



Moray Council

Thursday, 18 February 2021

NOTICE IS HEREBY GIVEN that a Special Meeting of the **Moray Council** is to be held at **Various locations via video conference**, on **Thursday, 18 February 2021** at **14:00**.

BUSINESS

1. **Sederunt**
2. **Declaration of Group Decisions and Members Interests ***
3. **Resolution**
Consider, and if so decide, adopt the following resolution:
"That under Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting for Item 11 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. **Charging for Services** **5 - 70**
Report by Depute Chief Executive (Economy, Environment and Finance)
5. **Capital Strategy** **71 - 88**
Report by the Depute Chief Executive (Economy, Environment and Finance)
6. **Indicative Capital Plan 2021-22 to 2031-32** **89 - 100**
Report by Depute Chief Executive (Economy, Environment and Finance)

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| 7. | Housing Revenue Account Annual Budget 2021
Report by Depute Chief Executive (Economy, Environment and Finance) | 101 -
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| 8. | Strategic Framework for Recovery and Renewal in Moray - Update Report | 117 -
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| 9. | Public Performance Report 2019-20
Report by Depute Chief Executive (Education, Communities and Organisational Development) | 203 -
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| 10. | Moray Growth Deal - Outline Business Case - Bus Revolution and Early Years STEM
Report by Depute Chief Executive (Economy, Environment and Finance) | 223 -
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Item(s) which the Committee may wish to consider with the Press and Public excluded

11. Moray Growth Deal - Programme Plan and Final Deal Documentation

- Information on terms proposed or to be proposed by or to the Authority;

Moray Council Committee meetings are currently being held virtually due to Covid-19. If you wish to watch the webcast of the meeting please go to:
http://www.moray.gov.uk/moray_standard/page_43661.html
to watch the meeting live.

GUIDANCE NOTES

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

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

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

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

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

Clerk Name: Moira Patrick

Clerk Telephone:

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THE MORAY COUNCIL

Moray Council

SEDERUNT

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

Clerk Name: Moira Patrick

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REPORT TO: SPECIAL MEETING OF MORAY COUNCIL ON 18 FEBRUARY 2021

SUBJECT: CHARGING FOR SERVICES

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

1. REASON FOR REPORT

- 1.1 To ask Council to approve revised charges for council services for 2021/22.
- 1.2 This report is submitted to Council in terms of Section III (B) (1) and (48) of the Council's Scheme of Administration relating to financial policy and the setting of charges.

2. RECOMMENDATION

- 2.1 It is recommended that Council approves the charges for Council services for 2021/22 set out in APPENDIX 1.**

3. BACKGROUND

- 3.1 The current Charging for Services Policy was approved by this committee on 24 October 2017 (paragraph 6 of the minute refers). Under the policy, an annual revision of charges is required. In order to preserve the council's financial position, charges within the control of this council are generally inflated annually. A Special Moray Council on 16 December 2020 approved a default uplift for inflation of 2% for 2021/22 (paragraph 8 of the Minute refers).
- 3.2 An inflation increase cannot be applied to all charges. Some charges levied by the Council for services provided:
- are set by statute, some are limited by statute and some have the method of calculation prescribed by statute – these are indicated in **APPENDIX 1** and are included for the sake of completeness.
 - are impractical to increase by inflation on a year-on-year basis, typically small charges and those collected by coin-in-the-slot machines where the cost of re-calibrating the machines outweighs any increased income which would be generated.

3.3 Where charges within the council's control are not proposed to be increased by 2% the reasons are discussed on a section-by-section basis below.

3.4 A: Corporate Services / cross departmental services

3.4.1 Photocopying charges (A18) are proposed to be left with no inflation increase, due to the minimal impact of these charges.

3.4.2 Pupil Education Records (A21) are proposed to be left with no increase

3.5 B: Social Care Services

3.5.1 Moray Council delivers social care under the aegis of Moray Integration Joint Board (MIJB). The ability to set charges is a function of the Council and not of MIJB. However, the Council agreed on 16 December 2020 to request MIJB to make recommendations regarding the level of charges, so that a holistic view can be taken of charges for social care and their relation to service issues, and in the spirit of partnership working. The charges included in section B relating to services carried out for MIJB are as recommended by MIJB. MIJB has instructed officers to carry out a review of flat rate charges with a view of discontinuing these (with the exception of the charge for community alarm) and incorporating all charges within the contributions policy

3.5.2 Though part of Social Care, Moray Training is not a function of MIJB. The service is under review. Currently Moray Training offers SVQ training to care providers. The registration component of SVQ fees is set by SQA and this component has been separated out in the proposed charges for 2021/22. Fees charged to external and internal candidates for First Aid training are proposed to be increased by 2%.

