



Moray Council

Wednesday, 06 April 2022

NOTICE IS HEREBY GIVEN that a Meeting of the **Moray Council** is to be held at **Remote Locations via Video Conference**, on **Wednesday, 06 April 2022** at **09:30**.

BUSINESS

1. Sederunt

2. Declaration of Group Decisions and Members Interests *

3. Resolution

Consider, and if so decide, adopt the following resolution:
"That under Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting for Items 15 to 17 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. Minutes

- | | |
|--|----------------|
| 4a. Minute of Meeting of 22 February 2022 | 7 - 14 |
| 4b. Minute of Meeting of 23 February 2022 | 15 - 20 |
| 4c. Minute of Meeting of 15 March 2022 | 21 - 22 |

5. Written Questions **

- | | | |
|------------|---|-----------|
| 6. | Children and Families Social Work Services Revenue Budget Monitoring Report to 31 December 2021
Report by Chief Officer, Health and Social Care Moray | 23 - 28 |
| 7. | Proposed Delegation of Children and Families and Justice Social Work
Report by Chief Officer, Health and Social Care Moray | 29 - 70 |
| 8. | Edinburgh Declaration
Report by Depute Chief Executive (Economy, Environment and Finance) | 71 - 86 |
| 9. | Renewables Income Fund
Report by Depute Chief Executive (Economy, Environment and Finance) | 87 - 94 |
| 10. | Covid Economic Recovery Fund
Report by Depute Chief Executive (Economy, Environment and Finance) | 95 - 122 |
| 11. | Strategic Tourism Infrastructure Development Plan
Report by Depute Chief Executive (Economy, Environment and Finance) | 123 - 128 |
| 12. | Scotland Loves Local Moray Gift Card
Report by Depute Chief Executive (Economy, Environment and Finance) | 129 - 142 |
| 13. | Review of Council Response into Storm Arwen
Report by Depute Chief Executive (Economy, Environment and Finance) | 143 - 156 |
| 14. | Question Time ***
Consider any oral question on matters delegated to the Committee in terms of the Council's Scheme of Administration. | |

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

15. Land at Commercial Road, Buckie [Para 8 and 9]

- Information on proposed terms and/or expenditure to be incurred by the Authority;

16. Moray Education Early Learning and Childcare External Consultant [Para 8 and 11]

- Information on the amount of any expenditure proposed to be incurred by the Authority;
- Information relating to any consultations or negotiations in connection with any labour relations;

17. Refugee Resettlement and Relocation Schemes [Para 3 and 5]

- Information relating to any particular applicant for, or recipient or former recipient of, any service provided by the Authority;
- Information relating to the adoption, care, fostering or education of any particular child or relating to the supervision or residence of any particular child in accordance with a supervision requirement;

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
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 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
Clerk Email:	committee.services@moray.gov.uk

Minute of Special Meeting of the Moray Council

Tuesday, 22 February 2022

Remote 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 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 Ray McLean, Councillor Shona Morrison, Councillor Louise Nicol, Councillor Laura Powell, Councillor Derek Ross, Councillor Amy Taylor, Councillor Sonya Warren

APOLOGIES

Councillor Walter Wilson

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, Head of Governance, Strategy and Performance, Head of Housing and Property, Head of Financial Services and Tracey Sutherland, Committee Services Officer.

1. Chair

The meeting was chaired by Councillor Shona Morrison, with the exception of Item 3 on the agenda which was chaired by Councillor Graham Leadbitter.

2. Order of Business

The Chair advised the Committee that there would be 30 minute adjournment following Declarations of Group Decisions and Members Interests to allow members to consider the updated Conservative Group Budget Amendment.

3. Declaration of Group Decisions and Members Interests *

In terms of Standing Order 20 and the Councillors' Code of Conduct, Councillors Brown, Coull, Divers, Eagle, Edwards, Morrison, Nicol and Warren declared an interest in Item 3 on the agenda as members of the Moray Integration Joint Board.

Councillors Alexander, Eagle and Leadbitter also declared that their respective groups had discussed the budget at length and that no whip on voting had been given.

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.

4. 2022-23 Budget 2022-25 Financial Plan

A report by the Depute Chief Executive (Economy, Environment and Finance) asked the Council to set the level of Council Tax for 2022/23, to agree the Council's revenue and capital budgets for 2022/23 and to consider the Council's Financial Plan for 2022 to 2025.

On the invitation of the Chair, Councillor Leadbitter being the Leader of the Council presented the proposed budget.

Councillor Leadbitter, introduced the budget on behalf of the Administration Group stating that this is the 2nd year of setting a budget in the unprecedented circumstances that the pandemic has caused. He acknowledged that staff and management at all levels continue to go above and beyond with the commitment to continue to deliver public services to individuals, families and businesses across Moray.

He thanked the Head of Financial Services and her staff for the considerable work that goes into the budget setting process. He further acknowledged and thanked the Councillors from the Budget Development Group who have worked with the Administration to put together the proposals that are being set out today, including the Conservative Group, who although are proposing an alternative budget as an amendment, were involved in resolving some issues prior to today's meeting.

Following Councillor Leadbitter's introduction he moved that the Council approve:

- i) An increase of 3% on Council Tax for 2022/23
- ii) Provision of £16,523,000 for budget pressures as listed in Appendix 2;
- iii) Further service developments totalling of £188,000 as described in paragraphs 4.18 and 4.19
- iv) Savings totalling £1,576,000 as listed in Appendix 3;
- v) Budgeted expenditure of £240,733,000 for 2022/23;
- vi) Budgeted expenditure of £240,733,000 for 2022/23;
- vii) Capital expenditure of £51,426,000 for 2022/23 as set out in the indicative ten year Capital Plan in Appendix 4;
- vii) Funding for Moray Integration Joint Board (MIJB) to increase by £6,745,000 plus Moray's share of the £200 million still undistributed in 2022/23 compared to the 2021/22 per the settlement letter from Scottish Government;
- ix) Use of financial flexibilities associated with the cost of the pandemic of £3,120,000
- x) Use of earmarked reserves totalling £1,191,000 for transformation and Council priorities and of £9,144,000 to balance the budget; and

- xi) That the Council tax rebate announced at Stage Two of the Scottish Government's budget is delivered through crediting Council Tax accounts, where this is possible.

Also for the Council to agree to note:

- i) The conditions placed on the Council in terms of the settlement letter from the Cabinet Secretary for Finance;
- ii) That the budget is based on the Local Government Settlement issued by the Scottish Government on 16 December 2021 and the announcement of additional funding of £120million on 27 January 2022 and that the Council's budget will be amended to reflect any changes made by the Scottish Parliament when the Scottish budget is approved; and
- iii) Projected additional savings requirements of £12,920,000 in 2023/24 and £6,894,000 in 2024/25.

This was seconded by Councillor Morrison who said that this budget has a clear and continuing focus on recovery. She further thanked the Officers for their work and forbearance during the budget process.

Councillor Eagle joined the Chair in thanking all the staff and fellow Councillors for their contributions throughout the year, acknowledging that the democratic process may not be easy and there will be differences of opinions but the vast majority live and work in Moray and only want the best for the area.

Councillor Eagle also acknowledged the unprecedented and challenging circumstances and the necessary investment in recovery and therefore proposed the Conservative Group budget. In seconding the amendment Councillor Gatt also thanked all the staff for working throughout the last 2 challenging years.

- i) Recognise the impacts of the cost of living and agree to freeze council tax rates for 2022/23, noting that without an increase in future settlements from the Scottish Government Moray Council may have to increase council tax above what may be considered a normal level in the future.
- ii) Agrees in addition to the budget as written the additions as shown in the table below totalling £1,05million
- iii) Allows provision of £16,395,000 for budget pressures as listed in Appendix 2; with the addition of moving the £3,100,000 pressure for Early Learning and Childcare and Additional Support Needs into a protected reserve to be used only following a detailed report to the respective service committee and also:
 - a) Expedite the DSM review along with class contact hours as listed within budget pressures to the service committee as soon as possible, with the report including a comparison review of the DSM of other local authorities in Scotland and suggestions of potential to limit pressure around school roll.
 - b) Requests a report is brought to the next relevant service committee on the pressure for a tree survey with a view to reduce the cost implications of this.

- c) Ask officers to run an internal campaign highlighting again Moray Councils climate emergency and asking all departments, buildings and facilities to turn off lights, heating etc when not required with a view to saving at least 10% of the budget pressure.
 - d) Remove 4.14 recognising that whilst the council notes the benefits of this the current financial climate does not justify this spend at this time.
- iv) Further service developments totalling £5,000 as described in paragraphs 4.18
- v) Further potential service development of £120,000 4.19;
- vi) Approves savings totalling £1,576,000 as listed in APPENDIX 3;
- vii) Approves budgeted expenditure of £240,733,000 plus amendments as described above for 2022/23 which comes to £241,636,000;
- viii) Approves indicative budgets for 2023/24 and 2024/25 as set out in APPENDIX 5;
- ix) Approves capital expenditure of £51,426,000 for 2022/2023 as set out in the indicative ten year Capital Plan in APPENDIX 4;
Requests officers provide a report to the relevant service committee in regard the lines covering Industrial Portfolio to allow scrutiny and debate on the potential to review policy on sale of current industrial assets to generate capital receipts to fund ongoing works and scope to work alongside private sector industrial estate developers.
- x) Approves funding for Moray Integration Joint Board (MIJB) to increase by £6,745,000 plus Moray's share of the £200 million still undistributed in 2022/23 compared to 2021/22 per the settlement letter from Scottish Government;
- xi) Approves use of financial flexibilities associated with the cost of the pandemic of £3,120,000;
- xii) Approves use of ear-marked reserves totalling £1,191,000 for transformation and Council priorities and of £11,522,000 to balance the budget; and
- xiii) That the Council Tax rebate announced at Stage Two of the Scottish Government's budget is delivered through crediting Council Tax accounts, where this is possible.

The Council are also asked to note:

- i) The conditions placed on the Council in terms of the settlement letter from the Cabinet Secretary for Finance;
- ii) That the budget is based on the Local Government Settlement issued by the Scottish Government on 16 December 2021 and the announcement of additional funding of £120 million on 27 January 2022 and that the Council's budget will be amended to reflect any changes made by the Scottish Parliament when the Scottish budget is approved; and

- iii) Projected additional savings requirements of £16,668,000 million in 2023/24 and £4,234,000 million in 2024/25.

On the division there voted:

For the Motion (14) Councillors Leadbitter, Morrison, Alexander, Bremner, Coull, Cowe, Cowie, Creswell, Divers, Edwards, A McLean, Nicol, Taylor and Warren.

For the Amendment (10) Councillors Eagle, Gatt, Allan, Brown, Feaver, Macrae, M McLean, R McLean, Powell and Ross.

Abstentions (0)

Accordingly the motion became the finding of the meeting and the Council agreed to:

- i) An increase of 3% on Council Tax for 2022/23
- ii) Provision of £16,523,000 for budget pressures as listed in Appendix 2;
- iii) Further service developments totalling of £188,000 as described in paragraphs 4.18 and 4.19
- iv) Savings totalling £1,576,000 as listed in Appendix 3;
- v) Budgeted expenditure of £240,733,000 for 2022/23;
- vi) Budgeted expenditure of £240,733,000 for 2022/23;
- vii) Capital expenditure of £51,426,000 for 2022/23 as set out in the indicative ten year Capital Plan in Appendix 4;
- vii) Funding for Moray Integration Joint Board (MIJB) to increase by £6,745,000 plus Moray's share of the £200 million still undistributed in 2022/23 compared to the 2021/22 per the settlement letter from Scottish Government;
- ix) Use of financial flexibilities associated with the cost of the pandemic of £3,120,000
- x) Use of earmarked reserves totalling £1,191,000 for transformation and Council priorities and of £9,144,000 to balance the budget; and
- xi) That the Council tax rebate announced at Stage Two of the Scottish Government's budget is delivered through crediting Council Tax accounts, where this is possible.

The Council also agreed to note:

- i) The conditions placed on the Council in terms of the settlement letter from the Cabinet Secretary for Finance;
- ii) That the budget is based on the Local Government Settlement issued by the Scottish Government on 16 December 2021 and the announcement of additional funding of £120million on 27 January 2022 and that the Council's

budget will be amended to reflect any changes made by the Scottish Parliament when the Scottish budget is approved; and

- iii) Projected additional savings requirements of £12,920,000 in 2023/24 and £6,894,000 in 2024/25.

5. Housing Revenue Account Annual Budget 2022-23

A report by the Depute Chief Executive (Economy, Environment and Finance) presented a summary of the findings of the Housing Business Plan Review which has recently been completed in addition to the Housing Revenue Account (HRA) Budget and Housing Investment Plan for 2022/23 for approval.

Following consideration the Council agreed:

- i) to note the main findings of the Housing Business Plan 2022 Review and notes that housing activities must remain fundable and affordable within the constraints of the accounting regime for housing;
- ii) the proposed HRA budget for 2022/23 (Appendix I) and Housing Investment Plan (Appendix II);
- iii) to note the results of consultation with tenants on options for the 2022/23 rent increase;
- iv) that council house rents increase 1.5% for 2022/23;
- v) that garage rents are increased by 7% (this is a two yearly increase);
- vi) service developments at a cost of £456k, as detailed in paragraph 9.16;
- vii) that grass cutting charges are increased by 3.5%; and
- vii) to note the three year projection to 2024-25 (Appendix III)

6. Treasury Management Strategy Statement and Prudential Indicators

A report by the Depute Chief Executive (Economy, Environment and Finance) asked the Council to approve the Treasury Management Strategy and the Investment Strategy for 2022/23 and to approve the indicators which will be used to measure the Council's performance in capital investment decisions.

Following consideration the Council agreed to:

- i) approve the Treasury Management Strategy Statement for 2022/23;
- ii) approve the Investment Strategy for 2022/23 in Appendix 1;
- iii) approve the Prudential Indicators and Limits for 2022/23 in Appendix 3; and
- iv) note the indicative Prudential Indicators and limits for 2023/24 and 2024/25.

7. Use of Capital Receipts to Fund Transformation

A report by the Depute Chief Executive (Economy, Environment and Finance) requested Council's approval to use capital receipts to fund a specified range of transformation or service redesign projects, in the terms permitted by Scottish Government as set out in Local Government Finance Circular No 4/2019.

Following consideration the Council agreed to:

- i) approve the use of capital receipts to fund expenditure estimated at £290,000 in 2021/22 on the Improvement and Modernisation Programme and Digital Services, as set out in section 4 of this report; and
- ii) note that annual recurring savings of at least £3,195,000 are projected to be achieved from this and the last three years' investment of capital receipts.

Minute of Meeting of the Moray Council

Wednesday, 23 February 2022

Remote 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 Lorna Creswell, Councillor John Divers, Councillor Ryan Edwards, Councillor Claire Feaver, Councillor Donald Gatt, Councillor Graham Leadbitter, Councillor Marc Macrae, Councillor Aaron McLean, Councillor Ray McLean, Councillor Shona Morrison, Councillor Louise Nicol, Councillor Laura Powell, Councillor Derek Ross, Councillor Amy Taylor, Councillor Sonya Warren

APOLOGIES

Councillor Tim Eagle, Councillor Maria McLean, Councillor Walter Wilson

IN ATTENDANCE

Also in attendance at the above meeting were the Chief Executive, Depute Chief Executive (Economy, Environment and Finance), Depute Chief Executive (Education, Children's and Leisure Services), Chief Officer, Health and Social Care Moray, Head of Governance, Strategy and Performance, Head of Financial Services, Head of Housing and Property, Head of HR, ICT and Organisational Development, Acting Head of Children, Families and Justice Social Work, Chief Social Work Officer and Tracey Sutherland, Committee Services Officer.

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, Councillors Brown, Coull, Divers, Edwards, Morrison, Nicol and Warren declared an interest in Items 6, 11 and 12 on the agenda as members of the Moray Integration Joint Board.

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 Items 11 to 14 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
11	Para 1 Information relating to staffing matters
12	Para 1 Information relating to staffing matters
13	Para 9 Information on terms proposed or to be proposed by or to the Authority
14	Para 12 Information relating to instructions to counsel any opinion of counsel and any advice received, information obtained or action to be taken in connection with legal procedures.

4. Minute of Meeting of 19 January 2022

The minute of the meeting of the Moray Council dated 19 January 2022 was submitted and approved.

5. Written Questions **

The Council noted that no written questions had been submitted.

6. Revenue Budget Monitoring Quarter 3

A report by the Depute Chief Executive (Economy, Environment and Finance) advised the Council of the revenue budget monitoring position to 31 December 2021 and of the current estimated out-turn for 2021/22.

In introducing the report the Head of Financial Services updated the Council on the estimated outturn of the Moray Integration Joint Board since the report was written. The report states an overspend however the outturn is now anticipated to be an underspend of £217,000 and she felt it prudent to update the Council on the change.

Following consideration the Council agreed to note:

- i) the budget monitoring position of £1,189,000 under budget for 2021/22 as at 31 December 2021;
- ii) that this position consists of an underspend on Devolved School Budgets of £1,217,000, an underspend of £1,479,000 on Children's Services, an overspend on Social Care Services delivered on behalf of the Moray Integration Joint Board (MIH+JB) of £1,928,000 and an underspend on other services of £421,000;
- iii) movement of £3,212,000 in the General Revenue Grant, as detailed in paragraph 3.5;

- iv) the current estimated out-turn for 2021/22 of an underspend of £2,132,000 which would result in an increase in Council reserves; and
- v) emerging budget pressures as summarised in paragraph 6.1

7. Capital Plan 2021-22

A report by the Depute Chief Executive (Economy, Environment and Finance) advised the Council of the expenditure to 31 December 2021 under the capital plan for financial year 2021/22 and of estimates of projected expenditure profiled into quarters.

Following consideration the Council agreed to:

- i) note expenditure to 31 December 2021 of £17,925,000;
- ii) note the current projected expenditure of £42,502,000 for 2021/22 profiled into quarters, as set out in Appendix 1 and that this should be treated as a maximum spend, given the level of spend to date, the low level of confidence in spend to budget for much of the capital plan, and the continuing disruption caused by the omicron variant;
- iii) notes the projected overall expenditure for projects spanning more than one financial year, as set out in Appendix 2; and
- iv) approve amendments to the 2021/22 and 2022/23 capital plan as detailed in section 6.1 of this report.

8. Funding for Development of the Raising Attainment

A report by the Depute Chief Executive (Education, Communities and Organisational Development) sought approval for the allocation of funding from reserves to appoint a specialist ICT Education consultancy to assist Officers to progress the Raising Attainment: Curriculum Breadth and Digital Workstream within the Council's Improvement and Modernisation Programme.

Following consideration the Council agreed to allocate up to £50,000 from earmarked reserves for Council priorities, for the appointment of a specialist ICT Education consultancy, following the approval by the Education, Children's and Leisure Services Committee on 26 January 2022 of the recommendations in the report at Appendix A.

9. Chief Social Work Officer Annual Report 2020-21

A report by the Chief Social Work Officer informed the Council of the annual report of the Chief Social Work Officer on the statutory work undertaken on the Council's behalf during the period 1 April 2020 to 31 March 2021 inclusive.

Councillor Gatt asked whether it would be possible for future reports to split the workforce figures between Children and Adult Social Work. In response, the Chief Social Work Officer confirmed that this would be possible.

Following consideration the Council agreed to note the contents of the report.

10. Question Time ***

Under reference to paragraph 20 of the minute of the meeting of Moray Council on 19 January 2022, Councillor Gatt sought an update on when he would receive a response to his question regarding the Keith Tourist Office.

In response, the Head of Housing and Property apologised for the delay and confirmed that Officers were currently working on the response and it would be sent to Councillor Gatt within in the next couple of days.

Councillor Gatt thanked the Head of Housing and Property for his response but asked that it be noted that he was disappointed the response was taking so long to be received.

11. Regrading of Post of Chief Financial Officer (MIJB)

A report by the Chief Executive asked the Council to approve the increase in salary grade for the post of Chief Financial Officer (Moray Integrated Joint Board) and consequent increase to the Council's Chief Officer establishment.

Following consideration the Council agreed to approve the regrading of the post of Chief Financial Officer (MIJB) from salary grade 13 (£59,490 - £65,126) to Chief Officer Point 30 (currently £82,340) with effect from 1 March 2022.

12. Children's Services Transformation Proposals

A report by the Chief Officer, Health and Social Care Moray sought approval from the Council to approve the extension to the post of Interim Head of Children, Families and Justice Services and for the creation of a Service Manager post at Grade 13, following on from the Transformational Change Proposals agreed on 26 January 2022 at Education, Children's and Leisure Services Committee (ECLS) (Appendix 1).

Following consideration Councillor Brown, seconded by Councillor Warren moved to agree the recommendations. As there was no one otherwise minded the Council agreed to:

- i) a 6 month extension to the Interim Head of Children, Families and Justice Services post;
- ii) approve and support the re-investment of savings from the social work budget to allow for the creation of an additional Service Manager post at Grade 13 to ensure sustainable, safe, robust services to children and families; and
- iii) note the wider transformation proposals agreed by ECLS Committee on 26 January 2022 (Appendix 1).

13. Moray Affordable Housing Programme - Council Land Acquisition

A report by the Depute Chief Executive (Economy, Environment and Finance) asked the Council to agree to purchase sites at South Glassgreen, Elgin and Speyview, Aberlour for development of new Council housing.

The Head of Housing and Property confirmed that since the report had been written the District Valuer's Valuation had now been received.

Following consideration the Council agreed to:

- i) purchase the sites detailed in Section 5, at a purchase price which does not exceed the District Valuer's valuation; and
- ii) remit the Legal Services Manager to conclude the purchase of the sites.

14. Living Wage Consolidation

A report by the Depute Chief Executive (Education, Communities and Organisational Development) asked the Council to approve the recommendation to progress to formal consultation with the Trades Unions and employees on proposals for a revised pay and grading structure that achieves consolidation of the Scottish Local Government Living Wage and to see formal approval for the implementation of these proposals should the formal consultation be favourable.

Following consideration the Council agreed:

- i) to note that agreement has been reached with the recognised Trade Unions on a preferred revised pay and grading structure for consultation;
- ii) to progress to formal consultation with the Trade Unions on Option 3A for a revised pay and grading structure with proposed implementation date of 1 April 2021;
- iii) that if a collective agreement is reached following consultation that arrangements are made for implementation and the outcome is reported to a future meeting of the Council for information; and
- iv) agree that should there be no agreement following consultation, a report will be brought back to the Corporate Committee to consider next steps.

Minute of Special Meeting of the Moray Council

Tuesday, 15 March 2022

Remote Locations via Video Conference,

PRESENT

Councillor George Alexander, Councillor James Allan, Councillor David Bremner, Councillor Theresa Coull, Councillor John Cowe, Councillor Gordon Cowie, Councillor Lorna Creswell, Councillor John Divers, Councillor Tim Eagle, Councillor Donald Gatt, Councillor Graham Leadbitter, Councillor Marc Macrae, Councillor Aaron McLean, Councillor Shona Morrison, Councillor Louise Nicol, Councillor Laura Powell, Councillor Derek Ross, Councillor Amy Taylor, Councillor Sonya Warren

APOLOGIES

Councillor Frank Brown, Councillor Ryan Edwards, Councillor Claire Feaver, Councillor Maria McLean, Councillor Ray McLean, Councillor Walter Wilson

IN ATTENDANCE

Also in attendance were the Chief Executive, Depute Chief Executive (Economy, Environment and Finance), Depute Chief Executive (Education, Communities and Organisational Development, Head of Governance, Strategy and Performance and Tracey Sutherland, Committee Services Officer.

Mr Paul Reilly, Accounts Commission and Mr Brian Howarth, Audit Scotland were also in attendance at the meeting.

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

3. Pre-Election Period

The Head of Governance, Strategy and Performance reminded all Members about the pre-election publicity restrictions, and the guidance that members should have received.

He further added that the meeting must not be used to foster support for a political party or be seen to influence the outcome of the election in any way.

He further advised that there is always the option to move the meeting into confidence if required.

4. Ukrainian Crisis

The Council joined the Chair in expressing their condemnation of Russia's invasion of Ukraine and expressed deep sympathy for the crisis currently taking place in Ukraine and the difficulties being faced by its people.

The Chair further added that she had requested a report to the next meeting of Moray Council on 6 April 2022 to update the Council on the co-ordinated response the Council is taking along with its partners to support this humanitarian crisis. She further thanked Councillors Warren and Cowe for bringing and urgent notice of motion forward but due to this being a special meeting the Standing Orders do not allow for the notice of motion to be heard but hoped that by bringing a report to the next meeting, it would allow for an open discussion to take place.

5. Moray Council Best Value Progress Report

A report by the Chief Executive asked the Council to consider the Best Value Progress Report on Moray Council by the Controller of Audit (Appendix 1) and the Findings of the Accounts Commission (Appendix 2).

Following consideration the Council agreed:

- i) to welcome the good progress evidenced by the Best Value Progress Report and to sign off the Strategic Action Plan (Appendix 3) in accordance with para 5.1 of the report;
- ii) to note the findings of the Accounts Commission; and
- iii) that the views of the meeting and the Findings together with the approach to developing indicative areas for action as set out in paras 5.3 to 5.8 of this report that continues planned improvement and addresses the high level areas of improvement outlined to be taken forward to the Moray Council following the local government elections in May 2022.



REPORT TO: MORAY COUNCIL ON 06 APRIL 2022

**SUBJECT: CHILDREN AND FAMILIES SOCIAL WORK SERVICES
REVENUE BUDGET MONITORING TO 31 DECEMBER 2021**

BY: CHIEF OFFICER HEALTH AND SOCIAL CARE MORAY

1. REASON FOR REPORT

- 1.1 To inform the Council of the budget position for Children and Families Social Work Services as at 31 December 2021.
- 1.2 This report is submitted to Council in terms of Section III (A) (2) of the Council's Scheme of Administration relating to the consideration of capital and revenue budgets and long term financial plans.

