative education delivery embraced during Covid-19 lockdown	Appropriate training materials and support guides for live learning were provided, including endorsement through LNCT. As appropriate, a range of approaches to Remote Learning have been adopted and embraced in line with National and local guidance by our schools with measured approach to live learning, ensuring learner engagement. Schools have embraced National e-learning offers including e-Scoil and WestOS

SS 6	In embracing digital platforms and live learning, the local authority and schools should look to streamline and agree the number of learning platforms in use in order to reduce confusion and need for learners to work on a variety of platforms	Considerable streamlining of learning platforms has been undertaken, with adoption of online learning platforms by schools on a very measured basis in support of learning and learner wellbeing. GLOW continues to be our advocated multi-user platform with accessibility provided through GLOW to Microsoft Teams/Google Classroom, linking with all National safeguards
SS 7	Schools should consider how to strengthen confidence of support staff in use of online digital platforms, in support of virtual communication and learner support in the future including pupils with ASN	Notable progress in this area has been, identified previously in this survey – support staff were valued and identified by a number of schools for their commitment and embracing online platforms in a number of our schools as evidenced in this survey
SS 8	Schools should plan for a range of contingencies – e.g. remote/blended learning for groups and stages – in the event of further disruption to school-based education. Schools should consider a blended approach to learning tasks, mixing paper-based resources with digital learning activities in order to ensure continued interest of learners, providing variety in learning	Schools continued to provide a mixed delivery approach to Remote Learning in line with research, National and Local Guidance including our Remote Learning guidance. This was considered robust following local authority review by Education Scotland HMI. Schools continue to plan for a range of contingencies with Quality Assurance processes built in to Remote Learning and Teaching activities. This is very much a planned approach as opposed to the reactive nature of Lockdown 1 in order to establish online learning platforms at that time





**Education, Communities and Organisational Development**  
*Moray Education*






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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: COMMITTEE GOVERNANCE**

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

**1. REASON FOR REPORT**

- 1.1 To invite the Council to approve the changes to the Scheme of Administration to reflect the agreed revised committee structure along with those changes previously agreed that would normally be incorporated as part of the annual review and agree the revised Committee Calendar.
- 1.2 This report is submitted to Council in terms of Section II (10) of the Council's Scheme of Administration relating to changes in committee structure.

**2. RECOMMENDATION**

**2.1 It is recommended that the Council agree:-**

- (i) the changes to the Scheme of Administration to reflect the revised committee structure (Appendix 1), and also to incorporate all other changes normally incorporated as part of the annual review,
- (ii) that a report clarifying the role of the Audit and Scrutiny (with reference a scrutiny guidance document) will be presented to a future meeting;
- (iii) that existing committee chairs continue in their positions with the Chair of Policy and Resources assuming the chair of the Corporate Committee;
- (iv) to appoint a Depute Chair to the Audit and Scrutiny Committee;
- (v) the revised committee calendar covering an 8 week cycle of meetings commencing 28 September 2021 (Appendix 3); and
- (vi) that meetings continue to be held by video conference and webcast and the position is reviewed again at the Council meeting in January 2022.

### 3. **BACKGROUND**

- 3.1 Under reference to paragraph 24 of the draft minute of Moray Council dated 30 June 2021, the Council agreed a revised committee structure and instructed the Head of Governance Strategy and Performance to make the appropriate changes to the Scheme of Administration and Committee Calendar for a final decision to be taken at the next Council meeting in September.
- 3.2 The Council's Scheme of Administration has been amended to reflect the changes to the committee structure as agreed and these are outlined in **Appendix 1**. **Appendix 2** provides a copy of the revised document with the changes detailed in **Appendix 1** made.
- 3.3 Due to the timing of this report it was considered prudent to also incorporate all of the previously approved changes to the Scheme of Administration that would normally feature as part of the annual review of the constitutional documents of the Council. It is still intended to provide the annual review report to Council in December that will incorporate changes to the Council's Standing Orders and Scheme of Delegation.
- 3.4 The Council also instructed the Head of Governance Strategy and Performance to review the remit of the Audit and Scrutiny Committee with reference to a Scrutiny Charter. Work on this task is ongoing and will be presented to a future Council meeting.
- 3.5 A revised calendar of meetings covering an 8 week cycle of meetings commencing from September 2021 to April 2022 is attached at **Appendix 3**.
- 3.6 The change in political balance has resulted in the requirement to appoint a new Depute Chair on the Audit and Scrutiny Committee as Councillor Ross the current Depute Chair will no longer be a member of the Committee.
- 3.7 The Council agreed on 30 June 2021 (para 24 of the minute refers) that Committee meetings would continue to be held virtually until September 2021 and the decision be reviewed at this meeting. It is unclear when a return to in person committee meetings will be possible so it is proposed to continue with virtual meetings for the foreseeable future and review the decision at the meeting of Moray Council in January 2022 by which time it is hoped guidance on the current restrictions will be clearer.

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

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

It is important for the Council to maintain an effective decision making process to continue to meet the objectives set out in its Corporate Plan.

(b) **Policy and Legal**

The proposals in this report require approval of changes to the Council's Scheme of Administration.

**(c) Financial Implications**

Payment of allowances to Members is governed by the Local Governance (Scotland) Act 2004 (Remuneration) Amendment Regulations 2016 and the Local Government (Allowances and Expenses) (Scotland) Regulations 2007 with maximum rates of payment of remuneration and allowances and expenses being specified by Scottish Ministers.

**(d) Risk Implications**

Effective governance arrangements will help the Council address some of the risks identified in its Corporate Risk Register, in particular Political and Regulatory Risks.

**(e) Staffing Implications**

None

**(f) Property**

None

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

None

**(h) Consultations**

The Head of Governance, Strategy and Performance was consulted on this report and any comments were incorporated within the report.

**5. CONCLUSION**

**5.1 Council is asked confirm the decision of 30 June 2021 in relation to the revised committee structure, resulting amendments to the Scheme of Administration and the revised committee timetable.**

Author of Report:	Moir Patrick, Democratic Services Manager
Background Papers:	Report to Moray Council dated 30 June 2021
Ref:	SPMAN-2045703626-81 / SPMAN-2045703626-88 / SPMAN-2045703626-89 / SPMAN-2045703626-83





## MORAY COUNCIL CONSTITUTIONAL DOCUMENTS

### 2. SCHEME OF ADMINISTRATION

Detailing the Council's committee structure  
*[under Schedule 7 Paragraph 8 of the Local Government (Scotland) Act 1973]*

[Add box to show](#)

[Responsible officer: Head of GSP](#)

[Date of approval: 15 Sept 21](#)

[Date for review: Jan 23](#)

[APPENDIX 1](#)

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Approved by Moray Council on 23 January 2019

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(B)	<a href="#">Corporate Committee</a>	6
(C)	<a href="#">Appeals Committee</a>	10
(D)	<a href="#">Education, Children's &amp; Leisure Services Committee</a>	10
(E)	<a href="#">Planning and Regulatory Services Committee</a>	13
(F)	<a href="#">Economic Development &amp; Infrastructure Services Committee</a>	14
(G)	<a href="#">Housing and Community Safety Committee</a>	16
(H)	<a href="#">Licensing Committee</a>	18
(I)	<a href="#">Audit and Scrutiny Committee</a>	18
(J)	<a href="#">Police and Fire and Rescue Services Committee</a>	19
(IV)	<a href="#">Terms of Reference to Housing Appeals Sub-Committee</a>	20
(V)	<a href="#">Terms of Reference to Moray Local Review Body</a>	20
		21
		22
(A)		22
(B)		24

**Deleted:** [Policy & Resources](#)

**Deleted:** [Services](#)

**Deleted:** [and Young People](#)

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**Deleted:** [Communities Committee](#)

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**Deleted:** [Terms of Reference to Corporate Plan Steering Group](#)

**Deleted:** (VII)

**Deleted:** [Terms of Reference to Community Planning](#)

**Deleted:** [Community Planning Board](#)

**Commented [AM2]:** As these groups are not part of the Council committee structure they have been pulled out into their own section in the Council's Constitutional Documents.

**Deleted:** [Community Engagement Group](#)

**MORAY COUNCIL**  
**SCHEME OF ADMINISTRATION**

**(I) TERMS OF REFERENCE OF COMMITTEES AND SUB-COMMITTEES**

Subject to the provisions of the Local Government (Scotland) Act 1973 and any other statutes and subject also to the provisions of the Council's Standing Orders and also to the expectations, limitations and special delegations hereinafter specified, there shall be referred or delegated to the respective Committees of the Council all the functions, services, undertakings or other matters whether in pursuance of statute or otherwise as contained in the respective terms of reference of the said Committees as detailed in Section (III) hereof. When such functions, services, undertakings or other matters are delegated to a Committee, the Committee shall have the power to exercise the function in like manner in all respects as the Council could have exercised it had there been no delegation; provided however that it shall be competent for such Committee in relation to any matter, instead of taking a decision thereon, to make a recommendation thereon to Moray Council [Full Council] in which event the matter shall be decided by the Council after consideration of the Committee's recommendation. Any references to legislation within this document shall be taken to include any subsequent amending/replacement legislation.

