

			APPENDIX 1
Ref	Policy Area	Issue	Pressures and Issues
		<i>Description of what we need to do</i>	<i>Particular point to highlight</i>
001	Ministerial direction on drug deaths & suicides	Undertake multi agency reviews	Ability to resource on ongoing basis. Efforts are being made to establish a proportionate and appropriate approach whilst pressing Scottish Government for funding
002	Poverty / Cost of Living	Escalation nationally and locally of expected response. Limited council resource to respond	Limited Council resource to respond. Absence of co-ordinating governance and work spread across services and agencies
003	Service Reviews	Service review for BVAR and ongoing change programme	Investigating and developing manageable and proportionate methodology to undertake reviews
004	Strategic and Corporate Planning e.g. LOIP	The development and review of strategic plans such as the LOIP.	Limited (no) resource and discussions at partnership level with Chief Officers who have not produced a solution
005	Partnership Working	Dedicated officers who perform this role	A number of partner public sector organisations have dedicated officers.
006	Corporate Role of IJB -	Participation as appropriate in the Corporate and strategic management and being accountable for ensuring that corporate strategic objectives are met.	Availability of skills and capability to support the strategic and corporate objectives of the Council and of the Community Planning Partnership
007	Emergency Planning / Resilience	Continued expansion of counter-terrorism and security remit in terms of Prevent and Protect (the UK anti-terrorism strategies) and a more proactive role for emergency planning required post Storm Arwen	Managing and co-ordinating the delivery of the expectations of the Protect Strategy and emergency planning

Service Pressures/Information Gathering: Corporate

Ref	Policy Area	Issue	Pressures and Issues
008	Recruitment and Retention / Succession Planning	Skills shortages and recruitment difficulties in key areas.	e.g. - IJB CFO - Legal Services - Building Standards - Building Trades - Social Work Practitioners
009	Military Covenant	The new Covenant Duty places a legal obligation on public bodies to pay 'due regard to the principles of the Covenant' and requires decisions about the development and delivery of certain services to be made with conscious consideration of the needs of the Armed Forces community.	To some extent the scope and reach of this will be influenced by how proactive the elected member champion is in developing working groups etc.
010	National Asylum Dispersal, Unaccompanied Migrant Children, Afghan and Ukrainian Support schemes	Facilitation of local resources; requirement to monitor and respond to end of placement requirements for mainstream accommodation; growing burden on existing services both within housing and across public services	Limited staff resources

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001	Wrap Around Child care	Expansion of holiday childcare - no resource or service to lead; Pressure to develop wrap around childcare to meet demand but not council statutory responsibility	Has potential to develop into new service area that is not currently planned for or resourced. Information not available as to future SG holiday care plans but anticipated this will continue or increase, with potential wider expansion of childcare. SG funding criteria for 2023 awaited but concern that will change and so add expectation of continuing current (with no £) while adding new
002	Counselling for Schools Mental Wellbeing Funding	Commissioning and contract management of services	Limited staff resources
003	Free School Meal Payments	New Process	Additional Business Support admin
004	Universal Free School Meals	Extend primary free school meal provision to include P4-P7	Limited staff resources
005	DSM/Increase in class contact time	Review of DSM scheme, increase non-contact hours of all teachers	Limited staff resources
006	The Promise / UNCRC	Developing new ways of working to meet requirements of The Promise/UNCRC	Limited staff resources
007	Attainment	Monitor and review Stretch aims	This is an additional task
008	ASN Review	Review of ASN policies and processes. Organisational design and structure. Models of service delivery. Workforce development. Tests of change.	Long term, complex and multi-faceted programme of change in an increasingly challenging operational environment.