2. RECOMMENDATION

- 2.1 **It is recommended that the Council scrutinises and notes the budget position at 31 December 2021**

3. BACKGROUND

- 3.1 The report highlights those areas of the budget where there is a significant percentage variance identified at 31 December 2021.

4. BUDGET POSITION

- 4.1 The spend at 31 December 2021 is £12,247,000 against a budget to date of £13,726,000, giving an underspend of £1,479,000 as shown in **Appendix 1**.
- 4.2 Corporate Parenting and Commissioning has an underspend of £1,594,000. This is mainly due to an underspend in out of area and additional resource packages of £729,000. A contract for residential care in Moray has ended giving an underspend of £432,000 and there is an underspend on another contract due to children transitioning to adult services £250,000. There are also underspends on adoption placements through external providers, adoption allowances and legal fees of £42,000 and £32,000 of one-off additional income for an adoption placement in Moray.
- 4.3 Covid expenditure relating to cover for staff who are self-isolating or have long covid £66,000.

5 ESTIMATED OUTTURN

- 5.1 The estimated outturn for 2021/22 is £17,398,000 against a budget of £19,495,000 resulting in an estimated underspend for the year of £2,097,000.
- 5.2 The underspend predominately relates to an underspend of £1,000,000 in Out of Area Placements. A contract for residential care in Moray has ended giving an underspend of £568,000, a report recommending the re-investment of this underspend was approved at Education, Children's and Leisure Services Committee on 26 January 2022 (para 10 of the minute refers). There is a predicted underspend on a contract for children with disabilities due to children transitioning to adult services of £320,000. There are additional underspends on adoption allowances and legal fees £32,000, fostering fees and allowances £70,000 and throughcare/aftercare grants £40,000. There is also one-off income for an adoption placement in Moray of £32,000.

6. SUMMARY OF IMPLICATIONS

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

The Children's Services Revenue Budget has particular reference to National Outcome 8 – we have improved the life chances for children, young people and families at risk.

(b) Policy and Legal

The Council has statutory responsibilities to meet educational needs, the needs of children and young people in need and those it looks after.

(c) Financial implications

The resource implications are set out in this report and at **Appendix 1**. The underspend as at 31 December 2021 is £1,479,000 against a budget to date of £13,726,000. The estimated year end position is expenditure of £17,398,000 against a budget of £19,495,000 resulting in an underspend of £2,097,000

(d) Risk implications

Budget Managers are aware of their responsibilities for managing budget allocations and approval for any variances will be sought from Committee in line with the Financial Regulations.

(e) Staffing implications

There are no staffing implications associated with this report.

(f) Property

There are no property implications associated with this report.

(g) Equalities/Socio Economic Impact

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

(h) Climate Change and Biodiversity Impacts

No climate change and biodiversity impacts arise directly from this report.

(i) Consultations

Paul Connor, Principal Accountant and Tracey Sutherland, Committee Services Officer, have been consulted and are in agreement with the contents of this report where it relates to their areas of responsibility.

7. CONCLUSION

7.1 That Committee scrutinises and notes the budget position as at 31 December 2021.

Author of Report: Tracy Stephen, Acting Head of Children's Services
Nicky Gosling, Accountant

Background Papers: With authors

Ref: SPMAN-1315769894-292 / SPMAN-1315769894-293

Children and Families Social Work Services

Budget Monitoring Report to 31st December 2021

Service	Revised Budget	Budget to Date	Actual to Date	Variance to Date	Variance
	£'000	£'000	£'000	£'000	%
Children Services and Criminal Justice Management	54	54	81	(27)	(50)%
Quality Assurance Team	208	153	140	13	8 %
Locality Planning Pilot	60	33	33	-	-
Children's Services Area Teams	4,011	2,910	2,934	(24)	(1)%
Corporate Parenting & Commissioning	13,826	10,413	8,819	1,594	15 %
Justice Services	457	203	208	(5)	(2)%
Reviewing Team	311	231	230	1	-
Children Services Additional Funding	531	(271)	(264)	(7)	-
Efficiency Savings-Children's Services	37	-	-	-	-
Children's Services COVID 19 costs	-	-	66	(66)	-
				-	
Children's Services Total	19,495	13,726	12,247	1,479	-

Appendix 1

Full Year Forecast		Full Year Variance
£'000		£'000
54		-
193		15
60		-
4,018		(7)
11,739		2,087
455		2
311		-
531		-
(33)		70
70		(70)
17,398		2,097



REPORT TO: MORAY COUNCIL ON 6 APRIL 2022

SUBJECT: PROPOSED DELEGATION OF CHILDREN AND FAMILIES AND JUSTICE SOCIAL WORK

BY: CHIEF OFFICER, MORAY INTEGRATION JOINT BOARD

1. REASON FOR REPORT

1.1 To ask the Council to consider the outcomes of the business case on the proposed delegation of Children and Families and Justice Social Work to the Moray Integrated Joint Board (MIJB).

1.2 This report is submitted to Council in terms of Section II (22) of the Council's Scheme of Administration relating to alterations to the Moray Integrated Joint Board (MIJB)

2. RECOMMENDATION

2.1 It is recommended that The Council:

- (i) consider and approve the Business Case for delegation of Children's and Families and Justice Social Work Service to MIJB attached as Appendix 1;**
- (ii) note that the Business case is being submitted to MIJB and Grampian NHS Board for their respective approvals;**
- (iii) agree that financial accountability for the service remains with the Council for a period of 18 months up to 31 March 2024;**
- (iv) agree that Officers enter into dialogue with the Scottish Government (as the statutory approval body) over the formal amendments required to the Integration Scheme to enable the delegation; and**
- (v) note the final version of the Scheme will come to a future meeting of the Council for approval.**

3. BACKGROUND

- 3.1 The Scottish Government National Performance Framework sets out the ambitions of the Scottish Government underpinned with the values of treating all people with kindness, dignity, and compassion; with respect for the rule of law; and to act in an open and transparent manner. The national outcome most relevant to Children and Families and Justice Social Work is that people grow up loved, safe and respected so that they realise their full potential. This includes a requirement to understand the lifelong impact of children being placed into care.
- 3.2 Improving outcomes for our most vulnerable children and families, to meet the ambitions contained in the National Performance Framework, our Moray Children's Services Plan 2020-23, and the Independent Care Review's "The Promise", requires a shift in approach of how we work with families to one which focuses on family strengths and assets, recognising the enduring and lifelong nature of family relationships which need to be nurtured and enhanced. There was a recognised need for improvement and transformation, and this is underway.
- 3.3 In Moray there was recognition of a need for improvement and transformational change within Children's Social Work. The Care Inspection in 2016 pointed towards a need for radical improvement. National Benchmarking Data showed Moray did not compare well with comparator local authorities and an agreement was made for the reinvestment of savings to achieve sustained and robust change and improvement, which is underway.

Data from the most recent benchmarking 2019-2020*

2019-2020	Moray comparison score out of 32 Local Authorities (1 being the best)
Cost of residential care	29/32
Children looked after in kinship and foster care	25/32
Balance of care being weighted towards non-family placements	31/32
Children who have had more than one placement	29/32

* 2020/21 results for children and families are always later than the initial publication as not made public by Scottish Government until May so are added in at a later date so comparisons for 2019/20 are the most current we have until that update in a couple of months.

Management Structure

- 3.4 On 25 September 2019 (para 5 of the minutes refers) the Council approved the revised management structure that would ensure the continuity, stability and availability of strategic leadership and direction to meet the challenges of the future as efficiently and effectively as possible with the flexibility to meet future requirements. The agreed management structure showed Children and Families and Justice Social Work services moving under the direct oversight of the Head of Service and Chief Social Work Officer within the Moray Integration

Joint Board (MIJB). The Council restructure saw the deletion of the Head of Service post for Children's and Families and Justice services; however, this post has remained as an interim position whilst the propriety work for delegation continues, with a recognising that Children and Justice Social Work services require robust and assured leadership.

Progress Updates

- 3.5 Progress updates were presented to Moray Council on 27 November 2019 (para 22 of the minute refers) and NHS Grampian on 5 December 2019 (para 11 of the minute refers) where both parties agreed to proceed to the next steps of assessing the various gateways and milestones of the potential delegation of Children's Social Work and Criminal Justice to the MIJB. It was anticipated that the work required for the transfer would take between 12-18 months with an initial target date for any delegation of 1 April 2021.
- 3.6 Progress updates were presented to the MIJB on 28 May 20 (para 12 of the minute refers) and on 1st July 20 (para 8 of the minute refers) Moray Council Emergency Cabinet noted the position statement on Children and Families and Justice Social Work, including an overview of the National Context; the Local Context; The Independent Care Review; the current position in Moray; rationale for transformational change; and delegation of services to Moray Integration Joint Board. The MC Emergency Cabinet agreed to note the working being carried out to make improvements to the service and to continue with the programme which would seek agreement at a future date to delegate services to the MIJB.
- 3.7 Further updates were presented to the Moray Council on 30 June 21 (para 11 of the minutes refers) noting the work being carried out by the Programme Board which focused on both development of the service and the business case for where the service is best aligned.

Programme Board

- 3.8 The Programme Board was inaugurated on 16 November 2020 with the purpose being to lead and provide strategic direction in relation to the potential delegation and modernisation of Children and Families and Justice Social Work, and potential delegation to the MIJB in line with national policy, legislation, and local requirements. This was noted by Council on 16 December 2020 (para 10 of the minutes refers).
- 3.9 The delay in establishing the Programme Board was due to the disruption from the Covid-19 pandemic. Lock down began March 2020 with the focus for Local Governments and NHS Boards to deliver essential services and support the delivery of widespread public health measures. As the virus began circulating, vaccination programmes became a priority followed by the third wave fuelled by a new Delta variant in July 2021. Most recently NHS Grampian entered Operation Iris in November 2021 until April 2022 to manage demands placed on the system by Covid-19, This contributed to the loss of momentum and slowed the progression to undertake the necessary due diligence required to progress with delegation of children and families and justice social work.
- 3.10 The remit of the Programme Board was to provide a joint forum for discussion amongst key partners and stakeholders regarding delegation whilst offering support and scrutiny to aid a decision for all parties to agree on taking forward a proposal around delegation. The ambition of the Programme Board was to aim

for the Integration Scheme to be laid before Scottish Ministers and approved by 1 April 2022. This would be subject to agreement by Moray Council, NHS Grampian and MIJB. However, this timeline was revised given competing priorities across the whole system.

- 3.11 The focus of the Programme Board has been to identify and monitor the risks and issues associated with the potential delegation and to identify the key benefits of delegating Children and Families Social Work and Justice Social Work into the MIJB. The Board received a suite of papers including a problem statement, project Initiation document, draft benefits realisation plan and risk register, along with a comprehensive update backed by a data set on the progress the Children and Families and Justice Social Work were achieving. The subsequent development of a business case including options appraisal formed part of the additional works required to aid the recommendation from the Board of the statutory decision makers.

Service Finances

- 3.12 The Children and Families and Justice Social Work service currently has a budget in 2021/22 of £19.5 million with a forecast underspend of £2.0 million. The Service employs 114 FTE staff.
- 3.13 A reinvestment of savings of £0.8 million was agreed at Educations, Children's Services and Leisure Committee on 26th January 2022. This enabled significant system change within Children and Family's Social Work with a number of key areas developed to sustain and develop improvements. When setting the budget for 2022/23, the Council also agreed budget savings of £0.8 million from the Service in 2022/23 and indicative savings of £0.4 million pa from 2023/24 to 2025/26. The agreed base budget for the service in 2022/23 is £18.45 million (including an element part of which will remain with the Council) and this will be increased to cover pay awards and contract uplifts as and when these are agreed.
- 3.14 Officers have been working on financial due diligence for the proposed delegation in recent months. There are still two areas of the Education budget, totalling £7 million, where the split of funding between the element that would transfer to MIJB and the element that would remain with the Council needs to be finalised. It is anticipated that this work will be completed before final sign off of amended Integration Schemes by the Council and NHS Grampian in July and August. Currently no issues have been identified from the financial due diligence work that would prevent agreement to delegate.
- 3.15 Given the scale of the transfer, Finance Officers recommend that assuming a delegation date of 1st October 2022 that financial accountability for the service remains with the Council for a period of 18 months up to 31st March 2024. If delegation took place, this would mean that operational responsibility for the service would sit with MIJB but any financial variance against the budget (whether an underspend or overspend) would remain with the Council. This transitional period would allow the service to become embedded within MIJB without MIJB or NHS Grampian being exposed to undue financial risk over the initial period of the transfer.

Business Case

- 3.16 The Business Case for the delegation of Children and Families and Justice Social Work including an option appraisal is attached in **Appendix 1** to this

report. A draft version of the Business Case was considered by the Programme Board in June 2021 and their feedback has been incorporated.

- 3.17 The aim of the Business Case was to provide the opportunity to undertake a comprehensive analysis of the preferred option, for the delegation of Children and Families and Justice Social Work to the MIJB. The two viable options included: Option 1, to delegate Children and Families and Justice Social Work to the MIJB alternatively Option 2, to reposition Children and Families social and Justice Social Work into the Council structure.
- 3.18 The Business Case has been developed with the input from a number of senior colleagues across NHS Grampian, Moray Council and Health and Social Care Moray, as well as other Integrated Authorities who have already delegated Children and Families and Justice Services. It also sets out the complex landscape of joining national and local policy to providing best outcomes for children and families to meet statutory responsibilities within a Moray context.
- 3.19 The Business Case acknowledges that there is no consistent approach across Scotland regarding which services are delegated but it recognises the National Care Service consultation responses which highlights the benefits to the services sitting within one structure, endorsing the view that the direction of travel in Moray is comparable to the national picture.

Children Transformation Plan

- 3.20 There is a recognition that professional alignment between adult and children social work would improve several key areas, including substance misuse and mental health work, transitions – particularly for children and young people with disabilities, SDS and people with care experience. It would also afford opportunities for efficiencies and allow a more coherent professional development across the social work workforce, with training and development on human rights and the protection of adults and children being a common practice theme across all areas of social work.
- 3.21 A reinvestment of savings was agreed at Educations, Children's Services and Leisure Committee on 26th January 2022. This enabled significant system change within Children and Family's Social Work with a number of key areas developed to sustain and develop improvements, particularly around prevention of care, policy development, child protection and creating a relational practice model.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1 The Programme Board has agreed the Business Case and the rationale to delegate Children and Families and Justice Social Work, which is primarily to improve outcomes for children and families, and also to meet the ambitions contained in the National Performance Framework, Moray Children's Services plan 2020-23, and the Scottish Independent Care Review – The Promise. The transformation of Children Social Work is underway with evidence of savings and improvement.
- 4.2 There is a recognition that professional alignment of Social Work Services across the Partnership would improve a number of key areas and allows for an aligned approach to complexities around mental health and parental substance misuse and offending (including domestic violence), transitions, particularly for

children and young people with disabilities, Self-Directed Support (SDS) and to meet statutory responsibilities towards individuals with care experience. It would create efficiencies and synergised professionals' development across Social Work Services. A commitment for improvement has been made across the Partnership, with a shared model of support in the 3 conversation Model, a relational, asset-based approach.

- 4.3 The extended timeline to reaching a formal decision was due to competing priorities but recognised the need for satisfactory due diligence to take place so that officers had full confidence in recommending the delegation of services to MIJB.
- 4.4 The aim is for Moray Council, NHS and MIJB to agree to the delegation services with the intent for the process to be completed by October 2022. A copy of the indicative timescale is attached at **Appendix 2**.

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

(b) Policy and Legal

Legal resource is required to undertake any due diligence for amending the Integration Scheme, and that process is ongoing. This will be assisted by Brodies Solicitors and the indicative timescale is accepted with the caveat that the Scottish Ministers lead time to sign off the amended Scheme of Integrate may vary according to their priorities.

The Children and Young People (Scotland) Act 2014 (Part 3) sets out a legal framework for children's services planning, including its scope and aims.

(c) Financial implications

In preparation for the delegation of additional functions to the MIJB it will be necessary for the MIJB to obtain assurance that financial resources are adequate to allow it to carry out the functions delegated and to assess the risks associated with this. The MIJB Chief Finance Officer will work with both the Council Section 95 Officer and the Health Board Director of Finance in establishing the required assurance.

(d) Risk Implications and Mitigation

To continue at pace, the scale of this work should not be underestimated. Financial due diligence and workforce engagement is essential to a successful transition. There is a high risk if we are unable to gain agreement from all 3 bodies to delegate. Through the business case it has been recognised that children and families and criminal justice services has a good fit best for with adult services. If delegation does not proceed this will have implications for the escalation of the costs of services, not only for opportunities for efficiencies and professional development across the social work workforce, but more importantly the

lost opportunity for an improved workforce alignment which will offer better outcomes for our most vulnerable children and families.

(e) Staffing Implications

Once a formal decision has been made any proposals for change to team structures and lines of responsibility will be documented through a change management plan including consultation with relevant parties, including our staff and unions.

(f) Property

No property issues identified at this point.

(g) Equalities/Socio Economic Impact

Not required at this point.

(h) Climate Change/Biodiversity Impact

None arising from this report

(i) Consultations

Chief Executive, Chief Finance Officer both NHS Grampian, Chief Financial Officer MIJB, Chief Executive, Chief Social Work Officer;, Head of Governance, Strategy and Performance, Tracey Sutherland, Committee Services Officer; Head of Financial Services, Head of Children's and Families and Justice Social Work all Moray Council have been consulted.

6. CONCLUSION

6.1. The Business case supports the decision of the Programme Board to recommend the delegation of Children and Families Social Work and Criminal Justice Services to MIJB. There is a clear understanding of the services which are lawful to delegate whilst recognising further work is required for final financial due diligence and to support the development and implementation of a change management plan.

6.2. When approvals from all three bodies (NHS Grampian, Moray Council, MIJB) are gained, a further report will be presented with the amendments to the Scheme of Integration for final approval.

Author of Report: Simon Bokor-Ingram, Chief Officer MIJB

Background Papers: With Author

Ref:

APPENDIX 1

A large, faint circular graphic composed of several concentric rings in shades of red, green, and blue, centered on the page.

Children and Families Social Work and Criminal Justice

**The business case for delegating social
work services into Moray Integration Joint
Board**

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1. Version History

Version	Date	Details
0.1	30/06/21	Initial draft created by Carmen Gillies
0.2	08/07/21	Amendment by SBI
0.3	07/03/22	CG added Appendix 3. IJB Integrated Functions + National Care Service information

2. Executive Summary

2.1 Delegation of Children and Families Social Work and Criminal Justice to Moray Integration Joint Board (MIJB).

2.1.1 This business cases provides the opportunity to undertake a comprehensive analysis of the preferred option, to delegate children and families social work and criminal justice to the MIJB. The two viable options include Option 1, to delegate children and families social work and criminal justice to the MIJB or option 2, to reposition children and families social work and criminal justice into the Council structure. An options appraisal is at Appendix 1.

Background

2.1.2 The integration of Scottish public services is a policy agenda with deep roots and multiple drivers. Eager to accelerate the rate of cooperation and joint strategic planning the Scottish Government introduced Local Government (Scotland) Act 2003 (establishing community planning partnerships) and in the following year the National Health Service Reform Act (Scotland) mandating Community Health Partnerships. However, these statutory structures did not deliver the central policy objective of “integrated” working, particular in respect of the experiences of service users.

2.1.3 Integration from the perspective of the service users was one of the overarching conclusions of the Christie Commission 2010 to consider the delivery of service in the future, with an orientation decisively towards prevention rather than crisis response.

Statutory Requirements

2.1.4 The Public Bodies (Joint Working) (Scotland) Act 2014 (‘the Act’), and its associated regulations, provide the legislative framework within which Scotland’s adult health and social care services are endeavouring to realise the Christie Commission’s vision. In summary, the legislation requires NHS Boards and local authorities to integrate the governance, planning, and resourcing of adult social care services, adult primary care community health services, and some hospital services. The legislation allows NHS boards and local authorities to integrate other areas such as children health and social care services, criminal justice at their discretion.

Integrated Authority

2.1.5 Integration Authorities are responsible for planning, designing, and commissioning services in an integrated way from a single budget in order to take a joined-up approach, more easily shifting resources to best meet need. These Integration Authorities are jointly accountable to Scottish Ministers, Local Authorities (Elected members) and NHS Board Chairs for the delivery of nationally agreed outcomes.

2.1.6 Integration Authorities manage almost £9 billion of resources that Health Boards and Local Authorities previously managed separately, and they have the power and authority to drive real change.

Moray Integrated Joint Board (MIJB)

2.1.7 The first integration scheme for Moray was approved by the Scottish Ministers in 2016 following the establishment of the Morays Integration Joint Board (MIJB) with a legal duty to publish a strategic (commissioning) plan for integrated functions and budgets under their control. MIJB manages £141m (£12.6m set aside) of resources with the delegated authority to manage adult social care services, and latterly manage within the partnership but not delegated the function the of Dr Gray's hospital (although the set-aside for unscheduled adult care is part of the original delegation to the MIJB).

Context

2.1.8 Moray is committed to improving outcomes contained in the Children Service Plan 2020-2023 for children, young people, and families. <http://www.yourmoray.org.uk/downloads/file136160.pdf> . This 3 year strategy clearly articulates the commitment to working collaboratively with children, families and communities to tackle the 4 priorities:

- The wellbeing of children, young people and families is improved
- The impact of poverty on children, young people and families is mitigated
- Children and young people feel safe and free from harm
- The outcomes and life chances of looked after and care experienced children and young people are improved

2.1.9 The Children services inspection in 2016 demonstrated a need for considerable improvements across the partnership. Nevertheless, Moray's performance for Looked After Children has over recent years been very close to the bottom of the local government benchmarking framework.

Social Work Transformation

2.1.10 To address the need for improvement, a transformation business case was approved with the aim to deliver a service that provides the best possible outcomes for the children and families in Moray to meet their full potential and aspirations. To achieve this aspirational aim, Moray must place children and families at the centre of decision making, which is one of the foundations of The Promise (voice) and focus on a strengths-based practice. This will be achieved by focusing on 3 themes for improvement:

- Social work practice
- Commissioning
- Out of area placements

2.1.11 Morays collective commitment to The Promise, following the independent care review and continuing to embed local improvements has acknowledged the need for a responsive and agile workforce particularly recognising the need to support more vulnerable children, young people and families as a priority throughout the pandemic.

Principal Recommendations

- 2.1.12 To achieve improvements both effectively and meaningfully, there needs to be a foundation of nurturing and strengthening of the social work workforce which is identified as one of the 3 themes for improvement.
- 2.1.13 As evidenced in this business case, the workforce is under considerable pressure led by local improvement agendas, driven by national policies such as implementation of the Promise and Self-Directed Support standards as well as operating under the shadow board of the MIJB for over 2 years.
- 2.1.14 The first critical response to address is the stabilisation of the workforce with regards to identifying where the “best fit” is for children and families and criminal justice social work workforce. Identifying specific beneficial outcomes to human learning systems via a business case is challenging given the subjectivity and complex mix of factors which influence the operations of a human led system.
- 2.1.15 The proposed delegation initially came from a review undertaken by Mr John W Mundell, OBE as part of the Council’s response in considering the transformation required to be able to deliver its priorities while also significantly reducing budgets and managing the impact of this on services.
- 2.1.16 One of the proposed organisational structure changes recommended suitable governance arrangements associated with vesting all the Chief Social Work Officer services in the MIJB. In conjunction with the Mundell review, Health and Social Care Moray (HSCM) reviewed and recommended a change to the HSCM workforce structure to be agile and adaptable to accept the future delegation of additional services as required.
- 2.1.17 By focussing on a stable and strengthen workforce through the proposed delegation of services to the MIJB, improved benefits can be achieved, ultimately reducing need, creating a real opportunity to reduce the level of expenditure and develop a more sustainable financial model for supporting children to remain in Moray. To date financial savings have accrued over £900,000 from the reduction of out of area placements.

Outcomes

- 2.1.18 The delegation of children and families and criminal justice social work will individually and collectively create a flexible, responsive social work service ensuring consistency of outcomes and approaches in SDS practice across Moray, experienced by children and adults and carers, whilst continuing to maintain and support existing partnerships across Education and other external agencies. Delegation will lead to the outcomes below which will create strong and effective social care foundations by strengthening the

workforce to deliver the step change required to increase capacity across the system, to scale up and spread promising practice much more effectively and be empowered and proud to be part of a capable and successful team. Specific measures will be developed to assess progress against the following outcomes.

Outcome for Children and Families:

- Moray's children and families have more choice, control and flexibility of their care through the implementation of national legislation (The Promise, SDS standards)
- Morays looked after children remain in Moray where practical
- Morays families feel supported, valued and heard
- Engagement with children and families to support continuous improvement is regular and welcomed
- Preparing for adulthood is embedded across the disciplines to improve outcomes for the young people and their families
- Support and understanding of the transition pathway is seamless through joint processes driven by SDS standards and a collective workforce.

Outcomes for the Workforce:

- Improved sense of belonging and work satisfaction
- Staff are empowered and motivated
- Workforce is supported to become positive risk enablers
- Workers are enabled to exercise professional autonomy in support planning and set personal budgets within agreed delegated parameter
- Engagement with children and families to support continuous improvements is regular and welcomed

Outcomes for the Business:

- Improved performance data through good recording practices clearly capture conversations between people and workers identifying what matters to the person
- Commissioning is flexible and personal centred across the system
- Robust self-evaluation is systematic, robust and comprehensive
- Resilient workforce through shared learnings, training and processes
- Economies of scale through shared resources

2.1.19 These outcomes will drive the redesign of the system to address the need to transform the way we plan, commission, and procure social care support. This will develop and build trusted relationships rather than competition and to build partnerships not marketplaces.