- (1) A Committee may delegate to a Sub-Committee or to an Officer of the Council, any of the functions which have been delegated to the Committee by the Council.
- (2) In exercising the functions conferred on it, each Committee shall comply with the Standing Orders of the Council in so far as applicable and with any resolutions or instructions given by the Council.
- (3) Subject as aforesaid, the Council may at any time, if they so decide, notwithstanding the delegating of that matter to a Committee, deal with any question not previously determined in terms of that delegation. Where the Council uses this power, the matter shall thereafter remain within the Council's remit unless the Council decides to refer it back to the Committee.
- (4) The Council may vary, add to, recall or restrict any delegation to any Committee.
- (5) The senior members of staff at the level of the posts listed in the Appendix to this Scheme shall be appointed in accordance with the Recruitment and Selection of Senior Staff Procedure approved by the Council. Members of staff other than teaching staff shall be appointed in accordance with paragraph 2.1 of the Council's Scheme of Delegation. Subject to Section II (15), the power to dismiss a member of staff, other than teaching staff, the Chief Executive, the Head of Financial Services and Monitoring Officer to whose dismissal special statutory provisions apply, shall be exercised by the Head of the employing department, subject to any right of appeal enjoyed by that member of staff.

## (II) MATTERS EXCLUDED FROM DELEGATION TO COMMITTEES

Subject to any relevant statutory provisions and to the provisions of the Council's Standing Orders, there shall be excluded from the delegation to Committees:

- (1) Fixing of the Council Tax and Council house rents in each financial year.
- (2) Approval of the acquisition or sale of land, buildings or interests in land over £100,000 in value, or where there is no budget provision.
- (3) The compulsory acquisition of any interest in land or buildings.
- (4) To approve any new rental concessions over £50,000 per annum.
- (5) Any enactment, alteration or revocation of any Orders, Regulations, Bye-laws or Schemes other than Orders of an emergency nature and orders which are delegated to a specific Committee.
- (6) The promotion or opposition of private legislation and the consideration of Provisional Orders or Private Bills affecting the interests of the Council.
- (7) The resolution of any conflict that may arise on any matter between Committees. Where any conflict arises between Service Committee decisions in relation to a strategic project, then all future decisions in relation to that project are from that point onwards to be determined by Moray Council [Full Council], unless Moray Council [Full Council] decides to remit the matter back to those Service Committees.
- (8) Alterations to the establishment, whether by way of increase or decrease, of **chief officer** posts,
- (9) All matters relating to elections including the appointment of a Returning Officer and electoral boundaries.
- (10) Changes in Committee structure, distribution of functions and responsibilities.
- (11) Appointment of Committees and the appointment of Chair and Depute-Chair thereof.
- (12) Appointments to Outside Bodies.
- (13) The approval of Council Reports and Strategies of a corporate nature including Local Development and Housing Plans.
- (14) ↓
- (15) The closure of schools or other educational establishments.
- (16) The provision of office accommodation for all departments of the Council.

**Commented [AM3]:** CMT suggestion

**Deleted:** graded on or above SCP (92) 39 of the SJC spinal column of hourly rates

**Deleted:** To exercise all the functions of the Council as Social Work Authority within the terms of relevant legislation with regard to research; assessment of need re community care services; provision of information to carers and assessment of ability to provide care; and to determine the Council's policies in regard thereto.

- (17) The formulation, review and amendment of the Council's constitutional documents comprising the Standing Orders, Scheme of Administration, Scheme of Delegation and Financial Regulations.
- (18) Dismissal of the Chief Executive, in terms of the relevant disciplinary procedures relating to the same.
- (19) All matters relating to emergency planning and home defence.
- (20) Any new policy matter which does not fall within the terms of reference of any Committee.
- (21) The determination of applications by businesses for assistance of whatever nature which fall outwith the terms of reference of the Economic Development & Infrastructure Services Committee or any other relevant Committee.
- (22) The statutory functions delegated by the Council to the Integration Joint Board for Moray for those of 18 years and over in terms of the Integration Scheme for Moray.
- (23) ↓
- (24) To consider the annual estimate for capital expenditure and agree any new or additional capital projects bi-annually on dates to be determined by the Asset Management Working Group.
- (25) To consider the annual estimates for, and approve all, revenue expenditure.
- (26) To consider the amounts to be raised by levying the Council Tax in each financial year.
- (27) To consider applications for granting the Freedom of Moray.
- (28) To authorise the use of the Council's Common Seal and signature by the Council Convener.
- (29) To consider petitions relative to the above matters.

**Deleted:** the Head of Financial Services and the Monitoring Officer

**Deleted:** The determination of any planning application that has been considered at a pre-determination hearing

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### (III) TERMS OF REFERENCE TO COMMITTEES

NOTE - All items marked \* can be considered by the Committee and subject to recommendations but are excluded from the full delegation to Committees.

#### (A) ALL COMMITTEES

- (1) To form an Appointments Committee to appoint Heads of Services in accordance with the Recruitment and Selection of Senior Staff Policy.
- (2) To consider Capital and Revenue Budgets and long-term financial plans.
- (3) To approve the acquisition or sale of land, buildings or interests in land up to £100,000 in value and where there is budgetary provision. [See Section II (2) above]
- (4) To monitor performance of the services within the committee's remit in accordance with the Council's performance management framework.
- (5) To consider petitions relative to the Committee's matters, excluding always those functions which are quasi-judicial in nature.

**Commented [AM7]:** Wording clarification

**Deleted:** contribute to public performance reporting.

#### (B) CORPORATE COMMITTEE

The following functions of the Council shall stand referred or delegated to this Committee:

- \* (1) To consider the financial and budgetary policy of the Council.
- (2) To regulate and manage the finances of the Council in accordance with the policies determined by the Council and to prepare and review from time to time such rules as may be necessary for the proper administration of the Council's financial affairs.
- (3) To implement and monitor the treasury policy statement dealing with the management of all money and capital market transactions in connection with cash and funding resources of the Council.
- \* (4) To consider the need for new services and the necessity for existing ones.
- (5) To monitor progress of projects in the approved Capital Plan, including any revisions to the price or phasing on a quarterly basis.
- (6) To monitor current revenue expenditure in relation to approved estimates.
- (7) To deal with the administration of the levy, collection, payment and recovery of Council Tax, Community Charges, non-domestic rates and water and sewerage charges.
- (8) To arrange for the borrowing of money by the Council.
- (9) To deal with superannuation and pensions.

**Deleted:** POLICY & RESOURCES

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**Commented [AM8]:** Worth putting in sub headings as this is such a big remit:  
Functions subject to full Council decisions (group together all the starred items)  
Financial  
Staffing  
Property and Asset Management  
Councillors and conduct

- (10) To supervise the payment and recovery of monies on behalf of the Council.
- (11) To keep accounts for the proper recording of all transactions of the Council and to audit such accounts.
- (12) To make banking arrangements for the Council.
- (13) To write off irrecoverable debts in accordance with the Council's Financial Regulations.
- (14) To determine appeals against assessments and to dispose under any enactment of all other claims or applications for relief from or repayment of charges or rates.
- (15) To deal with all matters relating to insurance.
- (16) To deal with the management and investment of any funds including Common Good Funds and trust funds, under the control of the Council and consult relevant service committees on expenditure of trust funds where appropriate; and to deal with the management of Common Good and Trust property.
- \* (17) To provide office accommodation for all departments of the Council.
- (18) To provide furniture, office supplies and equipment including computer systems and all common office services.
- \* (19) To consider the promotion or opposition of private legislation in Parliament under Section 82 of the Local Government (Scotland) Act 1973 subject to consultation with other Committees as appropriate.
- \* (20) To consider any Provisional Order, Parliamentary Bill or Statutory Instrument (other than Orders, Bills or Instruments specifically affecting particular departments of the Council).
- (21) To exercise the functions of the Council in connection with the Registration of Births, Deaths and Marriages.
- (22) To deal with the functions of the Council as Valuation and Electoral Registration Authority.
- (23) To exercise the functions of the Council in connection with Community Councils.
- (24) To make arrangements for ceremonial matters and hospitality.
- (25) To provide members' services.
- (26) To authorise, control and review as necessary, in consultation with the appropriate Service Committee, the establishment of all categories of staff of the Council, with the exception of teachers.

- (27) To formulate, supervise the implementation of and review as necessary the policy and practices of the Council for all employees, other than teachers, in relation to:-
- (a) the policies for the appointment and deployment, appraisal, transfer and promotion of all employees within the approved establishment;
  - (b) the remuneration, conditions of service and allowances of all posts;
  - (c) the recruitment, training and development, health, safety and welfare policies and practices of the Council;
  - (d) the grievance and disputes procedures, disciplinary rules and procedures and dismissal procedures relating to all employees.
- (28) To formulate, supervise the implementation of and review as necessary the policies and practices of the Council in relation to its procurement arrangements.
- (29) To formulate, supervise the implementation of and review as necessary the policies and practices of the Council in relation to asset management and to maintain an overview of the Council's property disposal programme.
- (30) In the case of teachers, to apply and monitor the implementation of general personnel policies and practices of the Council, including health, safety and welfare and to co-ordinate local conditions of service in line with Council policy.
- (31) To decide applications for early retirement under the Teacher's (Compensation for Early Retirement) Regulations 1996 and to decide applications from teachers requesting re-employment under the age of 65 in terms of the Teachers (Scotland) Act 1976.
- (32) To provide, develop and monitor all central support services including information communications technology, human resources, communications and organisational development, administrative, finance, legal, democratic governance and customer services including printing, reprographic and other services.
- (33) To deal with all matters relating to the exercise of the statutory functions of the Council under the Local Government in Scotland Act 2003 to initiate, maintain and facilitate Community Planning, the process by which public services in Moray are provided and planned for.

Deleted: personnel

(34) 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 keep these procedures under review in the light of changing circumstances and to make such recommendations to Moray Council [Full Council] as are necessary for changes in the Committee or departmental structure or the distribution of functions and responsibilities.