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009	Learning Estate Strategy	Transforming the learning environment to support the delivery of the LOIP outcome of building a better future for Moray's children and young people and growing a diverse and sustainable economy.	The significant risks with a programme of this scale and nature envisaged in the investment plans and individual projects to be developed under the Learning Estate Strategy. The development of plans is likely to generate a high degree of public interest and speculation of future of individual schools and the public relations aspects that may arise as a result
010	Whole Family Wellbeing Fund	Additional funding with requirements to be planned and delivered on partnership basis and requiring service response and management input	Limited staff resources
011	National reviews of SQA, Education Scotland etc.	Typical of many national reviews and policy directives that are major asks	Limited staff resources
012	Management: Advice and Support	Inexperienced new managers within services	Demands on the small central HR Ops team is noticeably higher.
013	Employee Relations: Provision of HR Advice and Support	There are an increased volume of employee relations cases that require HR Adviser support.	Demand on small central HR team reduces capacity for other essential HR work e.g. research, involvement in specific pieces of work such as the recruitment challenges actions, flexible working support, etc
014	Short Term Lets	Create eForm for registration of short term lets. Create Process for registration, Payment, reminders and renewal of licences.	Unexpected work impacting on resources progressing planned work

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001	UK Shared Prosperity Fund	Administering and delivering the fund with limited resources	Impacts on limited team resources
002	Town Centre Capital Grant Fund & Start Up Grant Fund	Administering and delivering the fund with limited resources	Impacts on limited team resources
003	Just Transition Fund	Delivery of feasibility studies	High strategic importance, but added workload from current resourcing levels
004	Regeneration Capital Grant Fund	Lead applicant- assist with Stage 2 applications and claims if successful with limited resources	Impacts on limited team resources
005	Tourism - Local Visitor Levy	New initiative needs to be developed	Impacts on limited team resources
006	Planning Bill 2019 roll out	Unsure of future phasing	Deadlines require to be met
007	Workforce Strategy	Professional Competency Framework for Verifiers was published to support the new Competency Assessment System	An additional requirement of the operating framework which requires to be carried out however no change to requirements to meet other performance indicators which still require to be fulfilled.
008	Scottish Veterinary Service	Short response data demands re Animal Health work, possible removal of some of the service to new national agency	Additional demand on management and staff
009	Good Food Nation Bill	Require a food policy for the council	Time to write policy without pressures of other operational requirements/ demands.
010	Deposit Return Scheme	There still appears to be a lot of unanswered questions on this policy.	Difficult to plan for long term strategic developments i.e. vehicle selection & volume of material we'll be handling (impact on kerbside collections). Having to order new vehicles now that won't be ready for 2-3 years.
011	Recycling Improvement Fund	Added pressure on services to build the application & project as a whole.	Ongoing risk that the application is unsuccessful. In which event all time and resources previously allocated will have been wasted. Risk of having to start the process again with an alternative proposal. Continued risks and service limitations associated with the current facility in Chanonry.
012	Energy Efficiency Standard for Social Housing (EESH) & EESH2	Complex and changing framework in policy and regulatory terms, significant gap between policy objectives and available funding/availability of technological solutions	Limited staff resources

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001	Bairn's Hoose: The establishment of a Scotland-wide network of buildings to meet the needs of children and young people who have been harmed; who are under the age of criminal responsibility (currently 12 moving to 14 years) that need to be interviewed, and potentially children and young people that need to be interviewed and potentially children and young people that need to give evidence to court.	Requirement to source partnership building for Moray's Bairn's Hoose	This is still in very early planning stages but will require specific project planning/ implementation time
002	Dr Grays Hospital, Elgin plans for the future	Requirement to undertake the design and delivery of Dr Grays Hospital redevelopment	This is at the stakeholder engagement stage. As the engagement progresses, feedback will inform the plan for the Dr Grays Hospital of the future.
003	Social Work / Social Care: Unmet need	The significant pressure on social work / social care and the inability to meet demand resulting in unmet need and family carers having to shoulder an increased burden, and in turn leading to high demand for carer support, combined with concern from community members at levels of unmet need	The inability to meet care need also impacts on ability to reduce delays from hospital. The sustained pressure in care staff impacts on the quality of care that some providers can deliver.
004	Social Work Practice	There is a national shortage of experienced social workers with a background in children and families. There is also the imminent retirement of a Service Manager.	Pressures across all area teams and placement services.