Literary Review

2.1.20 A comprehensive literature review followed by engagement from IJBs across Scotland was undertaken to identify the benefits and barriers on the potential effects of delegating children and family services, reflecting on the Public

Services (Joint Working) (Scotland) Act 2014 as a mechanism for real transformational change.

2.1.21 In relation to children, young people, and families, the original literature review explored how changes to adult health and social care services could have implications for four groups: (i) young people transitioning to adult services, (ii) young carers, (iii) care leavers, and (iv) vulnerable children, whose parents are in receipt of adult services, such as mental health support, or drug and alcohol services. The review concluded that, while the integration of adult health and social care in Scotland was likely to impact on these groups of children and young people, there was the potential for that impact to be positive if children and young people's specific needs were properly considered in local service planning and delivery.

2.1.22 Nearly six years on from the commencement of the Act, Moray has taken the opportunity to reflect on how the needs of Morays children, young people and families can be best served to achieve positive outcomes through the potential delegation of children and families' services to the MIJB.

3. The Strategic Case

3.1 The Strategic Context

Introduction

3.1.1 The care system is enshrined in ground-breaking legislation offering a mechanism to implement real change to those people who need support. It is without a doubt that multiple, regulation-driven integration agendas are now underway such as SDS standards. A coherent, consistent, and evidenced based policy approach underpins them all, but at a practical level re-alignment of planning, resourcing and workforce structures will need to be addressed to bring services closer together to maximise on improving outcomes for children and families. It is the legislation and policies below which aid the benefits of being one workforce through delegation in order to build trust, understand and practice implementation of policies through shared learning, co-location and other formal and informal opportunities to encourage the development of workforce relationships.

Legislative Drivers

Integration Authority - Public Bodies (Joint Working) (Scotland) Act 2014

3.1.2 To facilitate the process of joint strategic commissioning, the local authority and health board must delegate a range of functions to an 'Integration Authority'. These Integration Authorities are jointly accountable to Scottish Ministers, local authorities (i.e., elected councillors) and NHS Board Chairs for the delivery of nationally agreed outcomes. To understand the picture of integration across Scotland, Please refer to the table in Appendix 3.

3.1.3 The Integration Scheme is intended to achieve the National Health and Wellbeing Outcomes prescribed by the Scottish Ministers in Regulations

under section 5(1) of the Public Bodies (Joint Working) (Scotland) Act 2014 namely:

1. People are able to look after and improve their own health and wellbeing and live-in good health for longer.
2. People, including those with disabilities or long-term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5. Health and social care services contribute to reducing health inequalities.
6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
7. People using health and social care services are safe from harm.
8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
9. Resources are used effectively and efficiently in the provision of health and social care services.

Self-Directed Support - Social Care (Self-Directed Support) (Scotland) Act 2013

- 3.1.4 Scotland's approach to social care and support places human rights and independent living at the heart of delivery. The aim of self-directed support is to ensure that care and support is centred around a person's own care and wellbeing outcomes, and that people exercise the level of choice and control they desire over that support
- 3.1.5 Major changes required by legislation on Social Care (Self-Directed Support) (Scotland) Act 2013 introduced the new SDS standards to support the for the support personalised outcomes for children, young people and adults experiencing care. The three assumptions involved include:
- taking a strengths-based, asset-based approach to assessment support planning and review processes
 - focusing on community supports
 - systems and processes being aligned to SDS values and principles
- 3.1.6 SDS standards have been developed to ensure consistency of outcomes and approaches in SDS practice across Scotland experienced by supported people (children and adults) and carers, building a framework of good practice in assessments for support, support planning and in provision of care and support resources. These standards are instrumental in the transformation of social work practice across both children and adult services, aiding the decision to delegate so one consistent approach can be embedded with uniformity.
- 3.1.7 Eleven SDS Standards are across children and adults to promote:
- i. **Independent Support and Advocacy** - Within every Local Authority/ Health and Social Care Partnership area there are independently funded

organisations able to provide independent advice, support, information and advocacy for anyone who needs it and in ways which are accessible to everyone

- ii. **Early help and support** - Early help and community support offers a universal approach where everyone is welcome to have a good conversation about what matters to them, and to identify solutions to improve their quality of life. This approach can serve as a gateway into more formal assessment and access to services. However, this approach should not be regarded as a replacement for registered statutory services when these are needed. Community solutions do require investment and ongoing commitment and support from national and local government.
- iii. **Strength and asset-based approach** - Trust-based relationships and good conversations between workers and people are at the heart of assessment, support planning and review practice and processes, recognising people's strengths, assets, human rights, community, and funded supports. Personal outcomes are agreed on the basis of what matters to the person
- iv. **Meaningful and measurable recording practices** - Recording practice and information systems demonstrate the extent to which practice is carried out in line with the values and principles of Self-directed Support. Records show how the person's lived experience and preferences have been acknowledged and expressed in their support plan and connect personal outcomes to the subsequent review process. Recording systems are designed such that data can be aggregated and used for continuous improvement, resource planning and commissioning purposes
- v. **Accountability** Processes ensure that people's legal rights are upheld. Human rights underpin practice, policy and processes, and actively provide opportunities for constructive feedback, learning and improvement.
- vi. **Risk enablement** - People will be regarded as experts in their own lives and how they wish to meet their own personal outcomes. This needs to be taken into account and a shared responsibility to risk agreed. Self-directed Support is not separate from safeguarding. Self-directed Support is used creatively to enhance people's and families' resilience towards preventative, protective and positive outcomes.
- vii. **Flexible and outcome focused commissioning** - Social care services and supports are planned, commissioned, and procured in a way that involves people and offers them real choice and flexibility in how they meet their personal outcomes. Provision of services and supports start with the good conversation that has been had with the person, what matters to them and what they need to help them live their best life.
- viii. **Worker autonomy** - Workers feel trusted, confident and resilient, and are enabled to be autonomous in exercising their professional judgement, and using their own knowledge, skills and abilities, in partnership with supported people. Workers have the authority to plan support and set personal budgets within agreed delegated parameters

- ix. **Transparency** - People are helped to understand that Self-directed Support allows for maximal choice and flexibility in using a budget to achieve what matters to the person in the form of agreed personal outcomes. The process leading to decisions about a person's social care budget and support, and their level of financial contribution, is recorded, shared and explained in ways that make sense to the person.
- x. **Early planning for transitions** - Transition planning processes have the person's wellbeing, aspirations, and personal outcomes at the centre. People are given the time, information and help they need to make choices and have control of their care and support as they move into new phases of their lives.
- xi. **Consistency of practice** - To reduce inconsistency of experience across the country, a consistently high-quality approach to practice is required, including assessment, support planning and review; eligibility; charging and contributions; commissioning and procurement, and the process by which budgets are calculated.

3.1.8 Policy Drivers which can bring improvements to the new world of care have the child or adult at the centre of their support, making their own decisions through a workforce culture of trust, care, and respect.

Independent Review of Adult Social Care – Feely Report

3.1.9 At the centre of the review was the voices and the stories of many people with lived experiences of social care support, unpaid carers and staff working in the sector.

Three fundamental changes must occur to secure better outcomes.

These can be summaries as:

Shifting the paradigm Adult social care support does not stand alone. It has strong links to social work, children's services and the wider services. But we can do better. There is a gap between how we want things to be and how it is done. The system we have now is not getting the results we want. So we need a new system. We need to start by changing the way some people think about social care support. Good social care is important for everyone in Scotland. It is a good investment in our economy and citizens.

Strengthening the foundations – There are many strengths in the Scottish systems of social care support. The need is to build on the foundations of self-directed support, health and social care integration and the Independent Living Fund. The challenge is the implementation.

Redesigning the System – A new delivery system through the National care Service to drive national improvements where they are required, to ensure strategic integration, to set national standards, terms, and conditions. The transformation of the way planning, commissioning, and procurement of social care support is accrued. Building trusted relationships rather than competition. Whilst providing a stronger voice of the unpaid carer.

The review has not made recommendations about the Social Work workforce in the proposed new arrangements as these will require careful consideration

alongside the implementation of The Promise and any changes planned for criminal justice.

National Care Service

The IRASC recommended the establishment of a National care Service, with Scottish Ministers being accountable for the delivery of consistent and high standards in health and social care services. Whilst building on the recommendations of the IRASC to create a social care system which is rights-based, and people powered. Consultation has concluded on the NCS within the first 100 days of Parliament and has set up a social covenant steering group, including people with living, and lived experience of social care. Both pledges have been met.

- **Children Services**

There were 521 responses to the question on whatever the NS should include both adults and children social work and social care services. The majority of individual, 75% and 78% of organisations agreed that it should include both adults and children's services. For those that agreed, commonly cited reasons were:

- An alignment with a "cradle to grave" approach
- It would help ease the transition between children services and adult services, and create a more joined up approach
- Greater standardisation across Scotland.

- **Criminal Justice Services**

Nearly two thirds agreed that Justice Social Work should be included within the remit of the NCS. Reasons given included the need to keep all forms of social work together and the fact that offending behaviour is often linked to other care needs. Those who disagreed tended to say that the proposed NCS is too large and centralised and there is a need to reflect local requirements. The main benefit was thought to be "more consistent delivery of justice social work services"

At the time of writing this report, a decision has not yet been made on the composition of the NCS. However, to aid decision making, Moray is consistent with the national policy for the direction of travel for future improvements for citizens of Moray through the delegation of children and families and justice service to MIJB. Notwithstanding the improvements this will potentially offer across the health and social care system

Independent Review of Children Services – The Promise

3.1.10 The promise is responsible for driving the work of change demanded by the findings of the independent care review. The seven publish reports narrate a vision for Scotland built on 5 foundations to make sure that Scotland's children grow up "loved, safe and respected".

Voice is central to the foundations of Family, People, Care and Scaffolding

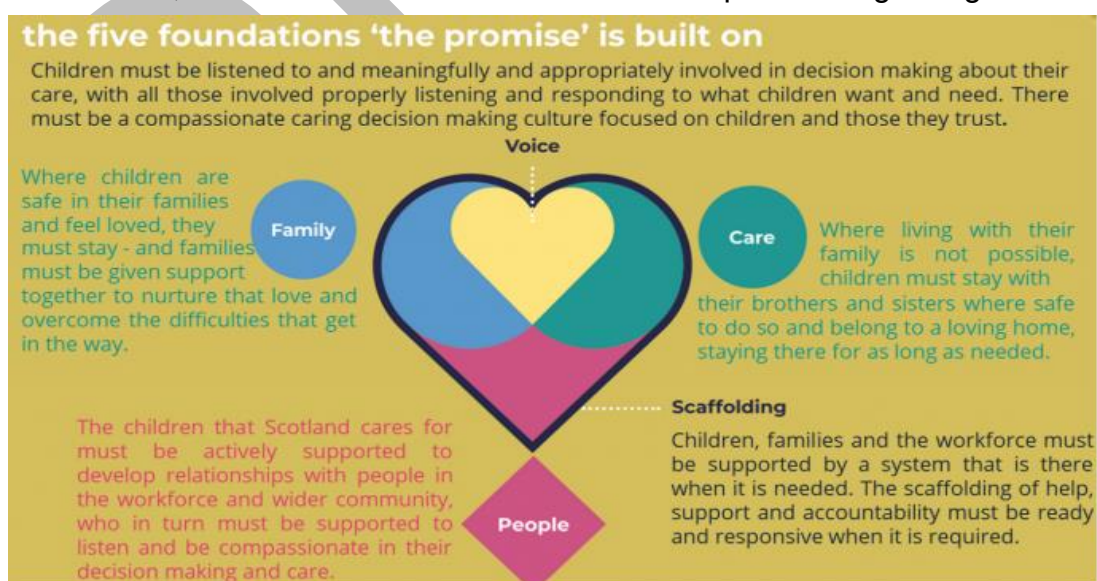
- I. Children and young people must be listened to and meaningfully involved
- II. When living with a family is not possible, children must stay with their brothers and sisters

- III. Whenever children are safe in their families and feel loved, they must stay
- IV. All of the people involved in the care of children must be supported to develop relationships with them, and those children must also be supported to develop relationships with the wider community
- V. We need an infrastructure and system around all this that's responsive and accountable

The strength of pulling together one social work workforce to deliver a consistent approach from childhood to adulthood will not only aid outcomes for children and young people but also create a consistent system for the unpaid carer

Moray Policy Context

3.1.11 Morays Children's Services Plan is connected into the wider planning landscape. Given the requirement to plan for children's services and other related services, children's services planning relates to the duties included in Part 1 (Children's Rights), Part 6 (Early Learning and Childcare) and Part 9 (Corporate Parenting) of the Children and Young People (Scotland) Act 2014, as well as the Public Bodies (Joint Working) (Scotland Act) 2014, Community Empowerment (Scotland) Act 2015, Carers (Scotland) Act 2016 and the Community Learning and Development (Scotland) Regulations 2013. This complex landscape requires the plan to set out a joint visions and partnership approach to improving outcomes for children and young people and families in Moray. The scope of Morays plan includes all children's services provided locally by the Local Authority, Health Board and other Service Providers which falls into the categories "children's service" e.g., schools, health visitors, youth group, children and families social work or "related service" e.g. leisure services, drug and alcohol service. This includes services delivered by private or third sector organisations on behalf of, or in partnership with, the local authority, relevant health board or "other service providers" e.g., Police Scotland, Scottish Fire and Rescue Service. It spans the age range of birth to



eighteen years old and extends to age twenty-five for young people in the care system. Spanning both adults and services belonging on the young

persons criteria aid the decision to create a delegated workforce operating under one reporting structure.

3.1.12 The Moray Local Outcome Improvement Plan (LOIP) reflects the above principles of building a better future for our young people, with the ambition that Moray is a place where all children and young people thrive, have a voice and are able to reach their full potential. The Moray Council Corporate Plan (2019-2024) prioritises supporting people to be the best they can be, with a strong and sustained focus on those individuals and groups in society who experience the most disadvantage and discrimination.

3.1.13 The Council Improvement and Modernisation Programme provides a number of design principles to guide service transformation and the two recently added principles are highlighted below as particularly relevant to the project:

- Targeting early intervention and prevention;
- Developing the skills, knowledge, and capacity of the workforce to deliver better

3.1.14 Morays Health and Social Care Strategic Plan – Partners in Care reflects the national drivers by focusing on the 3 Strategic Outcomes:

- BUILDING RESILIENCE - Taking greater responsibility for our health and wellbeing
- HOMEFIRST - Being supported at home or in a homely setting as far as possible.
- PARTNERS IN CARE - Making choices and taking control over decisions

3.2 Aim and Benefits of Social Work Delegation

3.2.1 The strategic aim for children and families is to deliver a service that provides the best possible outcomes for children and families to achieve their full potential and meet their aspirations. To contribute to the success of the aim, it is recognised that the “best fit” for the service should be included within functions to be delegated to the Integration Joint Board.

3.2.2 The separate business case for social work transformation focuses on the three main themes to achieve the strategic aim. In summary, these include improving social work practice, commissioning, and reducing out of area placements. This will introduce whole systems change which is aligned with the changes in adult services. For further details refer to the transformation of children services business case.

Benefits - Aligned with Adult Services

3.2.3 In 2017 the direct link between local health and social care integration arrangements and the strengths of local services for children and young people cannot be definitively established from the self-evaluations and inspection framework. The time frame was still too early to establish a confirmed trend. However, the strength, effectiveness, and maturity of strategic leadership and partnership working have tangible positive impacts on outcomes for children and young people. Where strong leadership exists,

the inspection partners are beginning to see how the benefits of integration can be maximised.

3.2.4 Recent consultation with IJBs who have their services delegated have responded with the following benefits:

- **Improved Health and Social Care Outcomes for Children:** Looked after children have high levels of health and social care needs, linked to their background of neglect and maltreatment. Through supporting the direct needs of the parents/carers improved outcomes can be directed achieved by the children.
- **Creating better outcomes for Families:** Where there is a vulnerable child these is often a vulnerable adult - Supporting the family as a whole entity creates better outcomes and less dependency on services.
- **Greater Control of the Budget:** Children and family's budget was nearly always overspent. Integration can create a collective budget and track spend easier, whilst creating new opportunities.
- **Building Workforce Capacity:** Streamline and development of workforce capacity and capability by creating the skills to deliver agreeable outcomes across the system. For example, train SW to be multiskilled across all SW disciplines.
- **Strengthening Workforce Relationships:** Through creating stronger relationships Social Work and Health can build capacity through supporting each other's needs for example Health Visitor can offer a brief intervention, making every opportunity count.
- **Professional Identity and Sense of Belonging:** All SW together is a "no brainer". Professionals (SW) are able to support each other and focus on early prevention and intervention creating efficiencies cross the system. Moreover, clients are experiencing a positive value transfer by accessing services/support without having to go through a different pathways or departments.
- **Enhanced Professional Leadership and Development:** By creating CPD and training for all, equity is given to allow those who want to progress the opportunity to try. This can offer new energy and capacity increases with willingness and a view to advance.
- **Stronger Working Relationships with Public Protection Committee:** By reporting to IJB and Council, relationships are stronger and can support faster outcomes and speedier involvement
- **Support the Direction of Travel for the National Care Service:** Data from the NCS consultation showed three quarters of individuals agreed with the delegation of children's and two thirds agreed to criminal justice services. Benefits identified mirrored those identified as to why Moray wishes to delegated services to MIJB. This endorses Morays approach to delegate locally as this support the national thoughts.

3.2.5 Through engagement with partners, benefits to Moray through delegation have been identified as:

- **Whole systems approach:** is relevant to considering the family as a system. As integration should be person centred, this allows for a shared vision and shared practice to be achieved between professionals across children and adults' services.
- **Transitions:** Close attention has to be paid to the transition points both between service areas (e.g., from health to social care) and between child and adult service. Transitions planning and work around the family rather than families being passed from service to service, using a consistent model will add value to the system and improve outcomes for the supported person and family.
- **Supporting young people** who are leaving care and meeting our corporate parenting responsibilities in ensuring young people have a foot up and smooth transitions into adulthood, getting what they need when they need it.
- **Better alignment with adult services** means that children living in chronic neglect, substance misuse or households where mental health prevents children reaching their potential can be minimised and children's rights can be upheld.
- **Shared models of working** with families, e.g. three conversation model and SDS standard approach created a consistent and equitable share of resources and services, which are underpinned by human rights.
- **Changing the model of conversation with children and families "Three conversation model"** allows social workers to stick with families for as long as they need us. Through adopting a model as a whole system, this will offer consistency across the workforce and support to those who are in crisis.
- **Shared commissioning** to support SDS options and joint creation of a market facilitation strategy.
- **Social workers will have a sense of belonging** and able to share best practice with colleagues whilst supporting each other through change management.
- **Increase in morale** to be part of the social work family.
- **Lifetime support** for people living with a disability.
- **Locality models** to support communities can be aligned and reducing duplication of effort.
- **Transformational journey** through process of change together with adult services to implement the independent care review of adults and The Promise can be achieved as a partnership. Both independent care reviews and the SDS standards are all supportive and mirror each other, creating ease and drive to implement change in a uniformed manner.
- **Creating better outcomes for children** through supporting the vulnerable adult through closer working relationships and information sharing. Interagency collaboration becomes part of day-to-day practice. Many vulnerable adults require support due to the effects from substance and

alcohol use. Supporting the family to reduce a child's exposure to Adverse Childhood Experience and build family resilience will create a positive impact for the children and young people within the family unit. In turn potentially reducing the need for long-term services from children and young people, through adulthood.

- **Strategic decision making** can enhance the long-term resilience of the partnership particularly in the changing landscape due to the independent reviews offering an improved world.
- **Joint strategic planning** based on the long-term vision and a deep understanding of the MIJB core proposition for children and families and adults generate more value to reputation and most importantly better outcomes for our children and adults in Moray.
- **Building capacity** into the social work system in Moray through joint training, initiatives, and shared learnings, in turn improving performance.
- **Enhanced risk management** – collective responsibility with a proactive approach to the long-term strategic vision.
- Active and regular **re-evaluation of resource** allocation across the system, based on sound assessments of risk and statutory responsibilities. Creates more value in the system.
- **Increased service user/ public confidence** in the partnership through a collective vision and leadership.
- **Scottish Government SDS transformation funds** along with Carers funds can create more value and better return on investment by building on the existing scaffolding across all ages in a unified approach.
- **Belonging is empowering**, which is key to creating a flexible workforce ready to collaborate, innovate, mentor and support each other.

3.2.6 For integration to be effective in its aim of improving the availability and quality of services, the Social Work Scotland 2018 review suggests that:

- Government and local partners must keep the focus of integration squarely on improving the lives of service users and the wider community; enabling service users to shape changes, to be part of the process, sharing their insight and expertise. Cost savings should be a welcome by-product, not the central purpose.
- Government and local partners should bring together leadership teams who can address, simultaneously, the technical and adaptive challenges associated with major change processes (addressing specific, boundary issues (such as contract terms and conditions) at the same time as on-going issues, like staff morale, change fatigue, etc.
- Policy and leaders must build trust and understanding between different professional groups and organisations, through shared learning, co-location, and other formal and informal opportunities that encourage the development of relationships.
- Data sets that give insight into people's outcomes, not just service inputs and outputs, must continue to be developed.

Delegated Authorities

- 3.2.7 There is no consistent approach to the decision to delegate further functions to the integrated authority. Ten local authorities have delegated their children and families social work services with 15 delegating criminal justice. No integrated authority has amended their scheme of delegation post the first iteration except for North Lanarkshire who originally positioned children's social care services and criminal justice social work into their integrated authority, to later 'undelegated' in 2019, bringing it in line with South Lanarkshire. Appendix 3 shows which Local Authorities have delegated their services.

Workforce

- 3.2.8 Children Services is split into number of teams, Criminal Justice, Placement Services, Children and Families review team, existing support, east west teams and self-directed support. Admin support staff are not included as they are all part of the business support team across the former Education and Social Care Directorate.

Total budget Children Services **£19,858,986**

Total Staffing costs **£7,604,930**

3.3 Business Needs – Current Needs, Risk and Issues

- 3.3.1 Issues and challenges to be addressed in potential delegation include:

Delegation of Functions

- 3.3.2 To comply with statutory requirements there is an obligation on the NHS Board and Local Authority to consult with prescribed consultees on the content of any revised Integration Scheme in according with the provisions set out in Scottish Statutory instrument 2014 No.283. A period of 4-week consultation is standard prior to seeking final approval from respective parties and final sign off by the Scottish Ministers.
- 3.3.3 The integration scheme comprises of 4 main sections, and it is proposed that 4 short life working groups containing appropriate officers from the partnership to focus on:
- Scope and Governance
 - Provision of support services, including but not limited to planning, performance, workforce, OD, information sharing and complaints;
 - Clinical and Care Governance and Risk; and
 - Finance
- 3.3.4 Joint working and quality assurance within and across the services will be needed to ensure consistency and compliance around the ethos, culture and practice required to model and evidence positive outcomes for the workforce and supported person in line with the SDS standards and independent care reviews.

- 3.3.5 Organisational structure must be designed to deliver the service required and the workforce skilled and equipped to ensure that curricula are progressive and appropriately delivered and the quality of service is assured.

Issues - Managing and Responding to Demand

- 3.3.6 Partnerships are fully aware that current models of care are not sustainable and that new models of care are required to address the pressures of growing demand and limited finances. The prioritisation process must therefore be able to facilitate the local review of existing services and existing resource allocation, bringing decommissioning and commissioning decisions within the same process. This will provide a basis for developing new models of care, redesigning existing services, phasing out services and the redirection of resources to ensure these are better focused on meeting need and improving outcomes. All of which is built on the foundation of legislative change and transformational redesign of the whole system of care.
- 3.3.7 With redesigning the whole system this will require consideration of flexible and responsive staff structures that can accommodate service and individual needs that changes over time. It also requires an integrated response from all partners, and the adoption of the three-conversation model which will support this transformation redesign of social work services in Moray.

Issues - Culture and Workforce

- 3.3.8 The workforce has continued to operate under the shadow arrangements of the Health and Social Care Partnership for almost 3 years. This current situation is non tenable in the longer term as an interim arrangement, and a decision needs to be made in the very near future as to where the “best fit” is for children and families and criminal justice. Workforce fatigue and motivation has been tested with three interim Heads of Service in 3 years. Workforce succession planning requires attention as recent recruitment of vacant posts proved unsuccessful, almost certainly as they were fixed term posts because of the knock-on effect of the interim arrangements for the Head of Service post.

Issues – Loss of Professional Identify

- 3.3.9 As the social work profession is fragmented across two reporting parties, delegation is designed to strengthen and enhance the professional capabilities of social workers in Moray aligning person centred outcomes, strengthen the foundations of social work practices whilst collectively redesigning the system to complement The Promise and the Independent review of adult social care in Scotland.
- 3.3.10 Supportive and collective response to funding for innovation spanning across all ages for Self-Directed Support and the implementation of the Carers Act can drive change at pace through a system supported and facilitate by the MIJB. This in turn can support the collective identify of social work and drive

a uniformed approach to social work practice whilst having the person at the heart of the decision-making process.

3.4 Main Risks

3.4.1 The main challenges and risks associated with the identified issues and the successful delivery of delegation are:

Delegation of Functions

- i. Resources delegated from the partner organisations are insufficient for the IJB to carry out its functions, mitigated by financial strategic planning.
- ii. Failure to deliver delegation through actions not agreed by all 3 parties to move from a shadow board to delegated authority, mitigated by the development of a Programme Board.
- iii. Service model of integration does not facilitate continued partnerships working with agencies, organisations and services that are out with the new integrated arrangements, mitigated by structured partnership meetings e.g., GIRFEC Leadership Group.