(35) ↓  
(36) To exercise the statutory power of the Council to advance well-being under the Local Government in Scotland Act 2003.

**Deleted:** To co-ordinate the activities of other Committees.

**Deleted:** ¶

\* (37) To consider any new policy matter which does not fall within the terms of reference of any other Committee.

(38) To deal with all matters relating to Council wide or Corporate risk assessment and the mitigation and management of these risks. ↓

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(39) ↓  
(40) To deal with the overall estates management of Council properties which are not for the time being used by the appropriate service department and the sale or lease of land or buildings temporarily or permanently surplus to the needs of the Council except Council Housing.

**Deleted:** To exercise the functions of the Council under the Local Government and Housing Act 1989, the Local Government (Scotland) Act 1973 and the Local Government etc. (Scotland) Act 1994.

**Deleted:** ¶

(41) ↓  
(42) To develop and implement information technology policies

**Deleted:** To consider and act upon any urgent matter on behalf of the Council.

**Deleted:** ¶

(43) To deal with all matters relating to developing and monitoring customer access and information.

(44) To deal with all matters relating to entering into partnerships, co-operating and liaising with other bodies and Authorities

(45) To deal with all matters relating to developing and monitoring public relations, public reporting, publicity and corporate communications.

(46) To ensure a suitable framework is in place for performance management across Council services.

**Deleted:** To set standards for services provided by the Council¶

(47) To formulate and review Council wide policy, strategies, priorities and objectives in relation to cross cutting issues which do not fall within the remit of service committees such as equalities, poverty, armed forces, Brexit, immigration.

**Commented [AM12]:** In line with the Performance Management Framework

**Deleted:** standards and levels of service.

(48) To approve discretionary charges made for Council services in accordance with policy.

(49) To monitor and review concessionary rents.

(50) To approve any new rental concessions up to £50,000 per annum.

(51) To deal with all matters relating to the Councils Strategy, Policy, budgetary and monitoring arrangements for Third Sector.

(52) To consider any corporate issues arising in relation to the Councillors' Code of Conduct.

(53)

(54)

(55)

(56)

(57)

(58)

(59) To consider all Community Asset Transfer requests including disposals above £100,000 in value and rental concessions over £50,000 per annum.

(60)

#### (C) APPEALS COMMITTEE

(1) To hear, consider and determine appeals by employees, other than teachers, in terms of the Scheme of Pay and Conditions for Scottish Joint Council employees and the Scheme of Pay and Conditions of Service for Craft Operatives and Chief Officers excluding the Chair of the meeting at which the original decision was taken.

#### (D) EDUCATION, CHILDREN'S & LEISURE SERVICES COMMITTEE

The following functions of the Council shall stand referred or delegated to this Committee:

(1) To exercise all the functions of the Council as Education Authority within the terms of relevant legislation with regard to nursery, primary, secondary, and further education; community learning and development; and to determine the Council's policies in regard thereto.

(2) To exercise all the functions of the Council as Social Work Authority within the terms of relevant legislation with regard to child support and protection, looked after children, fostering, adoption and young people leaving care; and to determine the Council's policies in regard thereto.

(3) To exercise the functions of the Council within the terms of relevant legislation with regard to criminal justice, including youth, justice and to determine the Council's policies in regard thereto.

(4) To exercise the residual functions of the Council as Social Work Authority for adult services not delegated to the Moray Integration Joint Board within the terms of relevant legislation, including mental health and incapacity, to determine the Council's policies in regard thereto.

(5) To consider reports from the Councils Chief Social Work Officer in terms of relevant legislation.

**Deleted:** promote and maintain high standards of

**Commented [AM13]:** This general wording covers the detail of the 53 to 57 below and is complemented by the powers delegated to the Head of Governance, Strategy and Performance.

**Deleted:** c

**Deleted:** by

**Deleted:** Members of the Council.

**Deleted:** To assist Members of the Council to observe the Councillors' Code of Conduct.

**Deleted:** To advise the Council on the adoption or revision of the Councillors' Code of Conduct.

**Deleted:** To monitor the operation of the Councillors' Code of Conduct.

**Deleted:** To advise, train or arrange to train Members of Council on matters relating to the Councillors' Code of Conduct.

**Deleted:** To assist the Standards Commission for Scotland and the Commissioner for Ethical Standards in Public Life in Scotland in whatever way may be required.

**Deleted:** To develop and monitor the Council's Performance Management Framework for Central Services, act as a service committee (considering resource, performance and developmental issues) for central services not delegated to other committees including Finance, Human Resources, PR and Communications, Organisational Development, Customer Services, Strategy and Performance, IT, Legal, Committee, Members Support, Information & Records Management and Benefits

**Deleted:** ¶

**Deleted:** To consider emerging cross cutting themes including, but not limited to, welfare benefits, developing partnerships and immigration

**Deleted:** AND YOUNG PEOPLE'S

**Deleted:** SERVICES

**Deleted:**

**Deleted:** adult and community education and Lifelong learning

**Deleted:** with regard to

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**Deleted:** To exercise the functions of the Council within the terms of relevant legislation with regard to adult support and protection, and to determine the Council's policies in regard thereto.

**Deleted:** ¶

(6) To receive reports from and consider the recommendations of the [Scottish Public Services Ombudsman](#) in relation to children and young people (under 18 years) services.

**Deleted:** Social Work Complaints Review Committee

**Commented [AM17]:** Complaints have now moved to SPSo

(7) To consider the closure of schools and other educational establishments under the control of the Council as Education Authority.

(8) To deal with the appointment, transfer, dismissal, suspension, remuneration and conditions of service of teaching staff so far as under the control of the Council, subject to the duty of the [Corporate Committee](#) to co-ordinate and apply local conditions of service of teaching staff after the approval of this Committee.

**Deleted:** Policy and Resources

**Deleted:** e Children and Young People's Services

(9) To deal with Children's safety including school crossing patrols.

(10) To assist voluntary organisations who provide youth and community facilities.

(11) To carry out the duties of the Council in regard to Parent Councils and to consider submissions from such Parent Councils.

(12) To exercise the functions of the Council under the Children and Young Persons (Scotland) Act 1937.

(13)

(14)

(15) To exercise the Council's statutory [functions](#) to [provide facilities and support activities](#) related to the development of recreation, sport, culture and [social activities](#).

**Deleted:** To deal with the managing or leasing out of Council Community Education Centres, working with locally elected Management Committees.¶

**Deleted:** To exercise the statutory duties of the Council to ensure the adequate provision of facilities for recreational, sporting, cultural and social activities.

**Deleted:** ¶

**Deleted:** powers

**Deleted:** heritage

**Deleted:** To deal with the management of indoor and outdoor facilities operated by the Council for recreational, sporting, cultural and social activities.

**Deleted:** ¶

(16)

(17) To deal with the management of community centres, residential outdoor centres and community facilities within community high schools.

(18) To deal with issues related to the community use of schools.

(19) To act as Trustees of the Moray and Nairn Educational Trust Scheme.

(20) To exercise control of expenditure of available funds in Educational Trusts

(21) To consider and make recommendations on capital and minor works programmes [within the remit of the committee](#).

**Commented [AM20]:** clarification

(22) To comment on and monitor general expenditure for school building projects.

(23) To consider and monitor problems relating to:-

(a) School capacities and available accommodation;

(b) Review school zoning; and

- (c) Social issues (such as vandalism) relating to schools.
- (24) To consider and monitor the allocation of educational grants under the Council policy for grants awards.
- (25) To select children and staff worthy of receiving awards for outstanding achievement in their personal development or note worthy service to their community and the authority.
- (26) To consider and oversee educational developments relating to the culture and heritage of Scotland including attention to local priorities.
- (27) To consider and decide on applications from parents under Section 35 of the Education (Scotland) Act 1980 for consent to withdraw their children from school in order to educate them at home.
- (28) To exercise the functions of the Council as Education Authority relating to truancy under Sections 36-43 of the Education (Scotland) Act 1980.
- (29) To exercise the statutory duties of the Council to secure the adequate provision of libraries and maintain the Council's Archives.
- (30) To deal with matters related to the provision of library and local heritage services.
- (31) To develop and monitor the Council's Performance Management Framework for the services within this committee remit.
- (32) To develop and monitor the Council's Performance Management Framework for the services within this committee remit.
- (33) To develop and monitor the Council's Performance Management Framework for the services within this committee remit.

**Commented [AM21]:** duplicated in para 15 above.

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**Deleted:** and information

**Deleted:** To deal with matters related to the provision of museums and related services.¶

**Deleted:** Children & Young People's Services

**Deleted:** To develop and implement the Council's strategy and policies in relation to Community Engagement and Community Development in partnership with other public sector partners, voluntary sector and private sectors as appropriate.

## (E) PLANNING AND REGULATORY SERVICES COMMITTEE

The following functions of the Council shall stand referred or delegated to this Committee:

- (1) Subject to paragraphs (2) and (3) hereunder, to exercise the statutory functions of the Council as Planning Authority under the Planning Acts, the Local Government (Scotland) Act, 1973; the Local Government Scotland Act 1994 and other relevant legislation.
- For planning applications where a pre-determination hearing is mandatory, these will be carried out in accordance with the approved hearing procedure and following completion of the pre-determination hearing the planning application will then determined by this Committee.
- (2) To review or prepare all Local Development Plans including the Council Report and an Environmental Charter for submission to the Council.
- (3) To comment on Housing Plans.
- (4) To exercise the functions of the Council under Building Standards

**Deleted:** Membership of this Committee will be extended to include all

**Deleted:** members of the Council where, following receipt of a planning application, statutory pre-determination hearing is required. Immediately following the extended Planning and Regulatory Services Committee at which the pre-determination hearing has taken place, a special meeting of Moray Council will be called to determine the application. ¶

**Commented [MP24]:** As agreed at the meeting of the Planning and Regulatory Services Committee held on 3 August 2021

**Deleted:**

Regulations and Orders and relaxations.

- (5) To exercise the functions of the Council in relation to dangerous or dilapidated buildings or structures repair or demolition notices.
- (6) To exercise the Council's street naming functions under the Civic Government Act 1987 and related legislation.
- (7) To make, vary and revoke Orders for the preservation of trees including the power to make, vary and revoke orders of an urgent nature.
- (8) To deal with High Hedge Notices under the High Hedges Act (Scotland) 2013.
- (9) To exercise the statutory functions of the Council as Local Weights and Measures Authority.
- (10) To exercise the function of the Council under the Petroleum (Consolidation) Regulations 2014 including the issue, suspension or revocation of licences thereunder.
- (11) To deal with all matters relating to Trading Standards.
- (12) To exercise the functions of the Council in relation to Diseases of Animals.
- (13) To exercise the functions of the Council under the Explosives Acts including the issue, suspension or revocation of licences thereunder.
- (14) To exercise the functions of the Council under the Mines and Quarries Acts.
- (15) To exercise the functions of the Council in relation to the safety of sports grounds legislation.
- (16) To exercise the functions of the Council as the Environmental Health Authority.
- (17) To deal with all matters relating to contaminated land in terms of the Environmental Protection Act 1990, the Environmental Act 1995 and the Contaminated Land (Scotland) Regulations 2000, as amended 2005.
- (18) To exercise the functions of the Council in relation to the Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006 and the Smoking, Health and Social Care Act (Scotland) 2005
- (19) To deal with all matters relating to Section 119 and 120 of the Community Empowerment (Scotland) Act 2015 – Food Growing Strategy
- (20) To develop and monitor the Council's Performance Management Framework for the Planning & Regulatory Services.

**Commented [MP25]:** As agreed at the meeting of Moray Council on 3 March 2020

- (21) To deal with matters relating to the provision of museums and related Services.

**(F) ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMITTEE**

The following functions of the Council shall stand referred or delegated to this Committee:

- (1) To deal with all matters relating to twinning, subject, where appropriate, to consultation with other Committees. Any proposal to establish a new twinning link shall be the subject of a recommendation to Moray Council [Full Council].
- (2) To exercise the statutory functions of the Council in relation to economic development in terms of paragraph 171 of the Local Government (Scotland) Act 1994.
- (3) To deal with all matters relating to industrial and commercial development, subject to (5) below.
- (4) To provide financial and other assistance to those engaged in industry or commerce.
- (5) To consider all other applications by business for assistance of whatever nature which fall outwith the terms of (5) above and to make recommendations to Moray Council [Full Council].
- (6) To manage and maintain public conveniences.
- (7) To exercise the statutory functions of the Council under the Land Reform (Scotland) Act 2003.
- (8) To exercise the functions of the Council in relation to Countryside Amenities including the Speyside Way, Fisheries and Ranger Service.
- (9) To provide architectural, quantity surveying, maintenance and allied property services.
- (10) To manage the transport of vehicles belonging to, hired by or otherwise under the control of the Council.
- (11) To exercise the functions of the Council in relation to Parks, Open Spaces and Tree/Woodland management and maintenance.
- (12) To exercise the functions of the Council in relation to the provision of Catering and Cleaning Services.
- (13) To deal with all matters relating to Environmental Protection.
- (14) To provide and maintain all burial ground services.

- (15) To exercise all functions of the Councils as Roads Authority including safety, the detailed planning, design and construction, improvement, maintenance and lighting of roads, bridges and other structures and excluding street naming functions [see Section III (E)(6) above].
- (16) To exercise the functions of the Council under the Roads (Scotland) Act 1984 and other relevant legislation.
- (17) To deal with traffic and transport management functions, including the preparation and implementation of traffic management schemes.
- (18) To exercise the function of the Council in relation to public passenger transport under the Transport Act 1985.
- (19) To exercise the functions of the Council under the Flood Prevention (Scotland) Act 1961 as amended by the Flood Prevention and Land Drainage (Scotland) Act 1997.  
  
**Note:** this Act will be superseded by the Flood Risk Management (Scotland) Act 2009, but will still apply to ongoing legacy projects.
- (20) To make Orders for the regulation of traffic including the power to make Orders of an emergency nature.
- \* (21) To prepare the Local Transport Strategies and Road Traffic Reduction for consideration by Moray Council [Full Council].
- (22) Determining arrangements for waste management, street sweeping, refuse collection and refuse disposal including re-cycling.
- \* (23) To consider concessionary travel arrangements.
- (24) To exercise the functions of the Council as lighting authority.
- (25) To exercise the functions of the Council as Harbour Authority under the Grampian Regional Council (Harbours) Order Confirmation Act 1987, the Harbours Act 1964, the Pilotage Act 1987, the Merchant Shipping (Port Waste Reception Facilities) Regulations 1987, the Merchant Shipping Act 1995 and the Dangerous Vessels Act 1985 and in relation to the maintenance of piers and harbours and coast protection.
- (26) To exercise the functions of the Council under the Reservoirs Act 1975.
- (27) To exercise supervision of the internal transport section dealing with the management, repair and maintenance of all Council vehicles, plant and equipment.
- (28) To promote tourism development in Moray.

(29) To oversee the application for, co-ordination and monitoring of Council funding from European [legacy and external](#) programmes.

\* (32) To deal with all matters relating to emergency planning and home defence.

(33) To [provide](#), develop and monitor the Council's Economic Development and Infrastructure Services.

**Deleted:** Performance Management Framework for the

[\(34\) To deal with matters related to the provision of museums and related services, {culture} and built heritage.](#)

## (G) [HOUSING AND COMMUNITY PLANNING](#) COMMITTEE

The following functions of the Council shall stand referred or delegated to this Committee:

**Commented [AM26]:** Name amended to reflect areas below

**Deleted:** COMMUNITIES

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(1) To deal with the Capital and Revenue budgeting and long-term financial planning in the discharge of the Council's Housing function including:-

- \* (a) to set Council house rent levels;
- \* (b) to set garage and garage site rent levels; and
- \* (c) to deal with levy, collection, payment and recovery of Council house rents.

(2) To exercise all the functions of the Council as Housing Authority.

(3) To carry out the management and maintenance of the Council's Housing Stock including housing for the homeless and sites for Gypsies/Travellers.

(4) To deal with the allocation and letting of houses and homelessness.

(5) To administer private sector housing grants etc.



(6) To administer house purchase/improvement loans.

(7) To exercise the Council's powers within the terms of relevant legislation in relation to housing support and contributing to the expense of housing elderly, infirm or disabled people.

(8) To deal with matters arising under the former Right to Buy and Rent to Mortgage Schemes

(9) To deal with the Council's responsibilities for the [Housing](#) Direct Labour Organisation.

**Commented [DW27]:** Doesn't deal with roads, grounds, etc

- (10) To prepare housing quality plans and other such housing related plans as may be required to ensure effective implementation of strategic housing matters.
- (11) To formulate and implement the Council strategic Housing Plan in partnership with other housing providers in co-operation with other Council Committees and services.
- (12) 
- (13) 
- (14) To develop and implement the Council's strategy and policies in relation to Community Safety and Anti Social behaviour (including road accidents) in partnership with other public sector partners, voluntary sector and private sectors as appropriate.
- (15) To develop and monitor the Council's Performance Management Framework for the functions delegated to this committee.

**Deleted:** To develop and implement the Council's strategy and policies in relation to social inclusion in partnership with other public sector partners, voluntary sector and private sectors as appropriate.¶

**Commented [AM28]:** Will now sit within Corporate Committee as policies of a Corporate nature.

**Deleted:** To formulate, supervise the implementation of and review as necessary the policies and practices of the Council in relation to its arrangements for promoting, fostering and maintaining equal opportunities

**Deleted:** ¶

**Deleted:** Community Liaison

**Deleted:** d

**Deleted:** Communities Services.

## (H) LICENSING COMMITTEE

The following functions of the Council shall stand referred or delegated to this Committee:

- (1) To exercise all the functions of the Council as Licensing Authority including applications in terms of relevant legislation other than duties carried out by the Licensing Board.
- (2) To issue and suspend, revoke and refuse applications for all licences made in respect of activities, which require to be licensed in terms of the Civic Government (Scotland) Act 1982.
- (3) To make recommendations to Police Scotland relating to prosecution of offences prescribed in terms of the Civic Government (Scotland) Act 1982.
- (4) To deal with all matters of Licensing and Registration not falling within the functions of any other Committee.
- (5) To issue, suspend, revoke and refuse approvals for venues for civil marriages in terms of the Marriage (Scotland) Act 2002.

## (I) AUDIT AND SCRUTINY COMMITTEE

The following functions of the Council shall stand referred or delegated to this Committee:

### Standards

- (1) To ensure that the highest standards of probity and public accountability are demonstrated.

### Audit Functions

- (2) Considering reports from the Council's Internal Auditor.
- (3) Considering reports from Audit Scotland concerning Council functions.
- (4) Contributing towards making the Council, its Committees and Services more responsive to the audit function and its purpose.
- (5) Enhancing corporate governance arrangements by promoting internal control and risk management, by supporting an anti-fraud culture, and by the review of revisions to financial procedures.
- (6) Having responsibility for focussing audit resources through a process of endorsing the five year strategic audit plan and agreeing the annual programme of work.
- (7) Monitoring delivery of the audit service through receipt of quarterly reports on work carried out by Internal Audit.
- (8) Considering reports produced by the Council's External Auditor and by Audit Scotland.
- (9) Considering the annual assurance statement provided by Internal Audit on the Council's control environment.