Managing and Responding to Demand

- i. Lack of resource sharing through funding received to span across children's and adults' services can create duplication of funding and efforts.
- ii. Fragmented transitions.
- iii. Managing escalation of needs, exacerbated by covid pandemic.
- iv. Reluctance to support the new model of practice, embedding SDS and 3 conversation model.

Culture and Workforce

- i. Deliver a front facing workforce whilst restructuring.
- ii. Recruiting skilled staff to vacant positions.
- iii. Training – to ensure Continuing Professional Development is delivered, and time is allocated to staff
- iv. Effective consultation with timescales, mitigated by realistic timeframe for delegation.

Loss of Professional Identity

- i. Shadow arrangements give no sense of belonging, mitigated by programme board driving forward a decision
- ii. Shift in practice requires to use an asset-based approach, mitigated by working as one social work department from shared learnings across adults and children social work
- iii. Professional identity continues to erode through lack of robust structure

3.4.2 A risk and issue log can be found at Appendix 2 specifically associated with high level risk as identified through engagement with key stakeholders.

3.5 Dependencies

3.5.1 The success of delegation is dependent on:

- i. All parties agreeing the direction for delegation
- ii. All financial due diligence is agreed
- iii. Integrated work with staff from all partners (Education, Police, Health Third sector to name a few) continue to operate in a partnership approach
- iv. The creation of a committed, empowered, skilled social work workforce is operating to offer best outcomes for all.
- v. The embedding and quality assurance of assets-based approach is throughout children and adults social work practice.
- vi. The management of social work staff being aligned to the ethos and principles and SDS and 3 conversation model is standardised to ensure clarity and consistency.
- vii. Resilience and commitment to the vision of The Promise aligned with the independent Adults Care review is essential to drive the improvements across children services as well as aligning with the transformation change across the whole of the system.
- viii. Joint training and CPD is offered to staff to aid succession planning and continuous learning.
- ix. The embracing of SDS standards including worker autonomy to empower social workers in their roles.

3.5.2 These dependencies will be mitigated through the Programme Board and then thereafter through planning, monitoring, partnership work and the use of relational approaches, consultation and effective communication across partners, teams, communities, and families.

4. The Recommendation

4.1.1. As part of this business case, the driver to make any decisions on delegation must be based on improving and delivering better outcomes for people, including children and their families. Appropriate evidence to support the recommendation to delegate Children and Families Social Work and Criminal Justice to the MIJB as the most robust solution has been driven by the data offered from a literary review, data identifying key legislative drivers for change, recognising outcomes not only for children and families but also for the social work workforce and overarching business benefits. Engagement with IJBs across Scotland and consultation with key partners supported the benefits and risk analysis in order to recommend the proposal of delegation.

4.1.2 Across the 32 Local Authorities, there is not a standardise approach to the delegation of children and families and criminal justice, which creates a conundrum

as to identifying the right mechanism to guarantee improve outcomes for children and families. Although there was widespread acceptance and positive outcomes from those that chose to delegate, there was a shortage of hard evidence on the direct causal relationships between social work delegated to an IJB. In part because of the infancy of IJBs and the complexity to evidence direct correlation within a human learning system.

4.1.3 In relation to children, young people, and families, the original literature review explored how the development of integrated authorities could have implications for four groups: (i) young people transitioning to adult services, (ii) young carers, (iii) care leavers, and (iv) vulnerable children, whose parents are in receipt of adult services, such as mental health support, or drug and alcohol services. The review concluded that, there was a potential for that impact to be positive if children and young people's specific needs were properly considered in local service planning and delivery cutting across adult's services. Where there is a vulnerable child, there is a vulnerable adult. Focusing on the adult will support the improved outcomes of the child through a whole family approach to social work delivery.

4.1.4 The development of SDS standards are the pillars on which social work practice is built. They represent the thread which ties distinct processes together into a broader strategic agenda, by empowering the workforce and communities to use an asset-based approach underpinned by human rights. SDS policy cuts across children and adult services to ensure consistency of outcomes and approaches in practice experienced by supported people (children and adults) and carers, building a framework of good practice in assessments for support, support planning and in provision of care and support resources. These standards are instrumental in the transformation of social work practice across both children and adults' services, aiding the decision to delegate so one consistent approach can be embedded with uniformity.

4.1.5 Linking the decision to delegate with the business case for improvements in children services is welcomed through creating a coordinated approach to offer local based services that enables young people to remain in Moray combined with working on all young person's strengths and skills through asset-based plans to ensure when young people reach adulthood, they are able to be as independent as possible and be active members of their communities. This requires integrated working with commissioning, health, education and adult services to create a pathway for transitions which meets the outcomes of the young person and their family. Families and young people receive good support and understanding of the transition pathway due to the strong co-production of plans and mirrored processes across children and adult services, aiding the decision to delegate children services and criminal justice to the IJB.

4.1.6 To date partnership working is considered strong between strategic partners including Education and Health. Respectful relationships and a sense of reciprocity characterised a positive response to the working relationships which already exist. These will not change with the delegation of services.

4.1.7 In conclusion, nearly six years on from the commencement of The Public Bodies (Joint Working) (Scotland) Act 2014, Moray has taken the opportunity to reflect on how the needs of Moray's children, young people and families can be best served to achieve positive outcomes. Through the delegation of children and families' services to the Moray Integrated Joint Board, we have the opportunity to be

bold and create a system of support where children and families in Moray have the opportunity to flourish. If not now, when?

DRAFT

5.0 APPENDICIES

Appendix 1

Option Appraisal

Option 1: To Delegate to MIJB – Preferred Option	
Description	The management of Children and Families and Criminal Justice Social Work is to be managed and delegated to the MIJB with scheme of delegation updated accordingly
Pros/Benefits	<ul style="list-style-type: none"> • Whole systems approach: is relevant to considering the family as a system. As integration should be person centred, this allows for a shared vision and shared practice to be achieved between professionals across children and adults' services. • Transitions: Close attention has to be paid to the transition points both between service areas (e.g., from health to social care) and between child and adult service. Transitions planning and work around the family rather than families being passed from service to service, using a Pod model will add value to the system and improve outcomes for the supported Person and family. • Supporting young people who are leaving care and meeting our corporate parenting responsibilities in ensuring young people have a foot up and smooth transitions into adulthood, getting what they need when they need it • Better alignment with adult services means that children living in chronic neglect, substance misuse or households where mental health prevents children reaching their potential can be minimised and children's rights can be upheld • Shared models of working with families, eg three conversation model and SDS standard approach created a consistent and equitable share of resources and services • Changing the model of conversation between children and families “The Three conversation model” allows social workers to stick with families for as long as they need us. Through adopting a model as a whole system, this will offer consistency across the workforce and support to those who are in crisis.

	<ul style="list-style-type: none"> • Shared commissioning to support SDS options and joint creation of Markey facilitation strategy • Social workers will have a sense of belonging and able to share best practice with colleagues whilst supporting each other through change management. • Increase in morale to be part of the social work family. • Lifetime support for people living with a disability • Locality models to support communities can be aligned • Transformational journey through process of change together with adult services to implement the independent care review of adults and The Promise can be achieved as a partnership. The independent care reviews and the SDS standards are all supportive and mirror each other, creating ease and drive to implement change. • Creating better outcomes for children through supporting the vulnerable adult through closer working relationships and information sharing. Interagency collaboration becomes part of day-to-day practice. Many vulnerable adults require support due to the effects from substance and alcohol use. Supporting the family to reduce a child's exposure to ACE and build family resilience will create a positive impact for the children and young people within the family unit. In turn potentially reducing the need for long-term services from children and young people. • Strategic decision making can enhance the long-term resilience of the partnership particularly in the changing landscape due to the independent reviews offering an improved world. • Joint strategic planning based on the long-term vision and a deep understanding of the MIJB core proposition for children and families and adults generate more value to reputation and most importantly better outcomes for our children and adults in Moray. • Building capacity into the social work system in Moray through joint training, initiatives and shared learnings, in turn improving performance.
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	<ul style="list-style-type: none"> • Enhanced risk management – collective responsibility with a proactive approach to the long-term strategic vision. • Active and regular re-evaluation of resource allocation across the system, based on sound assessments of risk and statutory responsibilities. Creates more value in the system. • Increased service user/ public confidence in the partnership through a collective vision and leadership. • Scottish Government SDS transformation funds along with Carers funds can create more value and better return on investment by building on the existing scaffolding across all ages in a unified approach. • Belonging is empowering, which is key to creating a flexible workforce ready to collaborate, innovate, mentor and support each other.
Cons/Risks	<ul style="list-style-type: none"> • Financial Risk – Resources delegated by partners are insufficient for the IJB to carry out its functions • Failure to staff governance; systems and processes are not sufficiently robust to support effective CPD and supervision to ensure delivery of practice that promotes public protection and meets health & Social Care need. • Service model of integration does not facilitate continued partnerships working with agencies, organisations and services that are out with the new integrated arrangements • Damage to reputation - Failure to meet local and national priorities and indicators for the additional delegated services, or conduct in a manner that brings the Partnership into disrepute • Failure to identify and manage risks arising from shared services, commissioned services, support services • Failure to work to the ethos and principles of SDS and The Promise

Costs	The financial arrangements will be part of the due diligence process for delegation with a permanent head of service for children and families to be considered.
Equalities Impact	The proposal will impact on children and young people and families both children in need and children in care as they move into adulthood. The focus of the proposal is on improving outcomes for this group of young people

Option 2: To Manage Services in Moray Council Structure	
Description	<p>The management of Children and Families and Criminal Justice Social Work is to be managed and restructured into the Moray Council.</p> <p>It is unclear what the future arrangements would look like if this option was to proceed.</p>
Pros/Benefits	<ul style="list-style-type: none"> • Easy of working with Education through same reporting structure • Provides a defined identity embedded within the local authority • No change management required to establish additional support functions • No risk to status quo • Staff priorities will remain the same as they have now and no integration planning will take place • Safe and predictable • Easy of communication and sharing data with Council Officers
Cons/Risks	<ul style="list-style-type: none"> • No capacity in present structure to ensure robust enough changes to new systems to embed SDS standards, 3 conversation model and The Promise • Added management coordination between children's and adults to ensure new practices are adopted across the whole system,

	<ul style="list-style-type: none"> • Is not consistent with other LA who have good Care Inspectorate inspections • No shared commissioning • No seamless system for children transitioning into adulthood • Lack of consistency with different approval systems • Teams will have little influence in designing a whole family approach • Transitions will remain challenging and fragmented under different reporting structure • Pooling of budgets will be challenging • Loss of professional identity by segregation with adult social work • Reduced shared learnings though siloed structures • Little opportunity to develop trusted relationship with adult social workers • Reduced links to shared resources including adults SDS and carers team • Limitations to address workforce capacity
Costs	Additional funding required to establish a head of service through a restructure plan to reposition services back into the Moray Council portfolio will need to be considered.
Equalities Impact	The proposal will impact on children and young people and families both children in need and children in care as they move into adulthood. The focus of the proposal is on improving outcomes for this group of young people

Appendix 2 High Level Risk and Issue to Potential Delegation

Risk Register							
	Risk Category	Risk Description	Likelihood	Consequence	Score	Overall Risk	Mitigation
1a	Financial Risk	Resources delegated from the partner organisations are insufficient for the IJB to carry out its functions	3	3	9	Red	Strategic plan supports financial governance
2a	Workforce – Failure to manage succession planning/loss of key staff	Failure to staff governance; systems and processes are not sufficiently robust to support effective CPD and supervision to ensure delivery of practice that promotes public protection and meets health & Social Care need.	3	3	9	Moderate	Work force review strategy and delivery plan and with organisational development strategy and delivery plan to be in place.
2b	Workforce – Failure to manage delegation	Failure to deliver delegation – Actions are not agreed by all 3 partners to move from a state of uncertainty/transition to a state of final delegation	3	4	12	High	Project plan with define dates and actions for accountability and monthly Board meetings with appraisal of risk. All 3 partners will require signoff before formal delegation can proceed.
3a	Service Delivery & value for money/Effective Delivery	Failure to staff governance; systems and processes are not sufficiently robust to support effective CPD and supervision to ensure delivery of practice that promotes public protection and meets health & Social Care need.	3	3	9	Moderate	Public protection systems are in place through Children Support and Protection Committee, Adult Support and Protection Committee, MAPPA.
3b	Service Delivery & value for money: Partnership Arrangement	Service model of integration does not facilitate continued partnerships working with agencies, organisations and services that are out with the new integrated arrangements	2	3	6	Moderate	Strategic and locality planning groups are now in place. LOIP cover interagency working relationships.

4a	Damage to Reputation – National and Local Outcomes	Failure to meet local and national priorities and indicators for the additional delegated services, or conduct in a manner that brings the Partnership into disrepute	2	4	8	Moderate	Core suite of measurements and indicators to be clearly defined and measured.
4b	Damage to Reputation – Integration Process	Failure to deliver scheme of delegation to meet requirements of Public Bodies Act and other relevant legislation including Children's and Families	2	4	8	Moderate	Policies and procedures to be updated: training, integration plan to be implemented
5a	Failure to identify and Manage risks arising from shared services, commissioned services, support services	Commissioning; appropriate and sufficient capacity available across sectors to deliver a range of supports to meet parenting priorities. The IJB required legal assurance from the Council and NHS as to shared use of services/resources	2	4	8	Moderate	Commissioning / Procurement/ Contract monitoring arrangements are put in place to manage supply and demand.

Appendix 3 Integrated Joint Board Integrated Functions

Integrated Joint Board	Children's Health Services	Children's Social Care Services	Criminal Justice Social Work	All Acute Services
Argyll and Bute (1)	Delegated	Delegated	Delegated	Delegated
East Ayrshire, North Ayrshire, South Ayrshire, West Dunbartonshire, East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, Orkney (9)	Delegated	Delegated	Delegated	Minimum Services Delegated
East Lothian, Shetland, North Lanarkshire, Eilean Sair (3)	Delegated	Not Delegated	Delegated	Minimum Services Delegated
Dumfries and Galloway (1)	Delegated	Not Delegated	Not Delegated	Delegated
Fife, Renfrewshire, North Lanarkshire, South Lanarkshire, Midlothian (5)	Delegated	Not Delegated	Not Delegated	Minimum Services Delegated
Aberdeen City, Aberdeenshire (2).	Not Delegated	Not Delegated	Delegated	Minimum Services Delegated
Scottish Borders, Clackmannanshire/Stirling, Falkirk, Moray, Edinburgh, Angus, Dundee City, Perth and Kinross, West Lothian (9)	Not Delegated	Not Delegated	Not Delegated	Minimum Services Delegated

Highland Health and Social Care Partnership have adopted a lead agency model. This has seen NHS Highland assume responsibility for Adult Health and Social Care Service and Highland Council assume responsibility for Children's Health and Social Care Services

Appendix 2 - Timeline

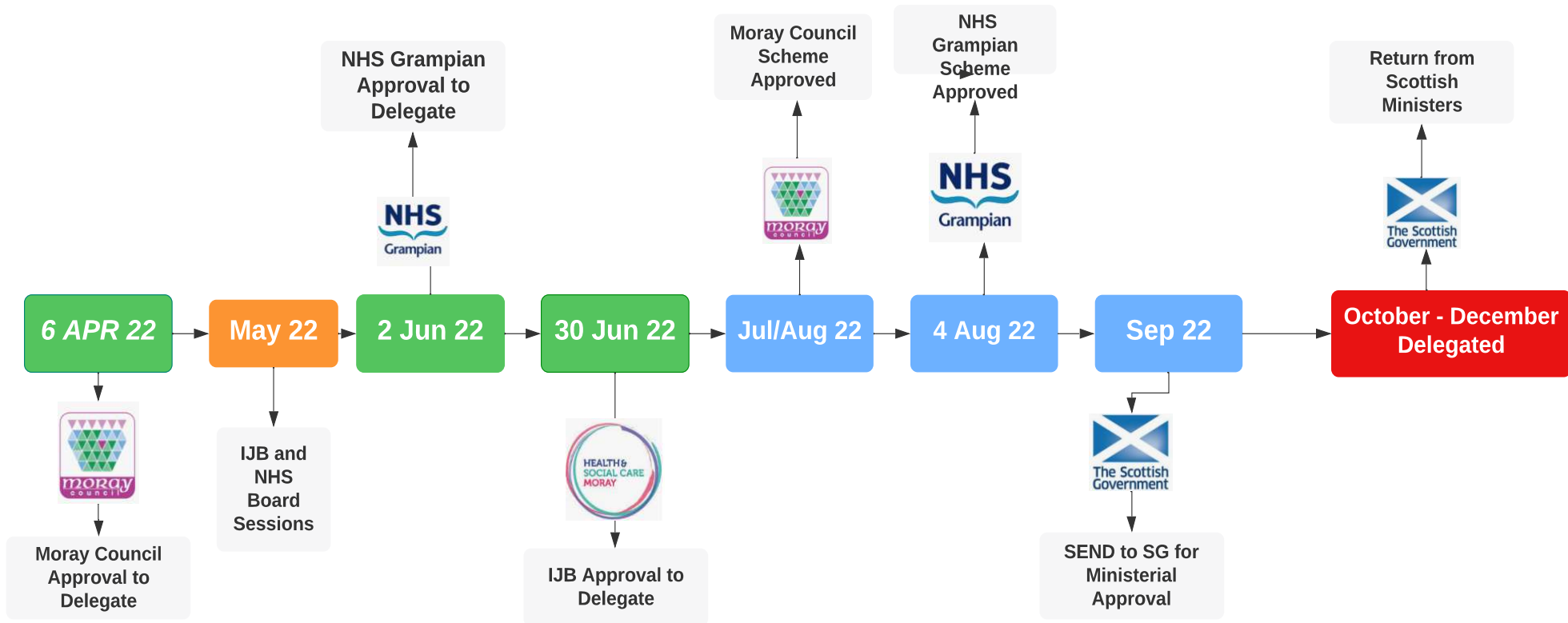
Potential Delegation of Children and Families and Criminal Justice

Assumptions

- Members of the Programme Board have capacity to progress the timeline for delegation with briefing sessions to Boards and Committees pre committee report.
- Board and Committees have capacity to discuss this project as an agenda item
- Scottish Government budgetary allocations are within the predicted parameters to forecast financial package to delegate.
- Finance team have capacity to deliver on financial plan.
- Legal team can successfully subcontract with external agent to hit milestone due to limited capacity with internal team.
- Schedule of work will continue during 2022 acknowledging the local elections in May which may cause a disruption to the timeline.
- Schedule of work will continue during 2022 acknowledging the winter pressures across the Health and Social Care system

Approval Plan

Task	Date	Subject Matter	Dependency
Programme Board Meeting	3 Mar / 10 Mar	Consultation on Committee paper	
Approval: Moray Council Full Committee	6 April	Committee paper requesting delegation	Successful Children Services plan for transformation
Approval: NHS Board	2 Jun	Board paper requesting delegation	Successful board seminar discussions (pre report) in May
Approval: IJB	30 Jun	Board report with agreements from MC and NHS	Approvals from Moray Council and NHS and with success development session on 28 April
Approval: NHSG	4 Aug	Scheme of Integration approved by NHS Board and MC Board	Approvals from all 3 parties to delegate
Approval: MC	TBC	Scheme of Integration approved by NHS Board and MC Board	Approvals from all 3 parties to delegate
Amendment – Scheme of Integration	Jun	Revision to scheme of integration by Legal ready for submission to Scottish Government	
Ministerial Amendments Sent	Sep		
AIM: Delegation Complete	Oct +		Subject to Ministerial timeline





REPORT TO: MORAY COUNCIL 6 APRIL 2022

SUBJECT: EDINBURGH DECLARATION AND BIODIVERSITY

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

1. REASON FOR REPORT

- 1.1 This report asks the Council to sign the Edinburgh Declaration and note potential future actions to assist in halting biodiversity decline.
- 1.2 This report is submitted to the Council in terms of Section III (F) (13) of the Council's Scheme of Administration relating to dealing with all matters relating to Environmental Protection.

2. RECOMMENDATION

2.1 It is recommended that the Council;

- (i) agree to sign the Edinburgh Declaration;
- (ii) note potential future local actions to help address biodiversity decline within section 4.3 of this report; and
- (iii) note reports on the draft National Planning Framework 4 (NPF 4) consultation and Local Development Plan guidance were reported to the Planning and Regulatory Services Committee on 1 March 2022. These reports set out the national policy and evidence gathering requirements to address the nature crisis.

3. BACKGROUND

- 3.1 The Edinburgh Declaration as set out in **Appendix 1** is intended to set out the aspirations and commitments of the Scottish Government, Edinburgh Process Partners and the wider subnational constituency of the United Nations Convention on Biological Diversity, in delivering for nature over the coming decade.
- 3.2 The Declaration calls on national governments, as parties to the United Nations Convention on Biodiversity, to adopt an ambitious post-2020 global biodiversity framework, with bold actions to halt biodiversity loss. It also calls for greater prominence to be given to action at the local level and recognises the role of all levels of government and society in working more effectively together over the next decade. The participation of local authorities from

across the world is being sought in signing the Edinburgh Declaration. 12 Scottish local authorities have already become signatories including Aberdeenshire Council, Glasgow City Council, Edinburgh City Council and Orkney Council. In a joint letter dated 15 December 2021 from Màiri McAllan MSP, Minister for Environment and Land Reform and Lorna Slater MSP, Minister for Green Skills, Circular Economy and Biodiversity the remaining local authorities have been invited to sign up to the Declaration. The letter is set out in **Appendix 2**.

- 3.3 The Council recognises its duty to protect and enhance biodiversity. The Nature Conservation (Scotland) Act 2004 places a duty on all public bodies in Scotland to further the conservation of biodiversity when carrying out their duties. This is known as the Biodiversity Duty. The range of work the Council does across all services in protecting and enhancing biodiversity is collated and reported to Planning and Regulatory Services Committee, prior to submission of a summary report to Scottish Government on a three-year cycle. The last 3-year report was reported on 10 November 2020 (para 9 of the Minute refers).
- 3.4 The Edinburgh Declaration contains a commitment, which is already delivered by Scottish local authorities under the Biodiversity Duty. Signatories agree in principle to:
- Build on previous efforts, recognising the value of nature.
 - Implement appropriate actions that build on global goals.
 - Mainstream these actions, integrating them into local planning, management, and governance.
- 3.5 At Economic Development and Infrastructure Services Committee on 8 February 2022 it was agreed to recommend the Council sign the Edinburgh Declaration (para 9 of the Minute refers).

4. NATIONAL PLANNING FRAMEWORK 4 (NPF 4), THE NATURE CRISIS AND FUTURE ACTIONS TO ADDRESS BIODIVERSITY DECLINE

- 4.1 In addition to the Council's biodiversity duty, draft NPF 4 commits planning authorities to address the nature crisis, setting out requirements for development to facilitate biodiversity enhancement and support nature recovery and restoration. The next Local Development Plan (LDP) must be supported by an Evidence Report informed by an understanding of the natural assets and existing nature networks in the plan area. In addition to this it must also be informed by up to date audits, strategies and action plans, including the Local Biodiversity Action Plan where applicable, and take into account statutory Open Space Strategies and Forestry and Woodland Strategies.
- 4.2 Taking into account the requirements set out above a series of actions could be implemented by the Council in support of the Edinburgh Declaration. These actions support biodiversity enhancement and could be financed from the Scottish Government's Nature Restoration Fund, this would be subject to a further report seeking committee approval.
- 4.3 The following actions have been identified.

- Supporting local communities with their biodiversity aspirations.
- Preparing biodiversity action plans for Council owned sites and supporting schools with their biodiversity plans.
- Delivering on biodiversity enhancements and management proposals at Millbuies woodland and Wards wildlife site.
- Accessing biodiversity data to inform the Evidence Report required for the next LDP, using that data to create and enhance green networks.
- Accessing biodiversity data to inform ongoing development management casework to safeguard and enhance biodiversity.
- Exploring re-establishing local wildlife site networks and potentially identifying new sites and supporting their enhancement.
- Accessing biodiversity data and expertise to advise on mitigation and enhancement work for declining habitats and species, feeding that information into all the above actions.

4.4 It should be noted that further committee reports in response to the draft NPF 4 consultation and Local Development Plan Guidance were presented to Planning and Regulatory Services Committee on 1 March 2022 these reports provide further detail on the implications of further work on biodiversity. (paras 13 & 14 of the draft minute refers)

5. **SUMMARY OF IMPLICATIONS**

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

Protecting and enhancing biodiversity is important to building a better future for our children and young people in Moray, supporting their health and wellbeing and connecting them with nature.

(b) Policy and Legal

There are no legal implications associated with signing the Edinburgh Declaration. The Council already has a statutory biodiversity duty and draft NPF4 policy on the nature crisis will form part of the statutory LDP when adopted.

(c) Financial implications

The proposed future actions to carry out additional biodiversity mitigation and enhancement measures identified in para 4.3 above would be dependent upon ongoing funding from the Nature Restoration Fund. The Scottish Government has recently announced a multi-year package of funding over the next five years with further detail to follow.

(d) Risk Implications

There is no direct risk from signing and agreeing with the principles set out in the Declaration. There is however a reputational risk associated with inaction on reversing biodiversity decline.

(e) Staffing Implications

There are no staffing implications associated with signing the Declaration.

(f) Property

There are no property implications associated with signing the Declaration.

(g) Equalities/Socio Economic Impact

None at this stage.

(h) Climate Change and Biodiversity Impacts

Agreeing to the recommendations in this report will help the Council meet its climate change and biodiversity commitments. There are no climate emissions directly resulting from agreeing to sign the Declaration. However, advancing the principles of the Declaration will contribute to the enhancement of biodiversity in Moray and will support existing measures the Council is taking to tackle the nature and biodiversity crisis.