### Scrutiny Functions

- (10) Scrutinising the policies of the Council and their effectiveness in meeting the Action Plans of the Council as set out in the Corporate Development Plan.
- (11) Evaluating the actions of Committees and implementing the Action Plan set out in the Corporate Development Plan.

- (12) ▼
- (13) ▼
- (14) ▼
- (15) To receive reports on the performance of and trends within Council's services as a whole in terms of Local Government Benchmarking Framework. ▼

### Inquiries

- (17) To deal with all matters relating to local inquiries into matters affecting children.

**Commented [AM29]:** Wording will be reviewed at future meeting to dovetail with the Scrutiny Charter.

**Deleted:** Reviewing progress in implementing Best Value Reviews.¶

**Deleted:** Overseeing the development and implementation of the Best Value improvement process.¶

**Deleted:** To deal with all matters relating to the Council's duty to secure Best Value in terms of the Local Government in Scotland Act 2003 with the exception of equalities, the power of well-being and Community Planning.

**Deleted:** ¶

**Deleted:**

**Deleted:** all of the

**Deleted:** service standards and performance information.

**Deleted:** To receive reports from and consider the recommendations of the Social Work Complaints Review Committee in relation to adult (18 years and over) services.

## **(J) POLICE AND FIRE AND RESCUE SERVICES COMMITTEE**

The following functions of the Council shall stand referred or delegated to this Committee:

- (1) To deal with all matters relating to Police and Fire and Rescue Services in Moray.
- (2) To participate in consultations relative to national strategic plans and priorities for the Police and Fire and Rescue Services.
- (3) To work with the Local Police Commander and the Local Senior Officer for the Fire and Rescue Service to set priorities and objectives for Local Police Plans and Local Fire and Rescue Plans for Moray.
- (4) To monitor delivery of the Police and Fire and Rescue Services in Moray, providing feedback and making recommendations for improvements as required.
- (5) To call for reports from the Local Police Commander or the Local Senior Officer for the Fire and Rescue Service on issues relevant to the delivery of the Police or Fire and Rescue Service in Moray as appropriate.
- (6) To facilitate Community Planning relative to the Police and Fire and Rescue Services in accordance with statutory guidance.

#### **(IV) TERMS OF REFERENCE TO HOUSING APPEALS SUB-COMMITTEE**

The following functions of the Council shall stand referred or delegated to this Sub-Committee:

- (1) To determine Housing Management matters which are outwith Officer's Scheme of Delegation.
- (2) To determine appeals from applicants or tenants, which relate to the Council's Allocations or Homelessness Policies.
- (3) To determine appeals from applicants relating to Private Sector grants.
- (4) To determine the outcome of any Right to Buy applications which cannot be resolved under the Officer's Scheme of Delegation.
- (5) To deal with other matters as may be remitted to the Sub-Committee by the Policy and Resources Committee from time to time.

#### **(V) TERMS OF REFERENCE TO MORAY LOCAL REVIEW BODY**

The following functions of the Council shall stand referred or delegated to this Committee:

- (1) To consider and determine requests by applicants to review a planning application decision of the 'Appointed Person' or the failure of the 'Appointed Person' to determine a planning application within three months, as required by the Town and Country Planning (Scheme of Delegation and Local Review Procedure) (Scotland Regulations) 2013.

Deleted: (VI) TERMS OF REFERENCE TO CORPORATE PLAN STEERING CMT/SENIOR COUNCILLOR POLICY DEVELOPMENT GROUP

Deleted: ¶  
¶ It is customary for a cross party group of senior councillors to have regular policy development meetings with the Council's Central Management Team. Such groups have no formal decision making powers. Whilst the name, membership, purpose and scope of such groups can change from time to time the following terms of reference are offered as a guide: The Group will have no formal decision-making powers. Its remit will be as follows:¶  
¶

Deleted: ¶  
(VII) TERMS OF REFERENCE TO COMMUNITY PLANNING

Deleted: ¶  
¶  
<#>COMMUNITY PLANNING BOARD¶  
¶ The Community Planning Board shall, in so far as it conforms to the approved strategic objectives and priorities of the partners, agree the basis on which public services provided in the Moray area are planned and provided and in particular shall:¶  
¶

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(A) COMMUNITY ENGAGEMENT GROUP

The Group shall:

- (1) Co-ordinate consultation and engagement with local communities and service users between partners themes and the partnership.
- (2) Collate local information from community engagement to improve services to inform community-planning activity.
- (3) Provide feedback to the local community, theme groups and Partners on the impact the Partnership has had on service users.
- (4) Ensure that the development of the strategic assessments for the Local Outcome Improvement Plan Agreement is fully informed by the views of local communities and users.
- (5) Contribute the views of the community to the development of Outcomes and actions in the Local Outcome Improvement Plan.
- (6) Raise community concerns and support community engagement at a more local level.
- (7) Ensure that the Partnership is visible and accountable to the community about what is being done to address their concerns.
- (8) Ensure the Partnership engages with, involves and regularly offers feedback to the community to increase public confidence and reassurance.

APPENDIX

SENIOR MEMBERS OF STAFF APPOINTED THROUGH RECRUITMENT PROCEDURE  
APPROVED BY THE COUNCIL

Chief Executive  
[Depute Chief Executives](#)  
Heads of Service

**Deleted:** Corporate Director (Corporate Services)  
Corporate Director (Economic Development, Planning and  
Infrastructure)¶  
Corporate Director (Education and Social Care)¶

|

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**Deleted:** Approved and adopted by Moray Council at their meeting on 23 January 2019

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▼

**Deleted:** Previously amended by: ...

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# **MORAY COUNCIL**

## **CONSTITUTIONAL DOCUMENTS**

### **2. SCHEME OF ADMINISTRATION**

Detailing the Council's committee structure  
*[under Schedule 7 Paragraph 8 of the Local Government (Scotland) Act 1973]*

**Responsible Officer: Head of Governance, Strategy and Performance**  
**Date of Approval: 15 September 2021**  
**Date for Review: January 2023**

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## **MORAY COUNCIL**

### **SCHEME OF ADMINISTRATION**

#### **(I) TERMS OF REFERENCE OF COMMITTEES AND SUB-COMMITTEES**

Subject to the provisions of the Local Government (Scotland) Act 1973 and any other statutes and subject also to the provisions of the Council's Standing Orders and also to the expectations, limitations and special delegations hereinafter specified, there shall be referred or delegated to the respective Committees of the Council all the functions, services, undertakings or other matters whether in pursuance of statute or otherwise as contained in the respective terms of reference of the said Committees as detailed in Section (III) hereof. When such functions, services, undertakings or other matters are delegated to a Committee, the Committee shall have the power to exercise the function in like manner in all respects as the Council could have exercised it had there been no delegation; provided however that it shall be competent for such Committee in relation to any matter, instead of taking a decision thereon, to make a recommendation thereon to Moray Council [Full Council] in which event the matter shall be decided by the Council after consideration of the Committee's recommendation. Any references to legislation within this document shall be taken to include any subsequent amending/replacement legislation.

- (1) A Committee may delegate to a Sub-Committee or to an Officer of the Council, any of the functions which have been delegated to the Committee by the Council.
- (2) In exercising the functions conferred on it, each Committee shall comply with the Standing Orders of the Council in so far as applicable and with any resolutions or instructions given by the Council.
- (3) Subject as aforesaid, the Council may at any time, if they so decide, notwithstanding the delegating of that matter to a Committee, deal with any question not previously determined in terms of that delegation. Where the Council uses this power, the matter shall thereafter remain within the Council's remit unless the Council decides to refer it back to the Committee.
- (4) The Council may vary, add to, recall or restrict any delegation to any Committee.
- (5) The senior members of staff at the level of the posts listed in the Appendix to this Scheme shall be appointed in accordance with the Recruitment and Selection of Senior Staff Procedure approved by the Council. Members of staff other than teaching staff shall be appointed in accordance with paragraph 2.1 of the Council's Scheme of Delegation. Subject to Section II (15), the power to dismiss a member of staff, other than teaching staff, the Chief Executive, the Head of Financial Services and Monitoring Officer to whose dismissal special statutory provisions apply, shall be exercised by the Head of the employing department, subject to any right of appeal enjoyed by that member of staff.

## **(II) MATTERS EXCLUDED FROM DELEGATION TO COMMITTEES**

Subject to any relevant statutory provisions and to the provisions of the Council's Standing Orders, there shall be excluded from the delegation to Committees:

- (1) Fixing of the Council Tax and Council house rents in each financial year.
- (2) Approval of the acquisition or sale of land, buildings or interests in land over £100,000 in value, or where there is no budget provision.
- (3) The compulsory acquisition of any interest in land or buildings.
- (4) To approve any new rental concessions over £50,000 per annum.
- (5) Any enactment, alteration or revocation of any Orders, Regulations, Bye-laws or Schemes other than Orders of an emergency nature and orders which are delegated to a specific Committee.
- (6) The promotion or opposition of private legislation and the consideration of Provisional Orders or Private Bills affecting the interests of the Council.
- (7) The resolution of any conflict that may arise on any matter between Committees. Where any conflict arises between Service Committee decisions in relation to a strategic project, then all future decisions in relation to that project are from that point onwards to be determined by Moray Council [Full Council], unless Moray Council [Full Council] decides to remit the matter back to those Service Committees.
- (8) Alterations to the establishment, whether by way of increase or decrease, of chief officer posts.
- (9) All matters relating to elections including the appointment of a Returning Officer and electoral boundaries.
- (10) Changes in Committee structure, distribution of functions and responsibilities.
- (11) Appointment of Committees and the appointment of Chair and Depute-Chair thereof.
- (12) Appointments to Outside Bodies.
- (13) The approval of Council Reports and Strategies of a corporate nature including Local Development and Housing Plans.
- (14) The closure of schools or other educational establishments.
- (15) The provision of office accommodation for all departments of the Council.
- (16) The formulation, review and amendment of the Council's

constitutional documents comprising the Standing Orders, Scheme of Administration, Scheme of Delegation and Financial Regulations.

- (17) Dismissal of the Chief Executive, in terms of the relevant disciplinary procedures relating to the same
- (18) All matters relating to emergency planning and home defence.
- (19) Any new policy matter which does not fall within the terms of reference of any Committee.
- (20) The determination of applications by businesses for assistance of whatever nature which fall outwith the terms of reference of the Economic Development & Infrastructure Services Committee or any other relevant Committee.
- (21) The statutory functions delegated by the Council to the Integration Joint Board for Moray for those of 18 years and over in terms of the Integration Scheme for Moray.
- (22) To consider the annual estimate for capital expenditure and agree any new or additional capital projects bi-annually on dates to be determined by the Asset Management Working Group.
- (23) To consider the annual estimates for, and approve all, revenue expenditure.
- (24) To consider the amounts to be raised by levying the Council Tax in each financial year.
- (25) To consider applications for granting the Freedom of Moray.
- (26) To authorise the use of the Council's Common Seal and signature by the Council Convener.
- (27) To consider petitions relative to the above matters.

### **(III) TERMS OF REFERENCE TO COMMITTEES**

NOTE - All items marked \* can be considered by the Committee and subject to recommendations but are excluded from the full delegation to Committees.

#### **(A) ALL COMMITTEES**

- (1) To form an Appointments Committee to appoint Heads of Services in accordance with the Recruitment and Selection of Senior Staff Policy.
- (2) To consider Capital and Revenue Budgets and long-term financial plans.
- (3) To approve the acquisition or sale of land, buildings or interests in land up to £100,000 in value and where there is budgetary provision. [See Section II (2) above]
- (4) To monitor performance of the services within the Committee's remit in accordance with the Council's performance management framework.
- (5) To consider petitions relative to the Committee's matters, excluding always those functions which are quasi-judicial in nature.

#### **(B) CORPORATE COMMITTEE**

The following functions of the Council shall stand referred or delegated to this Committee:

##### **Functions Subject to Moray Council Decisions.**

- \* (1) To consider the financial and budgetary policy of the Council.
- \* (2) To consider the need for new services and the necessity for existing ones.
- \* (3) To provide office accommodation for all departments of the Council.
- \* (4) To consider the promotion or opposition of private legislation in Parliament under Section 82 of the Local Government (Scotland) Act 1973 subject to consultation with other Committees as appropriate.
- \* (5) To consider any Provisional Order, Parliamentary Bill or Statutory Instrument (other than Orders, Bills or Instruments specifically affecting particular departments of the Council).

- \* (6) To consider any new policy matter which does not fall within the terms of reference of any other Committee.

### **Financial**

- (7) To regulate and manage the finances of the Council in accordance with the policies determined by the Council and to prepare and review from time to time such rules as may be necessary for the proper administration of the Council's financial affairs.
- (8) To implement and monitor the treasury policy statement dealing with the management of all money and capital market transactions in connection with cash and funding resources of the Council.
- (9) To monitor progress of projects in the approved Capital Plan, including any revisions to the price or phasing on a quarterly basis.
- (10) To monitor current revenue expenditure in relation to approved estimates.
- (11) To deal with the administration of the levy, collection, payment and recovery of Council Tax, Community Charges, non-domestic rates and water and sewerage charges.
- (12) To arrange for the borrowing of money by the Council.
- (13) To deal with superannuation and pensions.
- (14) To supervise the payment and recovery of monies on behalf of the Council.
- (15) To keep accounts for the proper recording of all transactions of the Council and to audit such accounts.
- (16) To make banking arrangements for the Council.
- (17) To write off irrecoverable debts in accordance with the Council's Financial Regulations.
- (18) To determine appeals against assessments and to dispose under any enactment of all other claims or applications for relief from or repayment of charges or rates.
- (19) To deal with all matters relating to insurance.
- (20) To deal with the management and investment of any funds including Common Good Funds and trust funds, under the control of the Council and consult relevant service committees on expenditure of trust funds where appropriate; and to deal with the management of Common Good and Trust property.

- (21) To formulate, supervise the implementation of and review as necessary the policies and practices of the Council in relation to its procurement arrangements.
- (22) To deal with all matters relating to the Councils Strategy, Policy, budgetary and monitoring arrangements for Third Sector.

### **Staffing**

- (23) To authorise, control and review as necessary, in consultation with the appropriate Service Committee, the establishment of all categories of staff of the Council, with the exception of teachers.
- (24) To formulate, supervise the implementation of and review as necessary the policy and practices of the Council for all employees, other than teachers, in relation to:-
  - (a) the policies for the appointment and deployment, appraisal, transfer and promotion of all employees within the approved establishment;
  - (b) the remuneration, conditions of service and allowances of all posts;
  - (c) the recruitment, training and development, health, safety and welfare policies and practices of the Council;
  - (d) the grievance and disputes procedures, disciplinary rules and procedures and dismissal procedures relating to all employees.
- (25) In the case of teachers, to apply and monitor the implementation of general personnel policies and practices of the Council, including health, safety and welfare and to co-ordinate local conditions of service in line with Council policy.
- (26) To decide applications for early retirement under the Teacher's (Compensation for Early Retirement) Regulations 1996 and to decide applications from teachers requesting re-employment under the age of 65 in terms of the Teachers (Scotland) Act 1976.

### **Property and Asset Management**

- (27) To provide furniture, office supplies and equipment including computer systems and all common office services.
- (28) To formulate, supervise the implementation of and review as necessary the policies and practices of the Council in relation to asset management and to maintain an overview of the Council's property disposal programme.
- (29) To approve discretionary charges made for Council services in accordance with policy.

- (30) To monitor and review concessionary rents.
- (31) To approve any new rental concessions up to £50,000 per annum.
- (32) To consider all Community Asset Transfer requests including disposals above £100,000 in value and rental concessions over £50,000 per annum.
- (33) To deal with the overall estates management of Council properties which are not for the time being used by the appropriate service department and the sale or lease of land or buildings temporarily or permanently surplus to the needs of the Council except Council Housing.
- (34) To develop and implement information technology policies

### **Performance and Risk Management**

- (35) To exercise the statutory power of the Council to advance well-being under the Local Government in Scotland Act 2003.
- (36) To deal with all matters relating to Council wide or Corporate risk assessment and the mitigation and management of these risks.
- (37) To deal with all matters relating to developing and monitoring customer access and information.
- (38) To deal with all matters relating to entering into partnerships, co-operating and liaising with other bodies and Authorities.
- (39) To deal with all matters relating to developing and monitoring public relations, public reporting, publicity and corporate communications.
- (40) To ensure a suitable framework is in place for performance management across Council services.
- (41) To formulate and review Council wide policy, strategies, priorities and objectives in relation to cross cutting issues which do not fall within the remit of service committees such as equalities, poverty, armed forces, Brexit, immigration.

### **Miscellaneous**

- (42) To consider any corporate issues arising in relation to the Councillors' Code of Conduct
- (43) To provide members' services.

- (44) To provide, develop and monitor all central support services including information communications technology, human resources, communications and organisational development, administrative, finance, legal, democratic, governance and customer services including printing, reprographic and other services.
- (45) To exercise the functions of the Council in connection with the Registration of Births, Deaths and Marriages.
- (46) To deal with the functions of the Council as Valuation and Electoral Registration Authority.
- (47) To exercise the functions of the Council in connection with Community Councils.
- (48) To make arrangements for ceremonial matters and hospitality.
- (49) To deal with all matters relating to the exercise of the statutory functions of the Council under the Local Government in Scotland Act 2003 to initiate, maintain and facilitate Community Planning, the process by which public services in Moray are provided and planned for.
- (50) 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 keep these procedures under review in the light of changing circumstances and to make such recommendations to Moray Council [Full Council] as are necessary for changes in the Committee or departmental structure or the distribution of functions and responsibilities.

**(C) APPEALS COMMITTEE**

- (1) To hear, consider and determine appeals by employees, other than teachers, in terms of the Scheme of Pay and Conditions for Scottish Joint Council employees and the Scheme of Pay and Conditions of Service for Craft Operatives and Chief Officers excluding the Chair of the meeting at which the original decision was taken.

**(D) EDUCATION, CHILDREN'S AND LEISURE SERVICES COMMITTEE**

The following functions of the Council shall stand referred or delegated to this Committee:

- (1) To exercise all the functions of the Council as Education Authority within the terms of relevant legislation with regard to nursery, primary, secondary, and further education; community learning and development; and to determine the Council's policies in regard thereto.