(i) Consultations

Consultation has taken place with the Depute Chief Executive (Economy, Environment and Finance), the Head of Economic Growth and Development, the Legal Services Manager, the Principal Climate Change Officer, the Equal Opportunities Officer and Tracey Sutherland, Committee Services Officer, and their comments incorporated into the report.

6. CONCLUSION

6.1 In signing the Edinburgh Declaration the Council agrees with calls to adopt an ambitious post-2020 global biodiversity framework, with bold actions to halt biodiversity decline. Furthermore, for greater prominence to be given to actions undertaken at a local level.

6.2 There are a number of potential actions the Council can undertake at a local level in keeping with the principles of the Edinburgh Declaration that will help efforts to halt biodiversity decline. Reports on the implications of further action by the Council were be reported to Planning and Regulatory Services Committee on 1 March 2022.

Author of Report: Emma Gordon, Planning Officer
Background Papers:

Ref: SPMAN-813460984-192
SPMAN-813460984-193
SPMAN-813460984-194



EDINBURGH DECLARATION

For subnational governments, cities and local authorities on the post-2020 global biodiversity framework

31 August 2020

Preamble

We, subnational governments, cities and local authorities - as participants and contributors to the *Edinburgh Process for Subnational and Local Governments on the development of the post-2020 global biodiversity framework*, and supported by the Secretariat and some Parties to the Convention on Biological Diversity - are **deeply concerned** about the significant implications that the loss of biodiversity and climate change has on our livelihood and communities. The impacts on our environment, infrastructure, economy, health and wellbeing, and our enjoyment of nature are already visible. Indeed, the COVID-19 global pandemic has reminded us how important it is to live in harmony with nature. Healthy biodiversity and the ecosystem services that it provides are key for human well-being and to build the resilience of our cities and regions, both during and after the pandemic, and it should be central to our recovery.

We **are concerned** that, as outlined in the fifth edition of the Global Biodiversity Outlook, none of the 20 Aichi Biodiversity Targets have been fully met; that action by CBD Parties alone is insufficient to put us on a path to the 2050 vision of 'living in harmony with nature' or to achieving the UN Sustainable Development Goals (SDGs); and that convergence across multilateral environment agreements (MEA's) is progressing at too slow a pace.

We **acknowledge** that the IPBES *Global Assessment Report on Biodiversity and Ecosystem Services* concludes that, despite insufficient action, it is not too late for the climate or for biodiversity, but that transformative action is needed at all levels.

We **recognise** the need for transformative change across terrestrial and marine ecosystems, and across urban development and all productive sectors to ensure enhanced food security, human health and sustainable livelihoods whilst avoiding, mitigating or minimising the negative impact on biodiversity. We also **recognise** the role that many indigenous peoples and local communities have in the management of their territories, through effective biodiversity mainstreaming across all sectors.

We **note** the need to develop effective policy, governance and financing solutions at all levels of government and to ensure vertical integration across national, subnational, city and local levels to effect transformative change. These should address both the direct and indirect drivers of biodiversity loss, and integrate all dimensions of sustainable development (environmental, economic, cultural and social).

We **also note** the vital role that indigenous peoples and local communities, women and youth, non-governmental organisations, and wider society, play in decision making and in taking action at

subnational, city and local levels, and that there should be a fully collaborative approach to ensure active participation of these groups.

We **highlight** the key role of the private sector, including the financial sector, and **encourage** them to catalyse the transformative change needed through full, active and responsible engagement, in support of biodiversity conservation, ecosystem restoration and sustainable use.

We **emphasise** the key role that subnational governments, cities and local authorities already play in protecting and enhancing biodiversity and in delivering actions across planning, implementation, and monitoring.

We **welcome** the endorsement of the *Plan of Action on Subnational Governments, Cities, and Other Local Authorities for Biodiversity (2011-2020)* under Decision X/22 and **recognise** the productive role that this has played in the last decade mobilising subnational, city and local authority actions towards implementing the goals of the Convention; and in fostering an increased recognition on the critical role of our constituency in the CBD.

We **celebrate** the commitments and statements already issued by subnational governments, cities and local authorities including recent declarations of intent¹², and in particular the results achieved through the outputs of the 5th and 6th Global Biodiversity Summit of Cities and Subnational Governments – the *Quintana Roo Communique on Mainstreaming Local and Subnational Biodiversity* (2016) and the *Sharm El-Sheikh Communique for Local and Subnational Action for Nature and People* (2018).

We **acknowledge** the need to build upon the existing *Plan of Action* under Decision X/22, and the advocacy agenda of subnational governments, cities and local authorities over the past decade, and **collectively commit** to raising our ambition and action in the coming decade.

Development of the post-2020 global biodiversity framework

We **welcome** the development of the post-2020 global biodiversity framework, in particular clear, action based, SMART (Specific, Measurable, Achievable, Relevant, Time-bound) targets and the inclusion of an integrated monitoring framework.

We **thank** the Co-Chairs of the Open-ended Working Group on the post-2020 global biodiversity framework for taking an inclusive and participatory approach in developing the framework; and **welcome** the ‘whole of government’ approach embodied in the framework, which captures the principle of governance across all levels of government, including at the level of subnational governments, cities and local authorities.

¹ [Aburra Valley – Medellin Declaration of Metropolitan Areas to the post-2020 global biodiversity framework \(2019\)](#)

² [Carta de São Paulo - BIO2020 – Brazilian Perspectives for the Post-2020 Global Biodiversity Framework \(2020\)](#)

We continue to **support** the 2050 vision “*living in harmony with nature*” and stand ready with a raised ambition to make a contribution that will deliver a local to global impact, and meaningfully contribute to the long term goals.

We **share the ambition** of the 2030 Mission as was set out in the Zero Draft version of the post-2020 global biodiversity framework, ‘*To take urgent action across society to put biodiversity on a path to recovery for the benefit of the planet and people.*’ This ensures a clear pathway towards the 2050 Vision and corresponds with the ambition of subnational governments, cities and local authorities towards addressing the most pressing global challenges, including climate change, disaster risk reduction, health and poverty alleviation, as well as biodiversity.

Implementation of the post-2020 global biodiversity framework

We **welcome** the inclusion of subnational governments, cities and local authorities, as key enablers for the implementation of the post-2020 global biodiversity framework. However, we **recognise** that our role extends beyond the provision of enabling conditions.

Subnational governments, cities and local authorities play key roles in conserving, restoring and reducing threats to biodiversity, in meeting people’s needs through sustainable use and equitable benefit-sharing, in developing the tools and solutions needed for implementing biodiversity protection actions, and in monitoring and reporting.

We **recognise** that our actions in implementing and mainstreaming biodiversity ensure that support mechanisms and enabling conditions are in place at subnational, city and local levels - and that a vertically integrated and cross-cutting governance approach would enhance these efforts.

We **highlight** the significant role that subnational governments, cities and local authorities play in resource mobilisation for implementation and mainstreaming of biodiversity actions. We **stress** the need for immediate and increased efforts to mobilise financial resources at all levels of government and from the private sector.

We are uniquely and most effectively positioned to deliver the outreach, awareness, and uptake of the framework across the whole of society, facilitating engagement with key stakeholders to implement the framework at subnational, city and local levels. Nevertheless, we **recognise** that more can be done to build upon already existing policies and frameworks to ensure the full participation of the whole of society in delivering the post-2020 global biodiversity framework.

COMMITMENT FOR THE POST-2020 GLOBAL BIODIVERSITY FRAMEWORK

Subnational governments, cities and local authorities will continue to build upon our previous efforts, to deliver transformative actions by:

- Recognising the overall value of nature and integrating it into subnational, city and local planning, management and governance instruments;

- Implementing appropriate actions that deliver on the post-2020 global biodiversity framework goals and action targets;
- Aligning biodiversity strategies and actions, and our monitoring and reporting efforts with National Biodiversity Strategies and Action Plans (NBSAPs), within our subnational, city and local competencies;
- Increasing resource mobilisation for investment in biodiversity action at subnational, city and local levels, and providing incentives to ensure positive outcomes;
- Mainstreaming biodiversity across public, private and business sectors to achieve greater environmental, societal and economic resilience;
- Communicating, educating and raising public awareness with specific efforts to make knowledge available in several languages;
- Strengthening capacity building in order to implement nature-based solutions (NBS) and green and blue infrastructure, particularly through ecosystem based approaches and as a contribution to a green recovery from COVID-19;
- Providing opportunities for knowledge exchange across subnational, city and local levels, and between all sectors of society;
- Sharing best practices across subnational, city and local levels, to efficiently implement transformative actions;
- Delivering convergence with other intergovernmental agreements and processes, taking forward bold and innovative actions at the subnational, city and local level which result in mutually beneficial outcomes.

CALL FOR ACTION

We subnational governments, cities and local authorities therefore ***call upon*** Parties to the Convention on Biological Diversity to;

- I. Take strong and bold actions to bring about transformative change, as outlined in the IPBES global assessment report, in order to halt biodiversity loss.
- II. Recognise the vital role of subnational governments, cities and local authorities, in delivering the 2050 vision of the post-2020 global biodiversity framework, and the 2030 mission as set out in the Zero Draft document; and to explicitly place that recognition throughout the framework text, including the monitoring framework for the goals and targets.
- III. Support the adoption at COP15, of a new dedicated Decision for the greater inclusion of subnational governments, cities and local authorities within the post-2020 global biodiversity framework; that builds upon and renews the *Plan of Action on Subnational Governments, Cities and Other Local Authorities for Biodiversity (2011-2020)* as endorsed under Decision X/22; and that significantly raises ambition for subnational, city and local implementation of the post-2020 global biodiversity framework throughout the next decade.
- IV. Establish a multi-stakeholder platform that ensures representation of subnational governments, cities and local authorities to support the implementation of the post-2020 global biodiversity framework.

We, subnational governments, cities and local authorities, ***stand ready*** to meet the challenge of delivering, alongside Parties, the post-2020 global biodiversity framework, to ensure investment, and play a stronger role in the implementation of the framework through a renewed and significantly stepped-up *Plan of Action for subnational governments, cities and local authorities* for the coming decade.

EDINBURGH PROCESS PARTNERS

A handwritten signature in black ink, reading "R. Cunningham".

Ms Roseanna Cunningham, MSP
Cabinet Secretary for Environment, Climate
Change and Land Reform
On behalf of the Scottish Government

A handwritten signature in black ink, reading "Lesley Griffiths".

Ms Lesley Griffiths AS/MS
Gweinidog yr Amgylchedd, Ynni a Materion
Gwledig
Minister for Environment, Energy and Rural
Affairs
On behalf of Welsh Government



Llywodraeth Cymru
Welsh Government

A handwritten signature in black ink, reading "Ashok Sridharan".

Mr Ashok Sridharan
ICLEI President
On behalf of ICLEI - Local Governments
for Sustainability

A handwritten signature in black ink, reading "Cheryl Jones Fur".

Ms Cheryl Jones Fur
Deputy Lord Mayor of Växjö, Sweden
On behalf of ICLEI Europe

A handwritten signature in blue ink, reading "Elena Moreno".

Ms Elena Moreno
Regions4 President
Basque Deputy Minister for Environment
On behalf of Regions4 Sustainable
Development

A handwritten signature in blue ink, reading "Benoit Charette".

Mr Benoit Charette
Ministre de l'Environnement et de la Lutte
contre les changements climatiques
On behalf of Gouvernement du Québec



A handwritten signature in black ink, reading "Hideaki Ohmura".

Mr Hideaki Ohmura

Governor of Aichi Prefecture

On behalf of the Group of Leading Subnational Governments toward the Aichi Biodiversity Targets (GoLS)



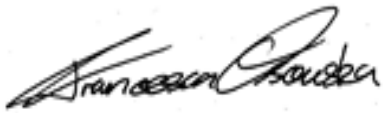
Under consideration

On Behalf of the European Committee of the Regions



**European Committee
of the Regions**

Supported by:

A handwritten signature in black ink, reading "Francesca Osowska".

Ms Francesca Osowska

Chief Executive

On behalf of NatureScot

A handwritten signature in black ink, reading "Simon Milne".

Mr Simon Milne MBE

Regius Keeper

On Behalf of Royal Botanic Garden Edinburgh



**Royal
Botanic Garden
Edinburgh**

Dated: 31 August 2020

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SIGNATORIES

SUBNATIONAL, CITY AND LOCAL AUTHORITIES

Name	Position Organisation	Date Signed
<i>Example: Jo Blogs</i>	<i>Head of Environment and Nature Division Local Council</i>	<i>Xx/Month/2020</i>

ADDITIONAL SUPPORTERS

Name	Position Organisation	Date Signed
<i>Example: Nat Ure</i>	<i>Director, Nature Company</i>	<i>Xx/Month/2020</i>

Minister for Environment and Land Reform
Mairi McAllan MSP



Scottish Government
Riaghaltas na h-Alba
gov.scot

Minister for Green Skills, Circular Economy and
Biodiversity
Lorna Slater MSP

T: 0300 244 4000

15 December 2021

Good afternoon,

As you will be aware, the UN Convention on Biological Diversity (CBD) is currently developing a post-2020 framework for global biodiversity and new global targets to be agreed at the Conference of Parties meeting (COP15) in Kunming, China. The CBD and its parties are moving into the next decade with a stepped up ambition to deliver for nature, and there is increasing recognition of the important role that sub-state and local governments play in translating global targets into local actions for nature.

On behalf of the CBD, the Scottish Government has been leading the “Edinburgh Process” – global engagement and consultation for sub-state governments and local authorities – with the aim of securing the inclusion of all levels of government within the post-2020 global biodiversity framework.

The Edinburgh Process aims to ensure a ‘whole of government’ approach is adopted globally, and the Edinburgh Declaration is a call to action – setting out the commitment of the subnational constituency in delivering for nature over the next decade, and calling upon Parties to step up their recognition of all levels of government in order to deliver the transformational change needed to halt and reverse biodiversity loss.

We have reached a critical juncture for nature, with the hosting of COP26 in Glasgow, and COP15 in China in 2022. We recognise that more action is needed at all levels to halt the loss of biodiversity and Scotland is committed to taking bold action to restore and protect our natural environment through our own post-2020 Biodiversity strategy, to be published in October 2022. Local Authorities play an essential role in Scotland, delivering local action for biodiversity, integrating nature-based solutions into city and local planning, and delivering positive outcomes for biodiversity.

We strongly encourage your support of the commitments and calls to action set out in Edinburgh Declaration – <https://www.gov.scot/publications/edinburgh-declaration-on-post-2020-biodiversity-framework/>, joining COSLA, and 14 Scottish Local Authorities, and over 220 global sub-state governments, cities and local authorities to date, which have signed the declaration.

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot



INVESTORS
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We hope that you will join our efforts to demonstrate to the Convention the global will for a dedicated Decision and renewed *Plan of Action for subnational governments, city and local authorities*, to be adopted alongside the post-2020 global biodiversity framework at COP15.

We look forward to receiving your support of the Edinburgh Process, and in working together over the coming decade and beyond, to bend the curve of biodiversity loss, restore Scotland's natural environment and that communities across Scotland live in harmony with nature.



Màiri McAllan



Lorna Slater

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot





REPORT TO: MORAY COUNCIL COMMITTEE ON 6 APRIL 2022

SUBJECT: RENEWABLES INCOME FUND

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

1. REASON FOR REPORT

- 1.1 To ask the Committee to recommend to Council participation in an exercise to identify economic opportunity and methods of maximising local income associated with renewables.
- 1.2 This report is submitted to Committee in terms of Section III (F) (2) of the Council's Scheme of Administration relating to the exercise of functions that promote economic development.

2. RECOMMENDATION

- 2.1 **It is recommended that the Council approve of provision of a one off £5k budget to facilitate a contribution towards consultancy work on a renewables income fund report for the Highlands and Islands Region with other HIREP partners.**

3. BACKGROUND

- 3.1 Highlands and Islands Regional Economic Partnership (HIREP) recently considered a paper from Highlands Council (**Appendix 1**) on a proposal to develop the case for a renewable income fund to see greater benefit flowing from renewable schemes to the local area.
- 3.2 HIREP considered the proposal and determined it was a common issue across Highland and Islands and would benefit from a regional approach.
- 3.3 It was proposed that the Highland proposal be extended to cover the region with each Local Authority contributing towards the study.
- 3.4 Moray faces the same issues as Highland in relation to the economic benefit received directly from renewables and the same issues with regards to benefitting from our natural resources as demand changes for carbon offset, peat preservation and benefitting directly from the abundance of renewable energy flowing through Moray.

- 3.5 It is proposed the Council should participate in the study and contribute proportionately with other partners of HIREP.
- 3.6 The report was considered by the Economic Development and Infrastructure committee on 22 March 2022, the Committee recommended to Council that the £5k provision be made.

4. SUMMARY OF IMPLICATIONS

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

The proposals are intended to support the economic development creating greater resilience and local income as part of the transition to renewables and addressing climate change.

(b) Policy and Legal

The resulting findings will inform local policy and help influence national policy relating to local benefit from natural resources.

(c) Financial implications

This would be a requirement for up to £5k funding to contribute to the work. Economic Development does not hold unallocated budgets, therefore any request must be approved by committee from reserves. The Council has received £100k from the withdrawal of funds from Business Loans Scotland (BLS) which has replaced Council funding approved as part of the Economic Recovery Plan for business start ups. It is proposed that £5k of the £100k economic recovery budget that has been substituted by the BLS withdrawal is used for the renewable Income fund proposal.

(d) Risk Implications

None.

(e) Staffing Implications

None.

(f) Property

None

(g) Equalities/Socio Economic Impact

The proposal seeks to identify opportunities to redress the balance of income flowing to local areas associated with renewables and the exploitation of the natural resources in the Highlands and Islands.

(h) Climate Change and Biodiversity Impacts

None, the study itself does not impact on climate change but seeks opportunities for maximising local income generated from the natural resources in the highlands and islands many of which will benefit climate change by reducing carbon or providing more sustainable land uses.

(i) Consultations

Depute Chief Executive (Economy, Environment and Finance), the Head of Economic Growth and Development, the Legal Services Manager, the Principal Climate Change Strategy Officer and Tracey Sutherland (Committee Services Officer) have been consulted and comments received have been incorporated into the report.

6. CONCLUSION

6.1 This report asks the Council to approve of funding to participate in a study on renewable income funds.

Author of Report:	Jim Grant, Head of Economic Growth and Development
Background Papers:	
Ref:	SPMAN-813460984-186

Renewables Income Fund – Initial Scope

Background

In May 2019, The Highland Council declared a climate and ecological emergency, and recommitted to achieving a carbon neutral region by 2025. The achievement of this target is fundamentally linked to the renewable energy capacity and opportunity offered by the Highland region.

Subsequently, in May 2021, The Highland Council agreed the terms of a Notice of Motion calling for a fairer share of the income derived for the development of the Highland's natural resources.

At the meeting, the contrast was highlighted between the massive profits being made by private energy companies from renewables/green energy schemes in the Highlands and the relatively limited benefits received by The Highland Council, with its sub optimal infrastructure. This statement could equally apply to local community groups.

The Highland Council covers the largest area of any local authority in the UK and a third of the land mass of Scotland. It has an abundance of natural resources with existing and potential opportunities for green energy schemes, low carbon initiatives including carbon sequestration, and renewables.

Much of the profit from energy companies operating within Highland flow out from the region and community benefits, which are not underpinned by legislation, are voluntary and can be stopped or reduced at any given time.

It is also expected by Elected Members that developments within the renewables sector should see more job creation, skills development and long-term career progression situated within the Highland Region as opposed to the limited employment benefits that currently exist.

These benefits, extracted from Highland's natural resources, should be re-invested into Highland communities and infrastructure for the benefit of all within the region. There was a strong view expressed that wealth generated in the area should, wherever possible, stay in the area. Income generated through green schemes would, in turn, be re-invested to benefit the communities and the overall environment of the Highlands.

Shetland's approach towards the oil industry and new windfarm developments as well as the benefits accrued from Community owned windfarms and Council owned renewable energy projects such as a solar farm in North Ayrshire were discussed. These examples served to highlight the contrasts between local and multinational/private interests on a particular area with the former bringing in a higher income stream to the Council and wider communities.

Other examples exist beyond Scotland's shores, with the local government of the Island archipelago of Åland (Finland) setting up their own company in conjunction with a private sector energy company (50% private 50% public ownership with a 30,000 population). This transition is locally led and owned, placing citizen engagement and a long-term vision at its core.

These examples could go some way to informing a new model around which Highland Council could agree on that would see renewables as a sustainable income source for the area.

The inequity of the current system is evident as Highland has some of the highest levels of fuel poverty in the UK with higher than average domestic and commercial rates for electricity, despite being a net exporter. Therefore, not only does Highland create significantly more energy than it uses, it also pays more for the privilege through some of the highest electricity unit costs in the country.

Angus MacLeod

It was also recognised by Members that there were some challenges in the existing planning system around renewable developments, and it was expected that these issues would be brought to the fore for the purposes of lobbying and engagement with Ofgem and both the UK and Scottish Governments.

In terms of a wider water agenda, it is worth highlighting that Highland region is home to many of Scotland's freshwater lochs with Loch Morar, the deepest at 310 metres and Loch Ness, which holds the most water with 7.4 million cubic metres. Loch Ness holds nearly twice as much water as all the lakes of England and Wales combined. With the increasing issues arising around water shortages, and given Highland's advantageous position, it would be prudent to plan ahead for the inevitable demands the region will be faced with and any future Highland Renewables investment plan should be mindful of this and consider options available.

There is also an increasing issue around the sale of land to take advantage of subsidies and the market in carbon credits. These so called "Green Lairds" do not necessarily benefit the wider community and on a basic level, use the ownership of land to offset carbon from elsewhere in their portfolio.

The Council agreed the terms of the Notice of Motion as detailed.

Objectives

The aim of this tender is to develop an action plan detailing what The Highland Council needs to do to fully benefit from the green energy/renewables schemes that benefit from the significant natural resources that exist within the Highland region. This benefit would include long term employment, skills development and career structures that remain within the region whilst at the same time allowing The Highland Council to establish a "Highland Renewables Fund" from green income generation that will benefit the wider region.

The objectives, in terms of renewables and green energy schemes (onshore & offshore) across Highland, are.

- To understand the scale of currently operational renewables generation, what is in the pipeline and what future projects are planned or can be expected. This information will provide the context and lay the groundworks for Highland being Scotland's green energy hub as well as highlighting Highland's contribution and importance in respect of national climate change targets and the low carbon agenda. Horizon scanning will also provide a sense of what is possible.
- To highlight the benefits (income generation, company profits, job creation, skills, careers, infrastructure build, improved utilities, other advantages) the region gains from green energy schemes including those from direct planning conditions.
- To consider and advise on how we can best utilise planning conditions to maximise benefit
- To consider best practice, agreements, and other models in play elsewhere that could be utilised to benefit Highland Council
- To consider community benefits and how much control Highland Council has over that, bearing in mind the voluntary nature of these schemes.
- To look at how Highland Council can be involved in control, investment, community shares, management, maintenance, design and supply chains in green energy and renewables.

Angus MacLeod

- To identify local energy opportunities that will directly reduce levels of fuel poverty across the region
- To identify the practical steps required and benefits of setting up a Highland Renewables Fund drawn directly from the green energy/renewables' schemes in the Highland Region.
- To provide template for future demand and pressures on natural resources such as water
- To identify gaps in legislation that currently facilitate the exploitation of a Local Authority's natural resources to the benefit of others outwith the region. This will present opportunities for Councilors to make the case for change to respective national bodies and both the Scottish and UK Governments.
- To clearly articulate what Highland Council needs to do to deliver a strategic benefit in the next ten years as part of an ongoing legacy for the people of Highland Region.

Approach

It is envisaged that this will primarily be a desk-based exercise, with bidders expected to draw on existing materials from a range of different sources. However, it is understood that face-to-face meetings will be required with key internal stakeholders and Elected Members to help the bidder fully understand the current policy position and appetite for change within The Highland Council.

Outputs

The outputs required will be:

- A report and action plan detailing what The Highland Council needs to do to fully benefit from the green energy/renewables schemes that take advantage of the enormous natural resources that exist within the Highland region.
- This action plan will include:
 - The current context of renewable schemes in Highland and how we benefit regionally and organisationally.
 - A future concept on what we can expect in terms of renewable schemes and how we can benefit. This would cover long term employment, skills development, and career structures in respect of this agenda across the Highland region.
 - Options around The Highland Council setting up a Highland Renewables Fund from green income generation that will benefit the wider region.
 - The challenges and opportunities in respect of planning conditions to include options around land ownership. What we can do within current structures and what should we be seeking to change to maximise benefit.
 - Innovative solutions that can be drawn from other areas that will see Highland Council involved in control, investment, community shares, management, maintenance, design, and supply chains.
 - Local energy opportunities that will directly address fuel poverty.

- How this work ties in with and supports national climate change targets, the low carbon agenda and helps meet The Highland Council's climate and ecological emergency commitments.
- Present this as a legacy issue for The Highland Council.
- Provide a template for future demands and pressures on Highland's natural resources such as water.



REPORT TO: MORAY COUNCIL ON 6 APRIL 2022

SUBJECT: COVID ECONOMIC RECOVERY FUND

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

1. REASON FOR REPORT

- 1.1 To inform the Council of the recently announced COVID Economic Recovery Fund and to seek approval for the proposed Council allocations.
- 1.2 This report is submitted to Council in terms of Section III A (2) of the Scheme of Administration relating to long-term financial plans.