- (2) To exercise all the functions of the Council as Social Work Authority within the terms of relevant legislation with regard to child support and protection, looked after children, fostering, adoption and young people leaving care; and to determine the Council's policies in regard thereto.
- (3) To exercise the functions of the Council within the terms of relevant legislation with regard to criminal justice, including youth, justice and to determine the Council's policies in regard thereto.
- (4) To exercise the residual functions of the Council as Social Work Authority for adult services not delegated to the Moray Integration Joint Board within the terms of relevant legislation, including mental health and incapacity, to determine the Council's policies in regard thereto.
- (5) To consider reports from the Councils Chief Social Work Officer in terms of relevant legislation.
- (6) To receive reports from and consider the recommendations of the Scottish Public Services Ombudsman in relation to children and young people (under 18 years) services.
- \* (7) To consider the closure of schools and other educational establishments under the control of the Council as Education Authority.
- (8) To deal with the appointment, transfer, dismissal, suspension, remuneration and conditions of service of teaching staff so far as under the control of the Council, subject to the duty of the Corporate Committee to co-ordinate and apply local conditions of service of teaching staff after the approval of this Committee.
- (9) To deal with Children's safety including school crossing patrols.
- (10) To assist voluntary organisations who provide youth and community facilities.
- (11) To carry out the duties of the Council in regard to Parent Councils and to consider submissions from such Parent Councils.
- (12) To exercise the functions of the Council under the Children and Young Persons (Scotland) Act 1937.
- (13) To exercise the Council's statutory functions to provide facilities and support activities related to the development of recreation, sport, culture and social activities .
- (14) To deal with the management of community centres, residential outdoor centres and community facilities within community high schools.
- (15) To deal with issues related to the community use of schools.
- (16) To act as Trustees of the Moray and Nairn Educational Trust Scheme.

- (17) To exercise control of expenditure of available funds in Educational Trusts
- (18) To consider and make recommendations on capital and minor works programmes within the remit of the committee.
- (19) To comment on and monitor general expenditure for school building projects.
- (20) To consider and monitor problems relating to:-
  - (a) School capacities and available accommodation;
  - (b) Review school zoning; and
  - (c) Social issues (such as vandalism) relating to schools.
- (21) To consider and monitor the allocation of educational grants under the Council policy for grants awards.
- (22) To select children and staff worthy of receiving awards for outstanding achievement in their personal development or note worthy service to their community and the authority.
- (23) To consider and oversee educational developments relating to the culture and heritage of Scotland including attention to local priorities.
- (24) To consider and decide on applications from parents under Section 35 of the Education (Scotland) Act 1980 for consent to withdraw their children from school in order to educate them at home.
- (25) To exercise the functions of the Council as Education Authority relating to truancy under Sections 36-43 of the Education (Scotland) Act 1980.
- (26) To exercise the statutory duties of the Council to secure the adequate provision of libraries and maintain the Council's Archives.
- (27) To deal with matters related to the provision of library and local heritage services.
- (28) To develop and monitor the Council's Performance Management Framework for the services within this committee remit. .

**(E) PLANNING AND REGULATORY SERVICES COMMITTEE**

The following functions of the Council shall stand referred or delegated to this Committee:

- (1) Subject to paragraphs (2) and (3) hereunder, to exercise the statutory functions of the Council as Planning Authority under the Planning Acts, the Local Government (Scotland) Act, 1973; the Local Government Scotland Act 1994 and other relevant legislation.

For planning applications where a pre-determination hearing is mandatory, these will be carried out in accordance with the approved hearing procedure and following completion of the pre-determination hearing the planning application will then determined by this Committee.

- (2) To review or prepare all Local Development Plans including the Council Report and an Environmental Charter for submission to the Council.
- (3) To comment on Housing Plans.
- (4) To exercise the functions of the Council under Building Standards Regulations and Orders and relaxations.
- (5) To exercise the functions of the Council in relation to dangerous or dilapidated buildings or structures repair or demolition notices.
- (6) To exercise the Council's street naming functions under the Civic Government Act 1987 and related legislation.
- (7) To make, vary and revoke Orders for the preservation of trees including the power to make, vary and revoke orders of an urgent nature.
- (8) To deal with High Hedge Notices under the High Hedges Act (Scotland) 2013.
- (9) To exercise the statutory functions of the Council as Local Weights and Measures Authority.
- (10) To exercise the function of the Council under the Petroleum (Consolidation) Regulations 2014 including the issue, suspension or revocation of licences thereunder.
- (11) To deal with all matters relating to Trading Standards.
- (12) To exercise the functions of the Council in relation to Diseases of Animals.
- (13) To exercise the functions of the Council under the Explosives Acts including the issue, suspension or revocation of licences thereunder.
- (14) To exercise the functions of the Council under the Mines and Quarries Acts.
- (15) To exercise the functions of the Council in relation to the safety of sports grounds legislation.
- (16) To exercise the functions of the Council as the Environmental Health Authority.

- (17) To deal with all matters relating to contaminated land in terms of the Environmental Protection Act 1990, the Environmental Act 1995 and the Contaminated Land (Scotland) Regulations 2000, as amended 2005.
- (18) To exercise the functions of the Council in relation to the Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006 and the Smoking, Health and Social Care Act (Scotland) 2005
- (19) To deal with all matters relating to Section 119 and 120 of the Community Empowerment (Scotland) Act 2015 – Food Growing Strategy
- (20) To develop and monitor the Council's Performance Management Framework for the Planning & Regulatory Services.
- ~~(21) To deal with matters relating to the provision of museums and related Services.~~

**(F) ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMITTEE**

The following functions of the Council shall stand referred or delegated to this Committee:

- (1) To deal with all matters relating to twinning, subject, where appropriate, to consultation with other Committees. Any proposal to establish a new twinning link shall be the subject of a recommendation to Moray Council [Full Council].
- (2) To exercise the statutory functions of the Council in relation to economic development in terms of paragraph 171 of the Local Government (Scotland) Act 1994.
- (3) To deal with all matters relating to industrial and commercial development, subject to (5) below.
- (4) To provide financial and other assistance to those engaged in industry or commerce.
- (5) To consider all other applications by business for assistance of whatever nature which fall outwith the terms of (5) above and to make recommendations to Moray Council [Full Council].
- (6) To manage and maintain public conveniences.
- (7) To exercise the statutory functions of the Council under the Land Reform (Scotland) Act 2003.
- (8) To exercise the functions of the Council in relation to Countryside Amenities including the Speyside Way, Fisheries and Ranger Service.

- (9) To provide architectural, quantity surveying, maintenance and allied property services.
- (10) To manage the transport of vehicles belonging to, hired by or otherwise under the control of the Council.
- (11) To exercise the functions of the Council in relation to Parks, Open Spaces and Tree/Woodland management and maintenance.
- (12) To exercise the functions of the Council in relation to the provision of Catering and Cleaning Services.
- (13) To deal with all matters relating to Environmental Protection.
- (14) To provide and maintain all burial ground services.
- (15) To exercise all functions of the Councils as Roads Authority including safety, the detailed planning, design and construction, improvement, maintenance and lighting of roads, bridges and other structures and excluding street naming functions [see Section III (E)(6) above].
- (16) To exercise the functions of the Council under the Roads (Scotland) Act 1984 and other relevant legislation.
- (17) To deal with traffic and transport management functions, including the preparation and implementation of traffic management schemes.
- (18) To exercise the function of the Council in relation to public passenger transport under the Transport Act 1985.
- (19) To exercise the functions of the Council under the Flood Prevention (Scotland) Act 1961 as amended by the Flood Prevention and Land Drainage (Scotland) Act 1997.  
  
**Note:** this Act will be superseded by the Flood Risk Management (Scotland) Act 2009, but will still apply to ongoing legacy projects.
- (20) To make Orders for the regulation of traffic including the power to make Orders of an emergency nature.
- \* (21) To prepare the Local Transport Strategies and Road Traffic Reduction for consideration by Moray Council [Full Council].
- (22) Determining arrangements for waste management, street sweeping, refuse collection and refuse disposal including re-cycling.
- \* (23) To consider concessionary travel arrangements.
- (24) To exercise the functions of the Council as lighting authority.

- (25) To exercise the functions of the Council as Harbour Authority under the Grampian Regional Council (Harbours) Order Confirmation Act 1987, the Harbours Act 1964, the Pilotage Act 1987, the Merchant Shipping (Port Waste Reception Facilities) Regulations 1987, the Merchant Shipping Act 1995 and the Dangerous Vessels Act 1985 and in relation to the maintenance of piers and harbours and coast protection.
- (26) To exercise the functions of the Council under the Reservoirs Act 1975.
- (27) To exercise supervision of the internal transport section dealing with the management, repair and maintenance of all Council vehicles, plant and equipment.
- (28) To promote tourism development in Moray.
- (29) To oversee the application for, co-ordination and monitoring of Council funding from European legacy and external programmes.
- \* (32) To deal with all matters relating to emergency planning and home defence.
- (33) To provide, develop and monitor the Council's Economic Development and Infrastructure Services.
- (34) To deal with matters related to the provision of museums and related services, {culture} and built heritage.

## **(G) HOUSING AND COMMUNITY PLANNING COMMITTEE**

The following functions of the Council shall stand referred or delegated to this Committee:

- (1) To deal with the Capital and Revenue budgeting and long-term financial planning in the discharge of the Council's Housing function including:-
  - \* (a) to set Council house rent levels;
  - \* (b) to set garage and garage site rent levels; and
  - \* (c) to deal with levy, collection, payment and recovery of Council house rents.
- (2) To exercise all the functions of the Council as Housing Authority.
- (3) To carry out the management and maintenance of the Council's Housing Stock including housing for the homeless and sites for Gypsies/Travellers.
- (4) To deal with the allocation and letting of houses and homelessness.

- (5) To administer private sector housing grants etc.
- (6) To administer house purchase/improvement loans.
- (7) To exercise the Council's powers within the terms of relevant legislation in relation to housing support and contributing to the expense of housing elderly, infirm or disabled people.
- (8) To deal with matters arising under the former Right to Buy and Rent to Mortgage Schemes
- (9) To deal with the Council's responsibilities for the Housing Direct Labour Organisation.
- (10) To prepare housing quality plans and other such housing related plans as may be required to ensure effective implementation of strategic housing matters.
- (11) To formulate and implement the Council strategic Housing Plan in partnership with other housing providers in co-operation with other Council Committees and services.
- (14) To develop and implement the Council's strategy and policies in relation to, Community Safety and Anti Social behaviour (including road accidents) in partnership with other public sector partners, voluntary sector and private sectors as appropriate.
- (15) To develop and monitor the Council's Performance Management Framework for the functions delegated to this committee.

## **(H) LICENSING COMMITTEE**

The following functions of the Council shall stand referred or delegated to this Committee:

- (1) To exercise all the functions of the Council as Licensing Authority including applications in terms of relevant legislation other than duties carried out by the Licensing Board.
- (2) To issue and suspend, revoke and refuse applications for all licences made in respect of activities, which require to be licensed in terms of the Civic Government (Scotland) Act 1982.
- (3) To make recommendations to Police Scotland relating to prosecution of offences prescribed in terms of the Civic Government (Scotland) Act 1982.
- (4) To deal with all matters of Licensing and Registration not falling within the functions of any other Committee.
- (5) To issue, suspend, revoke and refuse approvals for venues for civil marriages in terms of the Marriage (Scotland) Act 2002.

## **(I) AUDIT AND SCRUTINY COMMITTEE**

The following functions of the Council shall stand referred or delegated to this Committee:

### Standards

- (1) To ensure that the highest standards of probity and public accountability are demonstrated.

### Audit Functions

- (2) Considering reports from the Council's Internal Auditor.
- (3) Considering reports from Audit Scotland concerning Council functions.
- (4) Contributing towards making the Council, its Committees and Services more responsive to the audit function and its purpose.
- (5) Enhancing corporate governance arrangements by promoting internal control and risk management, by supporting an anti-fraud culture, and by the review of revisions to financial procedures.
- (6) Having responsibility for focussing audit resources through a process of endorsing the five year strategic audit plan and agreeing the annual programme of work.
- (7) Monitoring delivery of the audit service through receipt of quarterly reports on work carried out by Internal Audit.
- (8) Considering reports produced by the Council's External Auditor and by Audit Scotland.
- (9) Considering the annual assurance statement provided by Internal Audit on the Council's control environment.

### Scrutiny Functions

- (10) Scrutinising the policies of the Council and their effectiveness in meeting the Action Plans of the Council as set out in the Corporate Development Plan.
- (11) Evaluating the actions of Committees and implementing the Action Plan set out in the Corporate Development Plan.
- (12) To receive reports on the performance of and trends within Council's services as a whole in terms of Local Government Benchmarking Framework.

### **Inquiries**

- (13) To deal with all matters relating to local inquiries into matters affecting children.

**(J) POLICE AND FIRE AND RESCUE SERVICES COMMITTEE**

The following functions of the Council shall stand referred or delegated to this Committee:

- (1) To deal with all matters relating to Police and Fire and Rescue Services in Moray.
- (2) To participate in consultations relative to national strategic plans and priorities for the Police and Fire and Rescue Services.
- (3) To work with the Local Police Commander and the Local Senior Officer for the Fire and Rescue Service to set priorities and objectives for Local Police Plans and Local Fire and Rescue Plans for Moray.
- (4) To monitor delivery of the Police and Fire and Rescue Services in Moray, providing feedback and making recommendations for improvements as required.
- (5) To call for reports from the Local Police Commander or the Local Senior Officer for the Fire and Rescue Service on issues relevant to the delivery of the Police or Fire and Rescue Service in Moray as appropriate.
- (6) To facilitate Community Planning relative to the Police and Fire and Rescue Services in accordance with statutory guidance.

**(IV) TERMS OF REFERENCE TO HOUSING APPEALS SUB-COMMITTEE**

The following functions of the Council shall stand referred or delegated to this Sub-Committee:

- (1) To determine Housing Management matters which are outwith Officer's Scheme of Delegation.
- (2) To determine appeals from applicants or tenants, which relate to the Council's Allocations or Homelessness Policies.
- (3) To determine appeals from applicants relating to Private Sector grants.

- (4) To determine the outcome of any Right to Buy applications which cannot be resolved under the Officer's Scheme of Delegation.
- (5) To deal with other matters as may be remitted to the Sub-Committee by the Policy and Resources Committee from time to time.

**(V) TERMS OF REFERENCE TO MORAY LOCAL REVIEW BODY**

The following functions of the Council shall stand referred or delegated to this Committee:

- (1) To consider and determine requests by applicants to review a planning application decision of the 'Appointed Person' or the failure of the 'Appointed Person' to determine a planning application within three months, as required by the Town and Country Planning (Scheme of Delegation and Local Review Procedure) (Scotland Regulations) 2013.

## **APPENDIX**

### **SENIOR MEMBERS OF STAFF APPOINTED THROUGH RECRUITMENT PROCEDURE APPROVED BY THE COUNCIL**

Chief Executive

Depute Chief Executives

Heads of Service



**MEETING TIMETABLE**  
**AUGUST 2021 – APRIL 2022**

<b>SEPTEMBER 2021</b>		
Tuesday 28 September 2021	09:30	Planning & Regulatory Services Committee
Wednesday 29 September 2021	09:30	Appeals Committee
Thursday 30 September 2021	09:30	Moray Local Review Body
Thursday 30 September 2021	13:30	MIJB
<b>OCTOBER 2021</b>		
Wednesday 6 October 2021	09:30	Education, Children's Services and Leisure Committee
Tuesday 12 October 2021	09:30	Corporate Services Committee
Tuesday 19 October 2021	09:30	Economic Development and Infrastructure
Tuesday 19 October 2021	14:00	Communities Committee
Wednesday 20 October 2021	09:30	Licensing Committee
Wednesday 20 October 2021	14:00	Licensing Board
Wednesday 27 October 2021	09:30	Audit & Scrutiny Committee
Thursday 28 October 2021	09:30	Moray Local Review Body
Thursday 28 October 2021	13:00	Clinical and Care Governance Committee
<b>NOVEMBER 2021</b>		
Wednesday 10 November 2021	09:30	Moray Council
Tuesday 16 November 2021	09:30	Planning & Regulatory Services Committee
Wednesday 17 November 2021	09:30	Appeals Committee (Committee Room)
Thursday 18 November 2021	09:30	Police and Fire & Rescue Services Committee
Wednesday 24 November 2021	09:30	Education, Children's Services and Leisure Committee
Thursday 25 November 2021	09:30	Moray Local Review Body
Thursday 25 November 2021	10:30	Audit, Performance and Risk Committee

Thursday 25 November 2021	13:30	MIJB
Tuesday 30 November 2021	09:30	Corporate Services Committee
Tuesday 30 November 2021	14:00	Moray Council – Audited Accounts
<b>DECEMBER 2021</b>		
Tuesday 7 December 2021	09:30	Economic Development and Infrastructure Committee
Tuesday 7 December 2021	14:00	Communities Committee
Wednesday 8 December 2021	09:30	Licensing Committee
Wednesday 8 December 2021	14:00	Licensing Board
Wednesday 15 December 2021	09:30	Audit & Scrutiny Committee
Thursday 16 December 2021	09:30	Moray Local Review Body
<b>JANUARY 2022</b>		
Tuesday 18 January 2022	09:30	Planning & Regulatory Services Committee
Wednesday 19 January 2022	09:30	Moray Council
Thursday 20 January 2022	09:30	Appeals Committee (Committee Room)
Wednesday 26 January 2022	09:30	Education, Children's Services and Leisure Committee
Thursday 27 January 2022	09:30	Moray Local Review Body
Thursday 27 January 2022	13:30	Moray Integration Joint Board
<b>FEBRUARY 2022</b>		
Tuesday 1 February 2022	09:30	Corporate Services Committee
Tuesday 8 February 2022	09:30	Economic Development and Infrastructure Committee
Tuesday 8 February 2021	14:00	Communities Committee
Wednesday 9 February 2022	09:30	Licensing Committee
Wednesday 9 February 2022	14:00	Licensing Board
Wednesday 16 February 2022	09:30	Audit & Scrutiny Committee
Thursday 17 February 2022	09:30	Police and Fire & Rescue Services Committee
Wednesday 23 February 2022	09:30	Moray Council

Thursday 24 February 2022	09:30	Moray Local Review Body
Thursday 24 February 2022	09:30	Clinical and Care Governance Committee
<b>MARCH 2022</b>		
Tuesday 1 March 2022	09:30	Planning & Regulatory Services Committee
Wednesday 2 March 2022	09:30	Appeals Committee
Wednesday 9 March 2022	09:30	Education, Children's Services and Leisure Committee
Tuesday 15 March 2022	09:30	Corporate Services Committee
Tuesday 22 March 2022	09:30	Economic Development and Infrastructure Committee
Tuesday 22 March 2022	14:00	Communities Committee
Wednesday 23 March 2022	09:30	Licensing Committee
Wednesday 23 March 2022	14:00	Licensing Board
Wednesday 30 March 2022	09:30	Audit & Scrutiny Committee
Thursday 31 March 2022	09:30	Moray Local Review Body
Thursday 31 March 2022	10:30	Audit, Performance and Risk Committee
Thursday 31 March 2022	13:30	Moray Integration Joint Board
<b>APRIL 2022</b>		
Wednesday 6 April 2022	09:30	Moray Council