2. RECOMMENDATION

2.1 It is recommended that Council agrees:-

- (i) **£400,000 for the extension of the Flexible Food Fund;**
- (ii) **£400,000 for a Discretionary Business Support Fund;**
- (iii) **£410,000 for Town Centre Capital business improvements and start – up grants**

3. BACKGROUND

- 3.1 COSLA Leaders and Ministers have agreed an £80million flexible Local Authority COVID Economic Recovery Fund. The Council share of this fund is an estimated £1.28 million. At the beginning of March 2022 the guiding principles were issued. The overarching policy intent of this funding is to support local economic recovery and cost of living impacts on low-income households. **APPENDIX I** of this report provides the details of the 5 guiding principles.
- 3.2 **Flexible Food Fund (FFF)** - This was developed in-house in May 2020 in response to the Scottish Government principles of managing a food fund during the pandemic. In line with these principles the FFF provides local flexibility, financial support and a whole household, whole needs response. Moray's approach to food and financial insecurity has been recognised as best practice by the Scottish Government as it offers a cash-first solution alongside a holistic and long-term support service for individuals

and families experiencing extreme financial hardship. From 5 January 2022, FFF payments were enhanced to include a contribution towards fuel costs utilising the Scottish Government's Winter Support Funding. As this funding ended 31 March 2022, it is proposed that the FFF is extended through 2022/23 financial year utilising the Scottish Government's Economic Recovery Fund with a budget of £400,000.

- 3.3 **Discretionary Business Support Fund** – A budget of £400,000 is proposed for providing £6,000 grants for those businesses which pay NDR and have been affected by COVID 19 control measures, and have not been able to get any further recent financial support from any of the administrative public bodies since the end of December 2021.
- 3.4 Businesses should be from, but are not limited to, the Hospitality and Leisure, and their Supply Chains, Events and Close Contact sectors. Retailers which offer Hospitality are also eligible. Applicants have to provide evidence to show that their business / services were reduced due to the December / January restrictions. Draft application form included as **APPENDIX II**.
- 3.5 **Town Centre capital business improvements and start – up grants** – It is proposed to provide a budget of £410,000 for Moray wide town centre business grants. The Town Centre capital business improvements grants are for inside and outside work to create a COVID safe environment and improve the attractiveness of the business to encourage people to shop local and to create greater footfall. The town centre definition includes village centre, but excludes industrial sites and out of town retail parks. It is proposed to provide these grants at an intervention rate of 75% up to a maximum of £15,000 to reflect that most businesses have little reserves left as a result of the pandemic. Draft application form is included as **APPENDIX III**.
- 3.6 For the start-up grants for businesses to set up in any Moray town centres, it is proposed to provide an intervention rate of 50% up to a maximum of £10,000, to ensure it is line with the start-up grants for pop-up shop participants. It would allow the start-up businesses to access capital funding, which is not otherwise available. Draft application form is included as **APPENDIX IV**. Business Gateway will be available to provide any advice and support for all the start-up businesses.
- 3.7 A separate report on the agenda considers provision for the Scotland Loves Local scheme.

4. SUMMARY OF IMPLICATIONS

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

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

(b) Policy and Legal

The Council considers support for economic development issues on their merits, against the objective to facilitate sustainable economic growth and the desired outcomes of the Ten Year Plan and Corporate Plan.

The draft applications with grant conditions are based on previously administered grants and will be finalised in consultation with Legal.

(c) Financial implications

The estimated £1.28 million Council allocation of the COVID Economic Recovery Fund allows the council to support local economic recovery and cost of living impacts on low-income households for the following proposed budget allocations over the financial year 2022/2023:

Flexible Food Fund £400,000

Discretionary Business Support Fund £400,000

Town Centre Capital business improvements and start – up grants £410,000.

A separate report on the agenda considers provision of £70k for the Scotland Loves Local Scheme.

(d) Risk Implications

The economic impact associated with COVID 19 will continue for the foreseeable future.

(e) Staffing Implications

Workloads within the Economic Growth and Regeneration section, which includes Business Gateway will remain high for the foreseeable future. Priority will remain with the economic recovery work associated with the economic recovery action plan.

(f) Property

There are no property implications

(g) Equalities/Socio Economic Impact

For the extension of the Flexible Food Fund, which includes fuel costs the Scottish Government guidance provides relevant data on potential risk groups which may be affected by financial insecurity. The scheme does not exclude any of these risk groups.

(h) Climate Change and Biodiversity Impacts

There are no direct implications for climate change and biodiversity arising from the proposals.

(i) Consultations

The Depute Chief Executive (Economy, Environment and Finance), the Head of Economic Growth and Development, the Legal Services Manager, the Head of Finance, the Democratic Services Manager, the Benefits and Money Advice Manager, the Equalities Officer, the Human Resources Manager and Tracey Sutherland, Committee Services Officer have been consulted and comments received have been incorporated into the report.

Group Leaders have been consulted in the development of these proposals.

5. CONCLUSION

- 5.1 The proposals for COVID Economic Recovery Fund provides much needed support for local economic recovery through offering a range of business support grants.**
- 5.2 It will also allow the extension of the Flexible Food Fund, which will provide crucial financial assistance to low-income households likely to experience severe hardship.**

Author of Report: Reni Milburn, Economic Growth & Regeneration Manager

Background Papers: Documents on file in Economic Growth & Regeneration section.

Ref: SPMAN-813460984-196
SPMAN-813460984-197
SPMAN-813460984-204
SPMAN-813460984-205
SPMAN-813460984-206

APPENDIX I

COVID ECONOMIC RECOVERY FUND

ILLUSTRATIVE EXAMPLES OF POSSIBLE INTERVENTIONS

These are a non-exhaustive list intended to guide and assist in local thinking. Innovative interventions not covered which meet the principles are encouraged.

Overarching guiding principles:

Principle 1: Interventions made under this fund should be based on a clear economic recovery and/or low-income household support rationale.

Examples:

- LAs may consult with local business stakeholders to determine best interventions in their respective context
- LAs may have light-touch local sectoral analysis of funding to show link with economic need, which could build on similar examples such as the template for evaluation of the flexible funding element of the Winter Support Fund
- LAs may have targeted intervention at those known to have been impacted most by the pandemic and/or any EQIA

Principle 2: A collaborative approach towards sharing of best practice and learnings from different interventions should be adopted to maximise benefits and positive effects while minimising risk and unintended consequences

Examples:

- Presentation at COSLA-SLAED-SG Business Grant 'Project Group' and other relevant forums

Principles of spend (Local Authorities may wish to allocate funding based on one or more of the following):

Principle 3: Local Authorities may wish to allocate funding to interventions that support local economic recovery and enable businesses to move from surviving the period of trading restrictions towards recovery, growth, adaptation and building resilience

Examples:

- Business Improvement Districts
- Place Based Investment Programme
- Scotland Loves Local or local equivalent scheme
- Targeted direct financial support to local businesses
- Targeted joint work or support on a sectoral basis for sectors that are particularly important for the local economy
- Improving digital access for businesses and consumers
- Expanding or enhancing existing economic development activity
- Funding for continuing COVID compliance, adaptation and resilience officers

Principle 4: Local Authorities may wish to allocate funding to projects that can rebuild consumer confidence and stimulate demand and economic activity in their specific context

Examples:

- Providing pre-paid vouchers, Scotland Loves Local cards or local equivalents to low-income households, such as those in receipt of Council Tax Reduction and other low-income households.
- Direct assistance to access food, fuel and other essentials – where this is more appropriate or is the preference of individuals themselves – with contracts supporting local businesses / organisations.

Principle 5: Local Authorities may wish to allocated funding to support the low-income households, that are disproportionately impacted by the pandemic and the current cost of living crisis, become more economically active

Examples:

- Proactive financial assistance to low-income households, for example households in receipt of Council Tax Reduction and/or Free School Meals on the basis of low income. Providing pre-paid vouchers, Scotland Loves Local cards or local equivalents to low-income households, such as those in receipt of Council Tax Reduction and other low-income households.
- Proactive financial assistance to support those likely to experience hardship – including people who may have been impacted by the cut to Universal Credit and those who may not be eligible for mainstream or other support.
- Proactive financial assistance to a particularly vulnerable group, e.g., older people in low-income households.

COVID ECONOMIC RECOVERY FUND - DISCRETIONARY BUSINESS SUPPORT GRANTS**Am I Eligible?**

The purpose is to provide a one-off grant of £6,000 to businesses affected by the December 2021/January 2022 Covid-19 measures. Businesses should be, but it is not limited to, from the following sectors Hospitality and Leisure, Supply Chains, Events and Close Contact. Retailers which offer Hospitality are also eligible.

Eligible businesses will pay NDR and have been unable to get any further recent financial support from any of the administrative public bodies since December 2021. Businesses need to provide evidence to show that their business /services were reduced because of these restrictions.

Please note grants are discretionary and dependant on funding being available.

To be eligible, businesses must meet **all** of the following criteria.

Yes/No	ELIGIBILITY CRITERIA
	My business has been adversely impacted by the Covid-19 restrictions that were put in place December 2021/January 2022
	I have a dedicated business bank account (you will be required to provide the account details as part of the application process and this is the account your grant will be paid into if successful).
	My business was trading on 22 nd December 2021
	My business premises are registered for Non-Domestic rates (if you pay rates through your landlord rather than directly to a Council, you are still eligible to apply but must provide evidence of this arrangement through copy of your lease agreement).
	My business is not connected to a tax haven, as set out in the Coronavirus (Scotland) (No. 2) Act 2020.
	My business is based within the local authority to which I am submitting this application.

APPLICANT/BUSINESS DETAILS	
First Name:	Last Name:
Phone Number:	
Email Address:	
Legal Name of the Business:	
Trading Name of the Business:	
Company Registration No. (if applicable):	
Business HQ Address:	

Business HQ Postcode:	
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ELIGIBLE PREMISES	
Business Address:	
Business Postcode:	
Nature of Premises (e.g. Restaurant, Public House):	
Rateable Value of Premises:	
Non Domestic Rates Reference:	
You can look up your Rateable Value on the Scottish Assessors website - www.saa.gov.uk .	
Are you registered as the Non-domestic Rates Account Holder for the above noted premises?	Yes / No
If you answered no to the above questions, please upload a copy of your lease or other evidence that you are required to contribute to the Non-domestic Rates cost for the premises.	

BUSINESS BANK ACCOUNT DETAILS	
Account Name:	
Account Number:	
Sort Code:	
Bank Name and Branch Address:	
Bank Statement Upload Field	
<p>This is the account your grant will be paid into and must be in the name of the Business. Please upload a recent statement for this account, clearly showing the account details (including account holder name, account number and sort code) in order for us to verify these match the details provided on the application form.</p> <p>In exceptional circumstances personal bank accounts can be accepted, for example where a business is able to evidence that they have been unable to set up a business bank account.</p>	

Supporting Documentation	
<p>Please upload images or digital copies of the following in support of your application:</p> <p>Mandatory Item:</p> <ul style="list-style-type: none"> • Evidence (e.g. profit and loss accounts, invoices and receipts, details of contracts lost, cancelled booking diaries/work schedules, cancelled customer bookings) to demonstrate loss of income due to the December 2021/January 2022 COVID Restrictions . <p>Plus any one of the following:</p> <ul style="list-style-type: none"> • Company (inc. Scottish Charitable Incorporated Organisations and Community Interest Companies): Certificate of Incorporation or Companies House/SCIO registration number. • Partnership: Partnership agreement or HMRC registration. • Sole Trader: HMRC registration, Self-assessment documents or valid business insurance document. • Trust: Constitution documents, HMRC registration or VAT registration document. 	
Multiple Documents Upload Option	

Please tick	Subsidy Control / Public Sector Support
	Any COVID related support I have received from UK, Scottish and Local Government, combined with this grant, will not breach any subsidy controls.

DECLARATION
<p>I am applying in full knowledge that the purpose of this grant is to provide support to businesses who have been affected by December 2012/January 2022 restrictions and have been unable to access financial support from any of the administrative public bodies since December 2021.</p> <p>I confirm that:</p> <ul style="list-style-type: none"> • I am authorised to make this application on behalf of the above business and that the business operates in this Local Authority area. • I understand that any payment received must be declared to HMRC as appropriate as part of the tax return for the business. • I confirm that I have considered the impact that any payment from the Fund may have on any insurance claim I may have made or be making. • I certify that the information provided in this application is correct and understand that if any information provided is later found to be false, repayment of funding may be required and depending on circumstances criminal proceedings might be instigated. • I understand that I am required to notify the Local Authority I am applying to of any material changes that may affect the eligibility of my business to receive future payments.

I declare that I have completed this form accurately to the best of my knowledge.		Tick Box
Name:		
Date:		

Privacy Notice – Discretionary Business Support Fund

How we use your information

You are giving us your personal information to allow us to determine whether your business is eligible to receive funding from the Coronavirus Support Fund, and to administer that funding to your business. We also use your information to verify your identity where required, contact you by post, email or telephone and to maintain our records. This local authority is administering the Scottish Government Coronavirus Business Support Fund.

Our legal basis

Whenever the Council processes personal data we need to make sure we have a legal basis for doing so. We understand the Council's basis in data protection law to be Article 6(1)(e) of the General Data Protection Regulation (GDPR) because processing this information is considered part of the Council's public task.

Who we share your information with

Your personal data may be shared internally with authorised officers of the Council if having access to personal data is a necessary part of their roles to ensure records are accurate and up to date which improves the standard of the services we deliver. It may also be shared with other relevant Council departments where applicable.

As part of the processing your personal data may be shared with third parties. These third parties include, but are not limited to, Scottish Government (for the purposes of determining your application and administering it).

The Council may also share your personal data with other relevant Council departments and third parties, where we are under a legal obligation to do so. For example this may be with Police, UK Border Agency or other Registered Professional Bodies.

The Council is required by law to protect public funds against fraud. It may share personal data with other relevant Council departments and third parties responsible for auditing and administering public funds, or who otherwise have responsibility for preventing and detecting fraud.

How long the information is held for

Your personal data will be held by Moray Council for a pre-determined length of time. You can find all the information about how long we retain personal data for on our website:

http://www.moray.gov.uk/moray_standard/page_92820.html (found on the Moray Council website under Section 5 of the Records Management Plan)

Your rights

Moray Council is the Data Controller for this personal data. You have legal rights about the way the Council handles and uses your personal data. These include the right to ask for a copy of it, to ask us to correct it and to ask us to stop doing something with your personal data. You have the right to withdraw consent to your personal data being used for this process. For more information about these rights please contact the Council's Data Protection Officer at info@moray.gov.uk.

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You also have the right to make a complaint to the Information Commissioner's Office. They are the body responsible for making sure organisations like the Council handle your personal data lawfully.

Information Commissioner's Office

Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF

Telephone: 0303 123 1113

Email: casework@ico.gov.uk

Website: www.ico.org.uk



COVID ECONOMIC RECOVERY FUND TOWN CENTRE CAPITAL BUSINESS IMPROVEMENTS GRANTS

APPLICATION FORM, GUIDANCE NOTES & CONDITIONS

REFERENCE NO:	
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The **Town Centre Capital Business Improvements Grant** scheme forms part of the Economic Recovery Plan being actioned by Moray Council, which supports investment that will drive local economic activities and re-purpose town centres to become more diverse, successful and sustainable.

Grants are available to Moray wide town centre businesses for internal and external capital works to their premises to create a COVID safe environment and improve the attractiveness of the business to encourage people to shop local and to create greater footfall. The town centre definition includes village centre, but excludes industrial sites and out of town retail parks.

The grants are being offered at an intervention rate of 75% up to a maximum of £15,000.

Please note grants are discretionary and dependant on funding being available.

If you would like any assistance to complete this form, please email: TCCF@moray.gov.uk

APPLICATION FORM

Please refer to application guidance notes on Page 5.

Form to be completed in type and emailed to TCCF@moray.gov.uk

1. Name of applicant (Note 1)

--

2. Business name and address of the property for which the grant is applied for:

Business Name:
Business Address:
Business Postcode:

3. Applicant home address (if different from above) and contact details

Home address:

Home Postcode:

Tel:

Email:

4. Do you own the property for which you are seeking grant? **(Note 2)** Yes ☐ No ☐

If no, please complete the following details (please continue on separate paper if necessary):

Applicant's interest in property:

Nature & term of lease:

Owner's Name and Address:

5. Business status

Please provide one of the following supporting documents i.e. select the most appropriate to evidence business status:

- Company (inc. Scottish Charitable Incorporated Organisations and Community Interest Companies): Certificate of Incorporation or Companies House/SCIO registration number
- Partnership: Partnership agreement or HMRC registration
- Sole Trader: HMRC registration, Self-assessment documents or valid business insurance document
- Trust: Constitution documents, HMRC registration or VAT registration document

6. Please include details and estimated/indicative costs for proposed capital purchases and/or works (**Note 3**)

--

7. For purchases and/or works costing over £5k, please ideally provide 3 quotes and indicate which contractors or companies you will be using along with the prices they have quoted for carrying out the proposed work or supplying goods (excluding VAT) in the table below (**Note 4**)

Element of works to be carried out	Preferred Contractor/s	Cost (excl. VAT)
	Total Cost	

8. If relevant to the works, have all the necessary statutory building consents and permissions been applied for/awarded? (**Note 5**) If so, please provide relevant building warrant/planning reference number(s)

--

9. For capital purchases and/or works, please provide a timetable

Project Start Date:

--

Project Completion Date:

--

10. Declaration

By submitting this application, I declare that the information contained in this application is accurate to the best of my knowledge

If the applicant is two or more individuals (e.g. if the property is jointly owned) all must sign the completed form.

I declare that:

- The information given in this form and the attached details are true and accurate to the best of my knowledge and belief.
- I can confirm that the quotations enclosed are bona fide competitive quotes.
- I can confirm that the owner of the property, if appropriate, has agreed to the proposed works being carried out and that their written consent is enclosed.
- I accept the grant is discretionary and is subject to funds being available.
- I will accept and abide by the terms and conditions of the grant award and the agreed works and/or purchases - failure to do so will render the applicant liable to return any grant disbursed.
- I will notify in writing of any variation to the agreed works prior to their implementation and allow sufficient time for their consideration.

An application will be invalid until all of the necessary documents and information is received and acknowledged

Print Name:

Signed:

Date:

Print Name:

Signed:

Date:

The submission of this application and your acceptance of any formal grant offer which follows will form the basis of a legally binding contract between the applicant and Moray Council.

Submitting this application means that you accept the terms and conditions of the grant.

I agree to my personal information being used as outlined in the attached privacy notice on Page 7.

14. Checklist

- Please ensure that you have signed and dated the application and acceptance forms
- If you are not the property owner, please enclose written authority from the owner to carry out the proposed works
- Ensure that any statutory consent (planning/building standards/listed building etc.) have been applied for /awarded. All consents must be in place before the agreed work commences.

- Ensure that you have included three quotes for the proposed purchases and/or works over £5k
- Ensure that you have included sufficient details about the proposed purchases and/or works

APPLICATION GUIDANCE NOTES

Note 1

It is important that the property is free from restrictions that may affect the proposed works. This might include the requirement to seek approval from the building owner, title conditions, use restrictions imposed by the owner or Planning or other statutory requirements. It is your responsibility to ensure that no such restrictions apply, or that such restrictions will not affect your eligibility for the grant.

Note 2

For applicants who do not own the building please give details of the interest in the property, the nature of the lease, its term and your responsibilities under the lease. It will also be a requirement of grant that the building owner signs the application form to indicate consent for the grant application.

Note 3

Please provide us with details of the proposed purchases and/or works that will take place and indicative costs or quotes for these.

Grants are not available retrospectively for purchases and/or works that have already been carried out/completed.

It is the responsibility of the applicant to ensure that any work carried out is completed to his/her satisfaction.

Note 4

For purchases and/or works costing over £5k, where possible, please provide three itemised quotations from appropriate contractors.

The quotations must cover identical purchases and/or works. Any quote must give a detailed and itemised breakdown. Quotes must be presented on company headed paper and include full details of the company, business address. All costs are exclusive of VAT.

Note 5

Statutory Consents - Planning Permission, Building Warrant, Listed Building Consent and other consents may be needed for alterations or change of use of property. You must obtain consents, if required, and must meet any other legislative requirements.

If the property is within a Conservation Area, it is important that the works are in keeping with the Conservation Area guidelines and principals.

Application Assessment, submission and Decision

Your completed application and agreement should be submitted for assessment. If successful, you will receive written notification and a Letter of Grant Offer. Please note that no grant related work should start or purchases made before written approval has been received.

Please email your signed and completed application form with supporting documents to
TCCF@moray.gov.uk

CONDITIONS

GRANT AWARD

The scheme offers grants of up to 75% of the eligible costs for purchases and/or works so the grant awarded would be up to a **maximum of £15,000 or 75% of the eligible costs, whichever is the lesser amount**, therefore match-funding of at least 25% will be required from the applicant.

Example

If the spend on purchases and/or works is more than £30,000 you will be eligible for the maximum grant of £15,000.

If the spend on purchases and/or works is for £30,000 or less, you will be eligible for 75% of the costs for the work.

PAYMENT AND POST GRANT CONDITIONS

If your grant application is successful, the Moray Council will issue a formal offer of grant to you which must be accepted, in writing, within 14 days of the grant offer letter.

Payment of the grant will only be made on the satisfactory completion of the work or approved purchases made and following submission of all paid, receipted original invoices and the completed grant claim form. Payment is made directly to the grantee and may take up to 30 days.

The Moray Council reserves the right to require re-payment of the grant, or proportion thereof, if the applicant has misused the grant money or not used it for the agreed purposes or the grant-aided capital works.

The Moray Council also reserves the right to withdraw the offer of grant or require repayment of the grant or a portion thereof where:-

- (a) You become insolvent before completion of the Grant-Aided Works;
- (b) It appears to the Moray Council that any of the information submitted in connection with your application for grant is fraudulent, false or materially misleading;
- (c) If in the reasonable opinion of the Moray Council, you have withheld information which would have had a material bearing on our decision to approve the grant; and/or
- (d) You fail to observe and comply with any and all legislation applicable to you and/or the terms of any planning or listed building consent and/or building warrant and if you are a tenant of the property to which this grant relates, if you have not obtained the consent of the landlord to the repairs.

The Moray Council reserves the right to withhold all, or part of the grant, if any of the conditions are not complied with.

PRIVACY NOTICE

Town Centre Capital Business Improvements Grant



How we use your information

As part of processing your application for external funding the Council requires your personal data in order to:

- Inform you of the outcome of your application
- Verify your identity before awarding any funds
- Transfer any awarded funds to the correct bank account
- To allow for evaluation of the project after it has completed and to gather feedback

As such, if you do not provide your consent for us to use your personal data in this way we will be unable to process your application.

Our legal basis

Whenever the Council processes personal data we need to make sure we have a legal basis for doing so. We understand the Council's basis in data protection law to be Article 6(1) (a) of the General Data Protection Regulation (GDPR) because you have given consent to your personal data being used as outlined in this privacy notice.

Who we share your information with

Your personal data may be shared internally with authorised officers of the Council if having access to personal data is a necessary part of their roles to ensure records are accurate and up to date which improves the standard of the services we deliver. It may also be shared with other relevant Council departments where applicable.

As part of the processing your personal data may be shared with third parties. These third parties include, but are not limited to, Scottish Government (in order to measure the effectiveness of the funds used).

The Council may also share your personal data with other relevant Council departments and third parties, where we are under a legal obligation to do so. For example this may be with Police, UK Border Agency or other Registered Professional Bodies.

The Council is required by law to protect public funds against fraud. It may share personal data with other relevant Council departments and third parties responsible for auditing and administering public funds, or who otherwise have responsibility for preventing and detecting fraud.

How long the information is held for

Your personal data will be held by Moray Council for a pre-determined length of time. You can find all the information about how long we retain personal data for on our website:

http://www.moray.gov.uk/moray_standard/page_92820.html (found on the Moray Council website under Section 5 of the Records Management Plan)

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Website: www.ico.org.uk

For Office Use Only.

Date Received:

Decision Date:

Decision:

Approve

Refuse

Date Valid:

Notification of Decision:

Grant Award Amount:



COVID ECONOMIC RECOVERY FUND TOWN CENTRE BUSINESS START-UP GRANT SCHEME

APPLICATION FORM, GUIDANCE NOTES & CONDITIONS

REFERENCE NO:	
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The **Town Centre Business Start-Up Grant** scheme forms part of the Economic Recovery Plan being actioned by Moray Council, which supports investment that will drive local economic activities and re-purpose town centres to become more diverse, successful and sustainable. The town centre definition includes village centre, but excludes industrial sites and out of town retail parks.

The purpose of this grant is to offer 50% **capital** start-up grants to applicants to allow start-up businesses access to capital funding, which is not otherwise available.

The grants are being offered at an intervention rate of 50% up to a maximum of £10,000 to any start-up business wishing to set up a permanent base in any town centre in Moray. Grants can only be used for capital purchases and/or physical works to the property.

Please note grants are discretionary and dependant on funding being available.

If you would like any assistance to complete this form, please email: TCCF@moray.gov.uk

APPLICATION FORM

Please refer to application guidance notes on Page 5.

Form to be completed in type and emailed to TCCF@moray.gov.uk

1. Name of applicant (Note 1)

--

2. Business name and address of the property for which the grant is applied for:

Business Name: Business Address: Business Postcode:

3. Applicant home address (if different from above) and contact details

Home address:
Home Postcode:
Tel:
Email:

4. Do you own the property for which you are seeking grant? (**Note 2**) Yes ☐ No ☐

If no, please complete the following details (please continue on separate paper if necessary):

Applicant's interest in property:
Nature & term of lease:
Owner's Name and Address:

5. Business status

<p>Please provide one of the following supporting documents i.e. select the most appropriate to evidence business status:</p> <ul style="list-style-type: none">• Company (inc. Scottish Charitable Incorporated Organisations and Community Interest Companies): Certificate of Incorporation or Companies House/SCIO registration number• Partnership: Partnership agreement or HMRC registration• Sole Trader: HMRC registration, Self-assessment documents or valid business insurance document• Trust: Constitution documents, HMRC registration or VAT registration document

6. Please include details and estimated/indicative costs for proposed capital purchases and/or works (**Note 3**)

7. For purchases and/or works costing over £5k, please ideally provide 3 quotes and indicate which contractors or companies you will be using along with the prices they have quoted for carrying out the proposed work or supplying goods (excluding VAT) in the table below (**Note 4**)

Element of works to be carried out	Preferred Contractor/s	Cost (excl. VAT)
	Total Cost	

8. If relevant to the works, have all the necessary statutory building consents and permissions been applied for/awarded? (**Note 5**) If so, please provide relevant building warrant/planning reference number(s)

9. For capital purchases and/or works, please provide a timetable

Project Start Date:

Project Completion Date:

10. Declaration

By submitting this application, I declare that the information contained in this

application is accurate to the best of my knowledge
--

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I declare that:

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- I will accept and abide by the terms and conditions of the grant award and the agreed works and/or purchases - failure to do so will render the applicant liable to return any grant disbursed.
- I will notify in writing of any variation to the agreed works prior to their implementation and allow sufficient time for their consideration.

An application will be invalid until all of the necessary documents and information is received and acknowledged

Print Name:

Signed:

Date:

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Signed:

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14. Checklist

- Please ensure that you have signed and dated the application and acceptance forms
- If you are not the property owner, please enclose written authority from the owner to carry out the proposed works

- Ensure that any statutory consent (planning/building standards/listed building etc.) have been applied for /awarded. All consents must be in place before the agreed work commences.
- Ensure that you have included three quotes for the proposed purchases and/or works over £5k
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APPLICATION GUIDANCE NOTES

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Example

If the spend on purchases and/or works is more than £20,000 you will be eligible for the maximum grant of £10,000.

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- (c) If in the reasonable opinion of the Moray Council, you have withheld information which would have had a material bearing on our decision to approve the grant; and/or
- (d) You fail to observe and comply with any and all legislation applicable to you and/or the terms of any planning or listed building consent and/or building warrant and if you are a tenant of the property to which this grant relates, if you have not obtained the consent of the landlord to the repairs.

The Moray Council reserves the right to withhold all, or part of the grant, if any of the conditions are not complied with.

PRIVACY NOTICE
Town Centre Business Start-Up Grant Scheme



How we use your information

As part of processing your application for external funding the Council requires your personal data in order to:

- Inform you of the outcome of your application
- Verify your identity before awarding any funds
- Transfer any awarded funds to the correct bank account
- To allow for evaluation of the project after it has completed and to gather feedback

As such, if you do not provide your consent for us to use your personal data in this way we will be unable to process your application.

Our legal basis

Whenever the Council processes personal data we need to make sure we have a legal basis for doing so. We understand the Council's basis in data protection law to be Article 6(1) (a) of the General Data Protection Regulation (GDPR) because you have given consent to your personal data being used as outlined in this privacy notice.

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As part of the processing your personal data may be shared with third parties. These third parties include, but are not limited to, Scottish Government (in order to measure the effectiveness of the funds used).

The Council may also share your personal data with other relevant Council departments and third parties, where we are under a legal obligation to do so. For example this may be with Police, UK Border Agency or other Registered Professional Bodies.

The Council is required by law to protect public funds against fraud. It may share personal data with other relevant Council departments and third parties responsible for auditing and administering public funds, or who otherwise have responsibility for preventing and detecting fraud.

How long the information is held for

Your personal data will be held by Moray Council for a pre-determined length of time. You can find all the information about how long we retain personal data for on our website:

http://www.moray.gov.uk/moray_standard/page_92820.html (found on the Moray Council website under Section 5 of the Records Management Plan)

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Telephone: 0303 123 1113

Email: casework@ico.gov.uk

Website: www.ico.org.uk

For Office Use Only.

Date Received:

Decision Date:

Decision:

Approve

Refuse

Date Valid:

Notification of Decision:

Grant Award Amount:



REPORT TO: MORAY COUNCIL ON 6 APRIL 2022

SUBJECT: STRATEGIC TOURISM INFRASTRUCTURE DEVELOPMENT PLAN

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

1. REASON FOR REPORT

- 1.1 To inform the Committee of the recently opened Rural Tourism Infrastructure Fund (RTIF) for Strategic Infrastructure Development Plans and to seek permission to accept the grant offer.
- 1.2 This report is submitted to Council in terms of Section III A (2) of the Scheme of Administration relating to long-term financial plans.

2. RECOMMENDATION

- 2.1 **It is recommended that Council agrees to accept the grant offer for the Moray Routes Strategic Infrastructure Development Plan.**

3. BACKGROUND

- 3.1 The RTIF recently opened the strategic development plan fund offering grants up to £35,000 with 10% match funding requirements. Local Authority areas were encouraged to apply for this fund to have strategic plans for capital projects addressing tourism pressure points for future years in place. Only those with approved development plans will be able to access future RTIF.
- 3.2 As the closing deadline was 4 March 2022, it did not allow time to present a report to any committee to seek approval for submitting an application. As the outcome of an application was scheduled to be known by 18 March 2022 and the completed strategic infrastructure plan will create pipeline projects for the area, which will also align to all the other emerging funds, the Head of Financial Services provided delegated authority permission to proceed. Group Leaders were also consulted.
- 3.3 On 15 March the RTIF issued a grant offer of £31,500 with HIE providing confirmed match funding of £3,500 for the project details outlined below.
- 3.4 The strategic development plan will focus on enhancing all six long distance active travel/leisure routes in rural Moray to bring significant, long term

benefits to the visitor experience; positively impacting the visitor economy and the local landscape, whilst contributing towards the new Active Travel Strategy. It will provide an analysis of existing facilities and local amenities; accessibility and suitability of surfaces; identify gaps / improvements to directional road signage, waymarks, footfall counters and external interpretation. It will lead to the Moray Routes Strategic Development Plan, which will include all the projects and issues which have been identified as being critical to the area and over as long a period of time as deemed necessary to deliver the visitor infrastructure needs, creating a potential pipeline of projects for Moray to reduce the pressures on communities associated with visitor hot spots, whilst enhancing the visitor experience.

- 3.5 For the Moray portion of the Cairngorm National Park, the Tomintoul and Glenlivet area spur of the Speyside Way lies adjacent to the wild and remote landscapes of the Cairngorms National Park, which presents an opportunity to explore ideas that will raise awareness of the international importance of this natural habitat (home to over a quarter of the UK's rare and threatened species, including 80% of the Capercaillie population), without causing any harm to the environment. It includes exploring interpretation and/or remote digital access potentially at the Discovery Centre in Tomintoul, which would redirect visitors and attract new audiences including elsewhere in Moray. Also it is planned to explore a potential new access route and a link between the village and the Glenlivet Mountain Bike Trails (all in partnership with CPNA).
- 3.6 For the development of the Moray Routes Strategic Infrastructure Plan an in-house project management group, consisting of senior staff from Environmental Protection, Transportation, Economic Growth and Development/Regeneration will oversee and implement the following key tasks with the following anticipated timescales.

Key tasks	Time line
Report to Council	06/04/22
Publish Invitation to Quote	07/04/22
Appointment of consultants and inception meeting	Week of 25/04/22
Preliminary desktop study of existing info	02/05/22 onwards
Site surveys	02/05/22 onwards
Early stage consultation with Landowners /agencies such as Naturescot, SEPA etc.	08/08/22 onwards
Draft plan production	01/09/22 onwards
Outline design and cost of recommended projects	12/09/22 onwards
Consultation events	26/09/22 onwards
Final Moray Routes Strategic Infrastructure Plan	31/10/22

- 3.7 The completion of the key tasks will lead to the final Moray Routes Strategic Infrastructure Plan, which will include all the projects and issues which have been identified as being critical to the area. However they will be prioritised in terms of those projects which can be delivered within the next 3 years and address the following:

- Description of what action/projects are proposed.

- The issues and barriers around the project delivery including land acquisitions, planning permission, SEP/SW approval, Landowner leases etc. and how it's proposed to overcome these barriers.
 - A summary of costs for the entire development plan including highest level of costs for each project including project management costs.
 - Identification of the potential delivery agents for each project within the Development Plan
 - Identification of potential sources of match funding including any revenue streams, which will provide income for maintenance/repair and management system/staffing requirements in the long term
 - Timetable for the delivery of the programme
- 3.8 For the Moray Routes Strategic Infrastructure Plan, key stakeholders include existing local access groups such as Drummair 21 (Isla Way), Rothes Way Association, Dava Way Association, Moray Way Association and Laich of Moray Active Travel Routes Group (Moray Coast Trail); Moray Local Outdoor Access Forum (MLOAF), Visit Moray Speyside Tourism Business Improvement District, Cairngorms National Park Authority and HIE. Creation of the Strategic Infrastructure Plan will therefore create a potential pipeline of projects but will not in itself commit the Council to future action as delivery agent for those projects. To that extent the plan is an enabling activity which stakeholders may build upon.
- 3.9 Public consultation will include direct engagement with all stakeholders including local landowners, community councils and active community organisations and will be presented via meetings (ensuring compliance with Covid-19 guidelines) and virtually via online exhibitions and social media with feedback incorporated into the strategic development plan.

4. SUMMARY OF IMPLICATIONS

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

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

(b) Policy and Legal

The Council considers support for economic development issues on their merits, against the objective to facilitate sustainable economic growth and the desired outcomes of the Ten Year Plan and Corporate Plan

(c) Financial implications

The total project cost is £35,000 with 90% grant offer from RTIF of £31,500 and confirmed 10% match funding from HIE of £3,500.

The planned expenditure is for Consultancy including site appraisals, QS, outline design, assessment of Legal/Planning requirements and consultation with communities, local access groups, stakeholders, other relevant agencies and land owners.

(d) Risk Implications

The COVID-19 pandemic has resulted in unprecedented visitor demand highlighting the enormous potential of Moray's tourism sector, but also presenting significant challenges to the current visitor infrastructure. Without a Moray Routes strategic infrastructure development plan, there is the risk that it will not be possible to access future RTIF and other emerging funds for crucial improvements to reduce the pressures on communities associated with visitor hot spots, whilst enhancing the visitor experience.

(e) Staffing Implications

As outlined in para 3.6 an in-house project management group, consisting of senior staff from Environmental Protection, Transportation, Economic Growth and Development/Regeneration will oversee and implement the key tasks. This can be done within existing staff resources.

(f) Property

There are no property implications

(g) Equalities/Socio Economic Impact

The strategic infrastructure plan will enable long-term economic investment into Moray's areas and will take any equalities and socio impacts into account at the planning stage of the projects.

(h) Climate Change and Biodiversity Impacts

Projects selected in the strategic plan will focus on multi use and active travel infrastructure improvements that make the strategic routes easier to use for cyclists and pedestrians. This will make the routes more attractive and easy to promote to a wide range of users, providing a viable alternative to motorised transport and helping to encourage modal shift to reduce the carbon footprint of local transport and tourism activity. A 'repair over replace' approach will be taken to current infrastructure where possible, helping to conserve embodied energy and reduce resources. Careful selection of robust and durable natural materials and where practical, use of recycled materials will be specified and sourced locally to support local businesses and reduce the carbon footprint from supply transport. Where possible, path furniture will incorporate recycled plastic e.g. signs, benches and all wood products will be sourced from accredited sustainable forests. Project designs will consider measures to reduce ongoing maintenance burdens as much as is practically possible to protect resources.

As a result of climate change, the strategic paths have been subject to increasing incidences of flooding and water ingress due to greater frequency of extreme rainfall events. Key to developing projects along the path sections will be consideration of climate adaptation by upgrading drainage provision to deal with extreme levels of peak loading likely to occur in the future. Projects will maximise opportunities where presented to increase biodiversity and carbon absorption through control of invasive species and planting schemes of indigenous species adjacent to the paths.

The development plan will identify opportunities for linkage with active travel commuting and leisure routes for local communities and account for proposals outlined in the Moray Council Active Travel Strategy.

(i) Consultations

The Depute Chief Executive: Economy, Environment and Finance, the Head of Economic Growth and Development, the Head of Governance Strategy, the Head of Financial Services, the Equal Opportunities Officer and Tracey Sutherland (Committee Services Officer) have been consulted and their comments incorporated.

5. CONCLUSION

5.1 The Moray Routes Strategic Infrastructure Development Plan will focus on enhancing all six long distance active travel/leisure routes in rural Moray to bring significant, long term benefits to the visitor experience.

5.2 On completion it will include all the projects and issues which have been identified as being critical to the area and the visitor infrastructure needs. It will create a potential pipeline of projects for Moray to reduce the pressures on communities associated with visitor hot spots.

Author of Report: Reni Milburn, Economic Growth and Regeneration Manager

Background Papers: Documents on file in Economic Growth and Regeneration section.

Ref: SPMAN-813460984-200



REPORT TO: MORAY COUNCIL ON 6 APRIL 2022

SUBJECT: SCOTLAND LOVES LOCAL MORAY GIFT CARD

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

1. REASON FOR REPORT

- 1.1 To update the Council on progress of the Scotland Loves Local Moray Gift Card scheme and highlight opportunities for development.
- 1.2 This report is submitted to Council in terms of Section III A (2) of the Scheme of Administration relating to long-term financial plans.

2. RECOMMENDATION

2.1 It is recommended that the Council:-

- (i) **consider and note the progress of the Scotland Loves Local Moray Gift Card scheme rollout and potential for development;**
- (ii) **agree £70,000 from the Economic Recovery Fund to create a temporary Development Officer post, provide promotional budget and administration cost to continue the scheme; and**
- (iii) **consider this report in conjunction with the COVID Economic Fund report presented at this meeting**

3. BACKGROUND

- 3.1 In 2021, Scottish Towns Partnership (STP) launched the Scotland Loves Local Gift Card initiative as an extension to their [Scotland Loves Local campaign](#). 32 regions across Scotland are now actively participating in the initiative with the aim of keeping money local for longer, protecting local jobs and providing an economic stimulus to support local businesses as they recover from Covid-19.
- 3.2 STP is committed to supporting participation over a 5 year period and is actively exploring operational improvements (such as digital cards and purchase from retailers). There is unlimited flexibility to design sectoral specific support and create innovative ways to secure local spend whilst raising awareness of local brands. Miconex (administering the scheme on

behalf of STP) is currently encouraging major supermarkets, hardware stores and value food stores to register. This will help to ensure that the scheme is accessible to all, giving the cards potential to be used for community disbursement schemes in response to the cost of living crisis.

- 3.3 The Moray Gift Card scheme has been running for 4 months and was launched in November following approval at Economic Growth, Housing and Environmental Sustainability Committee on 24 August 2021 (paragraph 13 of the minute of refers) to participate in the first year of the scheme at no cost to the Council. Registration was promoted to businesses and consumers by Council staff and partner organisations – a summary of the main activity is included with this report as **APPENDIX 1**.
- 3.4 Miconex reported that Moray has had one of the highest business response rates across Scotland with 179 businesses registered to date (Aberdeen Inspired has around 200 businesses and operates one of the most successful schemes in the UK). Whilst card purchases have been relatively low (54 cards have been purchased to date with a total value of £1,730), the level is comparable to Fife and it is common for sales to increase as more businesses register.
- 3.5 Of the 179 businesses that registered, 113 businesses are currently live on the [Moray landing page](#) including a wide range of shopping, food and drink, accommodation, services and health and beauty businesses. 49 businesses are in the process of completing the registration process which demonstrates the need for a more 'hands on' approach. Unfortunately 17 of the businesses that registered did not have card readers to enable them to accept the gift cards via the MasterCard infrastructure.

It has become very clear that development work is needed to boost the scheme further in Moray. Review of longer running gift card schemes shows that the most successful schemes have staff and funding which has enabled them to develop initiatives such as community disbursement schemes, incentive schemes and discounts to boost sales. For example, East Ayrshire Council operates a [community disbursement](#) initiative as part of their support care packages; 'Love Musselburgh' secured funding to offer a £5 gift card to retail consumers that spend £20 in any of the registered shops and in Canada, packages have been developed for the tourism sector using Government funding to subsidise special offers such as discounted visitor tour packages and complementary gift cards to encourage 2 night stays during the quieter shoulder months. Evidence of the success of the above schemes and other initiatives is provided in **APPENDIX 2**.

- 3.6 In Moray, targeted promotion could encourage more local and national businesses to sign up and a programme of consumer marketing could generate more individual card sales. If the range of businesses was maximised, corporate businesses and large employers could be approached to purchase the cards for corporate gifts and/or staff benefits/reward packages. This approach has delivered significant results in other council regions e.g. Western Isles Council generated £20,000 in card sales when the NHS decided to offer a £10 gift card to their staff.

- 3.7 There is also potential to explore suitability for internal use, for example as long-service/retirement awards for employees and community disbursements to those in need.
- 3.8 Although the Scottish Government and STP are financing the current year of operation, if the Council wishes to continue participating after November 2022, there will be an annual cost in the region of £13,000 for production of gift cards, promotion, e-commerce, customer/business support and platform access. Operating the scheme for another year will provide sufficient time to assess results and present findings in advance of the 3 months notice period required to withdraw from the scheme .
- 3.9 The high level of business registrations demonstrates strong business demand for the scheme in Moray and based on findings in other areas, there is significant potential to develop the scheme if dedicated resources are made available, particularly during the first year of operation to keep the established momentum going.
- 3.10 The Scottish Government COVID Economic Recovery Fund presents an opportunity to allocate a proportion of the award towards developing the scheme. The proposed budget allocation is £70,000. It will cover the administration cost in the region of £13,000 for one year from November 2022 which at present is paid for by Scottish Government. It is proposed to create a temporary Development Project Officer post for dedicated engagement with businesses and to develop further targeted promotion. The salary cost for one year is £45,000 and targeted promotion budget is £12,000.

4. SUMMARY OF IMPLICATIONS

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

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

The Scotland Loves Local Gift Card is part of a package of assistance which has continued to be made available by Scottish Government and Scotland's Towns Partnership to respond to economic and social challenges presented by the ongoing Covid-19 pandemic; and to further support recovery within our towns, town centres and communities.

(b) Policy and Legal

The Council considers support for economic development issues on their merits, against the objective to facilitate sustainable economic growth and the desired outcomes of the Ten Year Plan and Corporate Plan.

(c) Financial implications

The estimated £1.28 million Council allocation of the COVID Economic Recovery Fund allows the council to support local economic recovery and cost of living impacts on low-income households over the financial year 2022/2023. The COVID Economic Recovery report presented to this meeting proposes to allocate £1.21 million of the budget. For the

remaining £70,000 it is proposed to allocate to the Scotland Loves Local Moray Gift Card in financial years 2022/2023 with some spending in 2023/24. This budget would provide £13,000 for administration of Year 2, £45,000 for salary to create a dedicated temporary post and £12,000 for targeted promotion.

(d) Risk Implications

There is a potential risk that business registration and consumer sales will not increase.

(e) Staffing Implications

It is proposed to create a temporary Development Project Officer post at Grade 8, in consultation with Human Resources, to provide a dedicated resource within the Economic Growth and Development/Regeneration section.

(f) Property

None

(g) Equalities/Socio Economic Impact

The Moray Gift Card will bring economic investment into Moray's towns, some of which are characterised by low wages, low rates of full-time employment, wealth deprivation and child poverty. Miconex is currently encouraging major supermarkets, hardware stores and value food stores to register to ensure that the scheme is accessible to all and is suitable to be used for community disbursements to lower income families.

(h) Climate Change and Biodiversity Impacts

There are no direct implications for climate change and biodiversity arising from the proposals.

(i) Consultations

The Depute Chief Executive: Economy, Environment and Finance, the Head of Economic Growth and Development, the Head of Governance Strategy, the Head of Financial Services, the Equal Opportunities Officer and Tracey Sutherland (Committee Services Officer) have been consulted and their comments incorporated.

5. CONCLUSION

5.1 An excellent start has been made in engaging businesses in the Moray Gift Card Scheme, demonstrating local demand for this type of support.

5.2 Other schemes have been very successful, evidencing potential to expand the scheme and create innovative initiatives that meet community and sectoral specific needs.

5.3 The Scottish Government COVID Economic Recovery Fund award to Council presents an opportunity to continue administering and developing the Moray Gift Card Scheme with dedicated resources to gain maximum economic and community benefits.

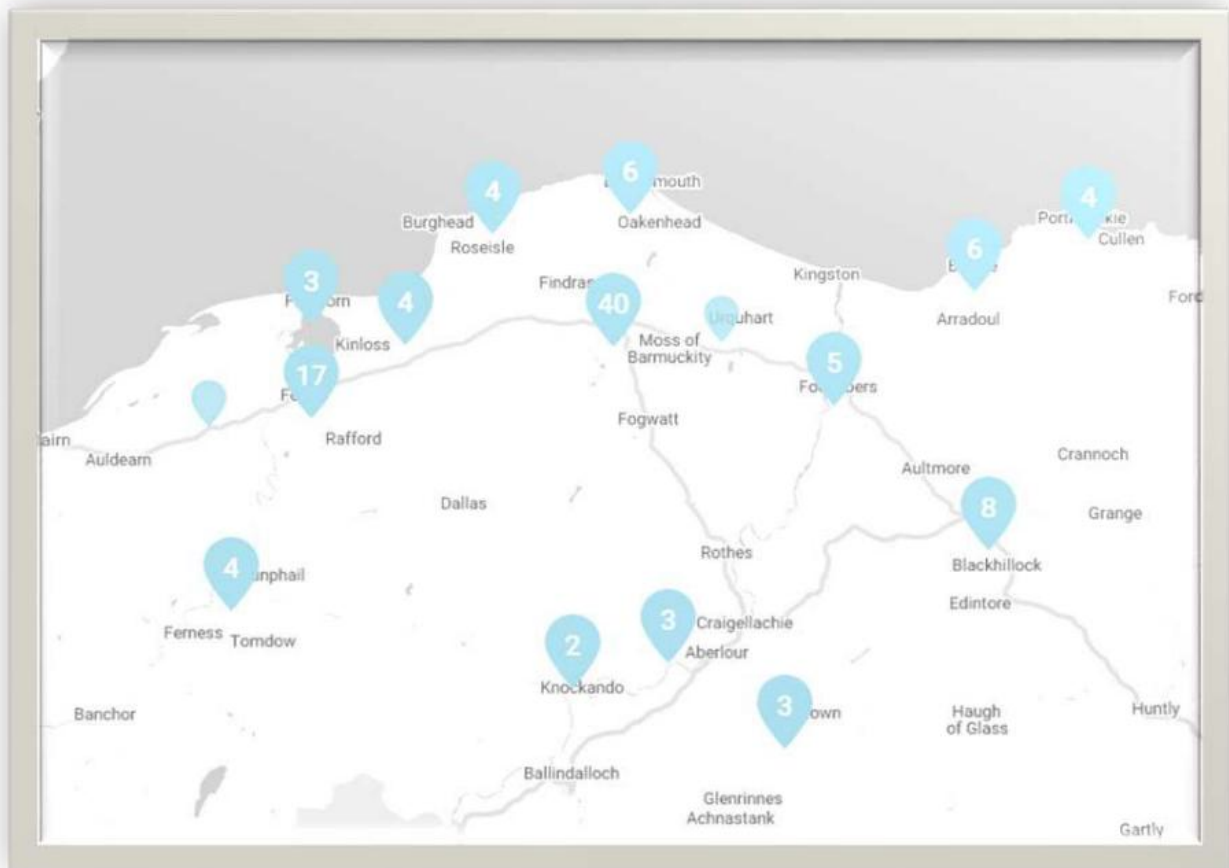
Author of Report: Kirsty Conti, Economic Growth & Regeneration
Development Officer

Background Papers: Scotland Loves Local Report to Economic Growth,
Housing and Environmental Sustainability Committee on
24 August 2021
Documents on file in Economic Growth &
Development/Regeneration section

Ref: SPMAN-813460984-198
SPMAN-813460984-199
SPMAN-813460984-203

APPENDIX I

Map of Moray showing 113 registered business locations where the Scotland Loves Local Moray Gift Card can currently be used.

**Sectoral breakdown of registered businesses:**

FOOD & DRINK	16	LEISURE & ATTRACTIONS	7
ACCOMMODATION	13	HEALTH & BEAUTY	9
RETAIL	56	SERVICES	12

Summary of Promotional Activity**Promotional Video:**

<https://www.youtube.com/watch?v=PGbDFwzkqgw>

Moray Council Newsroom:

<https://newsroom.moray.gov.uk/news/moray-loves-local-gift-card-launched>

<https://newsroom.moray.gov.uk/news/moray-loves-local-gift-card-now-available-to-buy>

Press Articles:

<https://www.northern-scot.co.uk/news/help-power-morays-economy-moray-loves-local-gift-card-no-257933/>

<https://www.pressandjournal.co.uk/fp/news/moray/3692682/moray-loves-local-gift-card-launched/>

<https://thehighlandtimes.com/moray-loves-local-gift-card-launched/>

<https://www.forres-gazette.co.uk/news/help-power-morays-economy-moray-loves-local-gift-card-no-257934/>

<https://www.grampianonline.co.uk/buckie/firms-heed-plea-to-sign-up-for-moray-shop-local-scheme-254867/>

4 ways to harness the power of Scotland Loves Local Gift Cards

Through the Covid Economic Recovery Fund

The Scotland Loves Local Gift Card is a Scottish Government-led initiative to lock spend into local areas across Scotland, with 32 unique gift cards for each region of Scotland. The Scotland Loves Local Gift Card is being driven by Scotland's Towns Partnership, alongside delivery partners Miconex, a Perth-based fintech.

These local gift cards are in effect local currencies - and have limitless potential to boost local economies and support local businesses, whilst also providing dignified support to all within our society through community disbursement and inclusivity initiatives.

Here, we look at some of the most successful, innovative uses of local gift cards to meet the challenges faced by our towns and cities. Utilising the Scottish Government's recently-announced COVID Economic Recovery Fund, Scotland's Towns Partnership and Miconex are enthusiastic to work with you to roll out regional Scotland Loves Local Gift Card programmes that support low income households, welcome employees back to the workplace and reward staff, drive footfall, and provide sector specific support for the hospitality, retail, tourism and leisure industries.



1 Supporting low income households through community disbursal

How it works

Scotland Loves Local Gift Cards can be used to disburse funds to specific groups within the community. A key reason to use a regional Scotland Loves Local Gift Card is that there are no markers to identify the individual as having received the gift card as a hardship payment, allowing local authorities to disburse the funds with dignity, plus the extensive choice it offers the recipient.

Hear from the experts

This model was used effectively in East Ayrshire where 4,200 families in receipt of free school meals received a £50 East Ayrshire Gift Card at Christmas 2020, and a £20 gift card at Easter 2021. [Find out more in the East Ayrshire case study:](#)

"The beauty of using the East Ayrshire Gift Card was that it removed any potential stigma. Families had the choice of where to spend the gift card, rather than just a single shop or a few shops, and there was nothing to mark them out for using the gift card. Dignity, empowerment and choice were keywords of this initiative and it was successful. Almost immediately after being issued before Christmas, the cards were being spent on items for Christmas lunches, in toy shops, and sports stores, even by children buying a present for their parent. It enabled families to have a good Christmas dinner, or to buy school clothes for the New Year, and even now, it is quite emotional to think of the impact the gift card had for our families in East Ayrshire, and also for our businesses. We made sure to contact the families who had received the gift cards too, reminding them and encouraging them to use it."

Tracy Murray, Town Centre Regeneration Officer at East Ayrshire Council

Community group Love Falkirk also used the District Towns Gift Card to support families in need. [Read more here.](#)

How to do it

A specific allocation of funds can be loaded onto your regional Scotland Loves Local Gift Cards, ready to be spent by specific groups with participating local businesses. You may wish to distribute the Gift Cards to families within the local authority area who are in receipt of free school meals. Another project could be to pre-load cards for everybody in receipt of a Young Scot National Entitlement Card, to empower young people, allowing them to spend regional Scotland Loves Local Gift Cards to support the costs of living and studying, and offering choice.

A strong offer on your Scotland Loves Local Gift Card is the number, location and variety of places where the gift card can be spent. This makes the initiative suitable for supporting low income households - giving individuals the choice to spend with national retailers like Aldi, Scotmid, Spar and Boots, and independent businesses too.



2 Saying thank you to employees through welcome back initiatives and staff rewards



How it works

With employees heading back into the workplace after the end of restrictions, Scotland Loves Local Gift Cards can be used to welcome employees back to the office in a variety of ways - including active travel initiatives, corporate rewards and incentives, and service awards.

Many private organisations are also choosing to replace existing staff rewards with the Scotland Loves Local Gift Card as a local alternative - locking money into the local area whilst celebrating employee achievements and long service awards.

Hear from the experts

Peter Telfer, managing director at Urquhart Opticians and chair of the Kilmarnock Business Association [has purchased the Scotland Loves Local Gift Card for staff to spend in the local area:](#)

"Staff were really appreciative of their local gift cards. For us as a business, it was a really positive message. Why would we, as a local business, give out vouchers where the benefit leaves our area? It also has other benefits for staff in that it encourages them to use their local shops and services as much as possible. There is a perception that shopping locally costs more. But with a gift card in their hand, employees might feel more inclined to give that restaurant a go, or go into a shop they like the look of but have never been inside. There is lots of choice and it's simple for our employees to use."

In 2020, Falkirk Council and a group of local employers rewarded their staff with a District Towns Gift Card for logging active travel into work or exercise - encouraging not only more active and sustainable lifestyles, but support for local businesses too. Read more about how they did it [here](#).

How to do it

Scotland Loves Local Gift Cards can be used to replace existing staff rewards and incentives with a local alternative, locking money into the local area. Or, for employee welcome back initiatives, a specific allocation of funds can be loaded onto your regional Scotland Loves Local Gift Cards, ready to be distributed to staff for their return to the workplace.

3 Driving footfall and commerce in your local area



How it works

Driving footfall into your towns and cities is a key priority. Statistics show that customers spend up to 65% more on top of the value of their gift card when they redeem it.

Scotland Loves Local Gift Cards can be used to drive footfall, giving consumers a reason to visit the high street and encourage additional spend.

Hear from the experts

In East Lothian, local business partnerships are offering an East Lothian Gift Card as a reward for spend in its towns. In January 2022, a Financial Times report credited East Lothian, home of the East Lothian Gift Card, with a 12% rise in in-person spending since the pandemic - the highest across the whole of the UK.

Gemma Slight from East Lothian Investments (ELI), an arm's-length company of East Lothian Council, explains [in this case study of the East Lothian Gift Card](#):

"As our high streets re-opened in 2021 and through 2022, a number of East Lothian towns are running their own promotions, supported by East Lothian Council, to drive footfall, using the East Lothian Gift Card. In Musselburgh for example, Musselburgh Business Partnership is offering a £5 East Lothian Gift Card to spend in February or March in any of the registered Musselburgh businesses, as a reward for spending £20 in the town. Activities like this contribute to the sense of community engagement with the gift card, and the shop local message."

How to do it

There are a variety of ways to drive footfall using your regional Scotland Loves Local Gift Card, including Buy One Get One Free, discounted Scotland Loves Local Gift Cards, or money back for spend, such as seen in East Lothian.

4 Supporting priority sectors in your area



How it works

Certain sectors, such as retail, hospitality, tourism and leisure have been particularly impacted by the pandemic. Scotland Loves Local Gift Cards can be used to drive spend toward a specific sector that is a priority in your area - such as leisure, hospitality, days out, retail, or tourism.

Hear from the experts

Prince Edward Island in Canada is an excellent example of utilising a local gift Card scheme to boost tourism and encourage spend from locals, tourists and corporates - and in so doing, stimulating the economy.

Since its launch in September 2020, over US\$3.7 million has been loaded on to Canada's Food Island Gift Card, in a sell-out tourism initiative. An initial release of 5,000 cards were sold at 20% discount (\$50 for a \$40 spend). Cards were also made available to 30 of the Island's accommodation providers at a 40% discount as part of a Stay and Savour campaign, where guests could receive two Canada's Food Island Gift Cards with a two-night stay on the Island.

In the [Canada's Food Island Gift Card case study](#), Kent Thompson, Director of Finance and Food Tourism for Food Island Partnership said:

"The introduction of the gift card enabled us to extend our tourist season. In the second phase 20,000 gift cards were ordered. 2,000 were for accommodation providers, 15,000 were for retail to consumers and 3,000 were for corporates. The discount we offered really helped us to overcome those initial reservations people might have about trying a new programme. It was attractive enough to encourage people to give it a go."

How to do it

Load a specific allocation of funds onto your regional Scotland Loves Local Gift Cards, ready to be distributed to specific sectors at a discount and drive activity where you need it most - from staycations and days out, to meals and theatre trips.

What's next?

When Scotland Loves Local Gift Cards are seen as local currencies, the potential for regeneration and transformation in our Scottish regions is immense.

By supporting a successful Scotland Loves Local Gift Card programme in your region, there are multiple benefits of supporting local businesses, priority sectors, and people in your community.

FIND OUT MORE

Read the [case studies](#) from participating businesses to find out more about the benefits of the programme for business and enterprise.

The Scotland Loves Local Gift Card purchase platform www.scotlandgiftslocal.com also contains an extensive directory of participating businesses, so Gift Card recipients can see where to spend their gift.

CONTACT US

To discuss how you can use the COVID Economic Recovery Fund to power the economic fightback and inspire innovative ways of making the most of the Scotland Loves Local Gift Card, please contact us.

We are pleased to liaise directly with programme leads to tailor and deliver the content you need to make the Scotland Loves Local Gift Card a success in your region.

Kimberley Guthrie, Scotland's Towns Partnership
kimberley@scotlandstowns.org

Nicola Johnston, Miconex
nicola@mi-cnx.com





REPORT TO: MORAY COUNCIL ON 6 APRIL 2022

SUBJECT: REVIEW OF COUNCIL RESPONSE TO STORM ARWEN

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

1. REASON FOR REPORT

- 1.1 To advise the Council of the outcome of the reviews of the council response to storm Arwen and approve the recommendations of the improvement actions arising from these reviews.
- 1.2 The report is submitted to Council in terms of Section III (B) (41) of the Council's Scheme of Administration relating to review of Council wide policy, strategies priorities and objectives in relation to cross cutting issues.

2. RECOMMENDATION

- 2.1 **That the Council approves the action plan as contained in paragraph 4.2 of this report.**

3. BACKGROUND

- 3.1 On the 19 January 2022 Moray Council approved the recommendation from the Economic Development and Infrastructure Services Committee of the 7 December 2021 to agree to notice of motion as detailed in **Appendix 1** (para 18 of the minute refers). This was to undertake a review into the Council's response to Storm Arwen and bring back a report to Moray Council.
- 3.2 Storm Arwen swept across the North East of Scotland and Moray area on 26 and 27 November 2021. The Met Office had issued Yellow, Amber and Red warnings for exceptionally strong winds with a confirmed risk to life, property, transport, and infrastructure across the east coast of eastern Scotland and north-east England with amber and yellow warnings also covering a large portion of the country. Moray Council staff alongside Moray Health and Social Care Partnership staff worked in extremely challenging conditions to manage the consequences of the storm which included widespread loss of power, disruption to rail and road travel with rail lines and roads closed due to fallen trees and debris, damage to properties and infrastructure which left people without power or water, some for several days.

- 3.3 The Council and HSCP responded, along with partner organisations of the Local Resilience Partnership, working to support service users, communities and those who were vulnerable or made vulnerable by the storm. Staff responded with personal resilience, dedication and professionalism working well together as a team to support the response, and each other, during this challenging event. It is recognised that lessons can always be learnt following a review without detracting from the efforts of staff during the event.

4. **REVIEW OUTCOME**

- 4.1 There have been 3 reviews looking at the response to storm Arwen; at a national, regional and Moray Council level. **Appendix 2** provides a summary of the outcome of these reviews grouped under theme headings with recommendations under each heading on what action the council could take. The full reports can be accessed from the links shown on the background papers section at the end of this report.
- 4.2 For ease of reference Table 1 below shows an action plan that services will follow to ensure that these recommendations are achieved.

Table 1

Action	Lead	Completion
<p>Communications</p> <p>The Council's has a range of out of hours arrangements in place across services that are currently under review. This includes the out of hours communications requirements. Progress on this has been delayed due to HR service pressures arising from the impact of the pandemic. Further work is required in order to allow the Council to develop a more strategic, consistent and practical approach to out of hours arrangements, including that of emergency communications.</p> <p>Outcomes for the review would include support for MERC across a range of communication activity, including social media and council web pages.</p>	Head of HR, ICT & Organisational Development	September 2022

<p>Community Resilience</p> <p>Expand existing community resilience partnerships and creating of new groups by writing to community Councils/associations to seek interested communities and develop a programme of assistance.</p> <p>Develop key contact lists within existing community groups to support local response requirements.</p> <p>Assist community groups in applying for funding from available sources that supports developing community resilience.</p>	EPO/CSU	August 2022
<p>Care for People</p> <p>Review of CFP Policies and procedures.</p> <p>Define roles and responsibilities and clearly identify areas of organisational responsibility for Moray Council and HSCP.</p> <p>Agree protocol on producing a criteria list for the identification of vulnerable persons that can be utilised during emergency events</p>	HSCP	September 2022
<p>Organisational Resilience</p> <p>Ensure that there is sufficient back up and relief to support a MERC/EPO during a prolonged event.</p> <p>Development of Resilience Hub on share point to hold incident response guidance and documentation.</p> <p>Review and refresh Major Incident and emergency</p>	EPO/HoEnv&CommServices	<p>October 2022</p> <p>December 2022</p>

response protocols and procedures. Ensure the organisation is linked to and participates in all National, Regional and category 1&2 (Civil contingency) responder emergency information alert systems.		September 2022 July 2022
Training Refresher Training for MERCS Joint table top exercising for MERC's and HSCP SMOC's	EPO/ Corporate Manager HSCP	June 2022 September 2022

5. **SUMMARY OF IMPLICATIONS**

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

The Council aims to be a resource-efficient, carbon-neutral council that works with partners to mitigate the worst effects of climate change.

(b) **Policy and Legal**

The Council is required to respond to an emergency in accordance with the Civil Contingencies Act 2004 (Contingency Planning) (Scotland) Regulations 2005.

(c) **Financial implications**

No financial implications have been identified as yet, however any financial implications arising from these reviews will need to be funded from either existing budgets or be subject to separate business case/growth approval process.

(d) **Risk Implications**

The purpose of a review is to recognise good practice and learn lessons where things could have been done better.

(e) **Staffing Implications**

None.

(f) **Property**

None.

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

An Equality Impact Assessment is not needed because the report is to seek a further report.

(h) **Climate Change and Biodiversity Impacts**

None.

(i) Consultations

Depute Chief Executive (Economy Environment & Finance), Chief Financial Officer, Legal Services Manager, Head of HR, ICT & Organisational Development, Equal Opportunities Officer and Committee Services Officer (T Sutherland) have been consulted and their comments incorporated in the report.

6. CONCLUSION

- 6.1 Storm Arwen challenged and tested the Major Incident delivery capabilities of all Civil Contingency Category 1 & 2 responders at National, Regional and Local levels. As part of the established process in managing Major Incidents debriefing and lessons learned processes were also completed at all 3 levels. This has led to action plans being created at each level for delivery. The above outlined action plan will be delivered to support Moray Councils abilities to respond effectively to any future Major Incidents that may occur.**

Author of Report: Debbie Halliday, Consultancy Manager

Background Papers: [https://www.gov.scot/publications/storm-arwen-review/HSCM and Moray Council Debrief Report GLRP Response Debrief Report](https://www.gov.scot/publications/storm-arwen-review/HSCM%20and%20Moray%20Council%20Debrief%20Report/GLRP%20Response%20Debrief%20Report)

Ref: SPMAN-524642768-722

**Emergency Notice of Motion to
Economic Development and Infrastructure Committee
On Tuesday 7 December 2021**

Reason for Urgency

The storm and the aftermath have just taken place and the normal timescales for submitting Notices of Motion could not be met.

Storm Arwen

We are bringing this emergency Notice of motion to Committee as we are aware of the immense damage cause by Storm Arwen on Friday 26 November. Many homes were plunged into darkness as the electricity lines were brought down in the storm.

This had the consequential effect of stopping heating and interrupting the water supply to many in our community. Thankfully many people's services were restored by Saturday. However, there are folk in the community who had to endure these harsh conditions for 6 days. Some of these people were without any form of communication with the outside world as roads were also blocked due to fallen trees and other storm damage. Many of the resilience plans in place for communities were also impacted as local halls and other community buildings were also without basic utilities

In the light of the recent catastrophic Storm Arwen, whilst we are very thankful to everyone that worked tirelessly to support those affected by storm damage, we are aware that there were vulnerable people not getting the assistance needed.

We recommend to Moray Council that they ask for a report which reviews the Council's response to the emergency, the Council's emergency procedures and community resilience plans to look at what lessons can be learned.

Cllr Sonya Warren

Cllr Theresa Coull

Storm Arwen Recommendations

Executive summary

Storm Arwen swept across the Moray area on 26 & 27 November 2021. The Met office had issued Yellow, Amber and Red warnings for exceptionally strong winds with a confirmed risk to life, property, transport, and infrastructure across the East coast of eastern Scotland and north-east England with amber and yellow warnings also covering a large portion of the country. Moray Council and Health and Social Care Moray staff worked in extremely challenging conditions to manage the consequences of the storm which included widespread loss of power, disruption to rail and road travel with rail lines and roads closed due to fallen trees and debris, damage to properties and infrastructure and people left without power or water, some for several days.

The Grampian Local Resilience Partnership (GLRP) activated on Friday 26 November 2021 in anticipation of the red wind warning and met a total of 32 times in response over a 13-day period

In addition to the GLRP group a Care for People group was activated in order to coordinate the care for people effort on the ground, initially supporting the existing vulnerable people in the community and as the power outages endured ensuring all without power were able to access support. A Transport sub group and a Public Communications Group were also established.

Debrief reports were created at National, GLRP and Health and Social Care Moray (HSCM) and Moray Council level. These three reports made their own recommendations in strategic and operational response delivery.

The recommendations across the National, Grampian and Moray reports carry four common areas that look to be developed.

1. Communications
2. Community Resilience
3. Care for People
4. Organisational resilience (Infrastructure & People)

Communication Recommendations

National

1. The Scottish Government and Resilience Partnerships review processes for sharing briefing and information during circumstances which challenge usual methods of communication.
2. The public communications subgroups of the Resilience Partnerships should review and test their plans to ensure that all opportunities for coordination and communication are maintained when those responding, and those in need of assistance, are without power or telecoms. This may include greater use of more traditional means of communicating, for example radio broadcast, town hall gatherings, leafleting, or cascade of information through community groups

3. Energy network operators and the wider utilities sector review their processes for establishing restoration plans and timelines, and communicating regular updates to responders and the public.
4. The Scottish Government and Resilience Partnerships review processes for sharing briefing and information during circumstances which challenge usual methods of communication.

Grampian Local Resilience Partnership Recommendations

1. Consider how we communicate with the public during power outages, use of radio messaging for example. (PCSG) UPDA. TE - **Work is already underway by the North RRP PCSG scoping out the public messaging during a widespread NETS failure.**

Moray Council and Health and Social Care Moray (HSCM) Recommendations

1. Communications staff on call to support MERC across range of communications activity, including social media.
2. Take forward Power Resilience planning and take into that work a review of communication arrangements during a power outage. This should include development of telecommunication strategies in a power outage.

Actions required

- A review of out of hour's communications within Moray Council is underway. Looking at the need to have staff dedicated to facilitate these specialist duties during an emergency event. In order to manage flow of communication across all agreed communication platforms. Ensuring that service providers and the public are correctly informed of information relevant to the situation. This will form part of the development of an emergency communication delivery strategy.
- Corporate Communication have now developed an information leaflet template that can be populated with pertinent information for distribution to physically affected areas.

Community Resilience Recommendations

National

1. Resilience Partnerships ensure that key Voluntary and Community Sector assets and capabilities in their areas are adequately mapped, and processes for their swift activation, deployment and coordination are developed on a collaborative basis. Local authorities consider what more they can do to support and develop community resilience in their areas.
2. Resilience Partnerships fully integrate the Voluntary Sector into their planning and response structures, and offer representation at resilience meetings at all levels.
3. Resilience Partnerships consider what strategic planning may be required to support communities during such events, including the designation of assistance centres or pre-positioning of generator capacity.

Grampian Local Resilience Partnership Recommendations

1. Further work required in respect of promoting personal/household and community resilience in preparation for disruptive events. (Local Authorities)

Actions required

- The Community Support unit in Education, Resources and Communities have established a development process for growing community resilience groups. This includes liaising with community councils. A new Community resilience group has been established in Burghead and Cummingston. This includes administration support in applying for available grants.
- Prioritise development of community resilience groups in relation to localities most affected by known risk.
- Development of key contact within community groups to support local response requirements

Care for People

National

1. Resilience Partnerships consider what strategic planning may be required to support communities during such events, including the designation of assistance centres or pre-positioning of generator capacity.
2. The Scottish Government, Scottish Resilience Partnership, COSLA Improvement Service and local authorities work together to complete the final implementation of PARD with any local authorities who wish to participate, and thereafter to ensure its use is integrated into wider response plans

Grampian Local Resilience Partnership Recommendations

1. Grampian Care for People Group in conjunction with LA's review the approach to welfare centres/hubs and provide guidance. Care for People Group to link in with national review of Care for People arrangements to influence. (Grampian Care for People Group / Local Authorities)
2. Continue to progress and expedite plans for the introduction of PARD in Grampian and ensure inclusion of Utility Companies in these plans. (PARD Working Group) UPDATE - A PARD working group has already been established and SSEN, SGN & Scottish Water are included.
3. PARD Working Group to take cognisance of boundary issues in the development of PARD for Grampian. Due to SSEN geographical boundaries differed from Local Authority boundaries. (PARD Working Group)

Moray Council and Health and Social Care Moray (HSCM) Recommendations

1. Moray Council and HSCM to jointly work to re-invigorate Care for People planning in Moray and clarify organisational roles and responsibilities in an LRP Care for People response during major incidents and emergencies.
2. Moray Council and HSCM to escalate the joint development and implementation of an improved process and system to support the rapid identification of vulnerable individuals following the declaration of a major incident. This work to include:
 - a. Vulnerability definitions.
 - b. Vulnerability information requirements, for example about people with clinical needs that are reliant on power i.e. people with hoists, air mattress, enteral tube feeding and on oxygen therapy.

- c. Improved data quality and robust systems of maintenance of information.
- d. Mechanisms to improve cross checks of vulnerable people, mapping addresses etc across multiple systems e.g. consideration of unique reference numbering across data systems.

Actions required

- To review and refresh all current policies and procedures in relation to Care for people
- To clearly identify areas of organisational responsibility for Moray Council and HSCM
- To develop and agree vulnerability definitions and ability to identify person vulnerable during an incident.

Response and organisational resilience (Infrastructure & People)

National

1. Resilience Partnerships review their Command, Control and Co-Ordination arrangements for an emergency which involves the loss of both power and telecoms, and actively involve utilities companies in local planning where required to ensure linkage with national developments.
2. Resilience Partnerships ensure that activation and mobilisation processes, including links with energy companies, non-statutory organisations such as trunk road operating companies, and with relevant local businesses, are scoped and tested regularly. Resilience Partnerships ensure processes and protocols for mutual aid are in place and are effective
3. The Scottish Government and Scottish Resilience Partnership review and where possible streamline the mechanisms for coordinating requests for, and offers of, resources and assets at a national level during complex responses.

Grampian Local Resilience Partnership Recommendations

1. Further enhancements to Page One to include agencies not already signed up and feasibility of including MS Teams link in activation message to be explored. (Police Scotland)
2. Depending on nature of the incident, future responses should consider establishment of a Transport/Infrastructure Group to coordinate activity on the ground.
3. Consider forming a transport sub group/logistics group in response; brief remit of group to be added to Response & Recovery Arrangements.
4. Hold a briefing session on MACA for partner agencies to fully understand role of the military and specialist support available for civil emergencies

Moray Council and Health and Social Care Moray (HSCM) Recommendations

1. As a new Category 1 responder subject to the full legal duties under Civil Contingencies Act 2004, review HSCM Resilience/Civil Contingencies capacity and capability against HSCM emergency planning, preparedness, and incident response requirements, and put in place suitable and sufficient arrangements to address any capacity and capability gaps.
2. Scottish Government to be requested to develop guidance to provide clarity regarding HSCP Category 1 organisational role and responsibilities and for Preparing Scotland guidance to be updated in light of the changes to IJB and HSCP status under Civil Contingencies Act 2004.
3. Each organisation to undertake a review and refresh of organisational major incident and emergency response arrangements (in hours and out of hours) along with the protocols and procedures that underpin and support these, incorporating best practice guidance and the learning from the Storm Arwen response.

- a. HSCM and Council– review incident response plans to ensure: clearly defined roles and responsibilities for those responding to the incident; clear C3 arrangements for incident response; action cards and work flow; an appropriate level of supporting infrastructure; principles and expectation of robust and clear incident record keeping (including incident logs, decision logs and action logs).
- b. Arrangements for a core incident response team (in hours and out of hours) to be built into emergency response plans, supported by call-in protocols. Core response team should incorporate key incident response roles as well as supporting roles/functions: consideration should include emergency response officer, communications, GIS, ICT skill sets, administrative support and personnel to support incident record keeping.
- c. As part of planning moving forward, take account of the suggested operational support measures identified during the Storm Arwen response, for example consideration of:
 - i. An emergency response officer and depute to cover holidays and extended emergencies
 - ii. Communications staff on call to support MERC across range of communications activity, including social media.
 - iii. Attendance at Council IMT rather than reliance on LRP to provide the forum for information sharing and response planning

Actions required

- To develop available resourcing resilience during emergency events
- Development of Resilience Hub on share point to hold incident response guidance and documentation
- Review and refresh Major Incident and emergency response protocols and procedures
- Ensure the organisation is linked to and participates in all National, Grampian and category 1&2 responder alert systems and can access additionally provided resources.

Training

A number of training requirements have been identified through debriefs that have been completed.

Training is required at multiple levels of responders involved.

Focusing on roles and responsibilities and understanding command structure of strategical, tactical and operational delivery.

Action required

- Refresher training for MERC's – including strategical and tactical requirements
- Joint table top exercising for MERC's and HSCM SMOC's
- Utilising available training on Resilience Direct that is applicable to emergency event responders.

Additional Resilience Learning modules can be provided through the Scottish Resilience Development Service (ScoRDS) Learning Hub. These modules are supportive for specific roles carried out by individuals or departments.

1. Resilience Structures in Scotland,
2. Stress Management in a Crisis,
3. Public Communications in a Crisis,
4. Effective Multi-Agency Working,
5. Situational Awareness and Decision Making in a Crisis,
6. Integrated Emergency Management.
7. Risk Assessment in Scotland
8. Resilience Responsibilities in Scotland.