3.6 C: Leisure Facilities

3.6.1 As a consequence of the Covid-19 pandemic the Council's leisure facilities were either closed or operated a reduced service to the public and it's Fit Life members during much of 2020/21. It is proposed that for this financial year, charges are maintained at the previous year's rate to acknowledge the disruption experienced by the public and to encourage use when the facilities can operate normally

3.7 D: Library and Information Services

3.7.1 It is proposed that the hire of DVDs remains at £2.50, which is considered to be the market rate. It is also proposed that computer print outs are pegged at 10p per sheet, in line with the cost of photocopying. It is proposed that colour print outs remain at 35p per sheet. These charges have little impact.

3.7.2 There are minor variances from a 2% increase to the charges proposed, due to rounding – all prices have been rounded to the nearest 5p for convenience.

3.8 E: Education

- 3.8.1 It is proposed that charges for instrumental instruction are held at the current level. Moray's charges are currently the highest in the Northern Alliance and second highest in Scotland. Previous increases have seen a drop in the uptake of the service, with reducing numbers outweighing the impact of increased charges. Covid-19 recovery will focus on building pupil numbers which would be harder to do with higher lesson charges. It is also felt that parent loyalty to the Instrumental Instruction Service during lockdown should be acknowledged with charges held.
- 3.8.2 Moray Music Centre has not run this academic year therefore it is proposed that fees remain at the current level.
- 3.8.3 Sports Coaching service was not delivered during 2020/21 due to the Covid-19 pandemic and as a result it is proposed to freeze prices for 2021/22
- 3.8.3 As previously reported to this committee on 24 October 2017, the increase in the cost of school meals in 2017/18 resulted in a downturn in uptake. The loss of income from reduction in uptake increases the subsidy per school meal borne by the council. It is not proposed to increase the charge for school meals in 2021/22.

3.9 F: Development Services

- 3.9.1 As a result of Brexit a new EU Export Certificate charge of £40 will be introduced for 2021/22

3.10 G: Waste Management, Land and Parks

- 3.10.1 Given the impact on the commercial and trade sector of the Covid-19 pandemic, it is proposed to freeze Trade Waste residual and recyclable bin waste charges for 2021/ 22, which will also aid the service in competing with an increase from private sector companies in the area
- 3.10.2 Council on 20 January 2021 agreed that the charge for household garden waste permits is retained at £40.

3.11 H: Fleet, Roads and Transportation

- 3.11.1 It is proposed to freeze the MOT certificate charges for 2021/ 22; charges for taxi tests, re-tets and meter calibration have been increased by 2%, however, to ensure to keep to a rounded figure for cash collection these have been set to the nearest £1 or 50p. Duplicate MOT and taxi compliance certificate charge has been reduced as this service can be carried out online with DVSA and is rarely used
- 3.11.2 It is not proposed to amend car parking charges for 2021/22, a 2 percent increase would result in a charge that would not be a round figure e.g. £1.53. The car parking machines do not give out change and this would be very unpopular with car park users. Typically car parking charges are multiples of £0.50. As the High Street has suffered during the pandemic any action that could result in having an adverse effect on recovery for the High Street would be unwelcome

3.12 I: Harbours

3.12.1 The harbour charges are reviewed on an annual basis to consider them in their overall commercial context – to balance opportunities to maximise income generation in a competitive market. Over recent years there has been a positive upward trend in income generated, both from new / amended charges and from additional business

3.12.2 For the 2021/22 year it is proposed to make a number of changes, rationalising some historic charges to make them more relevant, freezing some charges, making a reduction in two charges, and increasing others in line with the council position. It is anticipated that these amendments will maintain the market position of the harbours, and continue the long term positive trend in income.

3.12.3 The charges for the leisure berths are proposed to be increased by 2% in line with other council charges, and in line with the position established in 2017 of raising leisure charges each year by an amount relative to inflation to avoid incurring a real-cost decrease in income over a number of years.

3.12.4 As a result in the delay of replacing the pontoons at Findochty Harbour it is proposed that the users of the pontoons at Findochty apply as per normal from the 1 April 2021 but invoicing is suspended until it is clear when the pontoons are being replaced then charge pro rata.

3.13 K: Housing and Property

3.13.1 It is proposed that a new minimum charge of £150 per transaction on alienable property be levied and for complex transactions a fee of £47 - £96.50 plus expenses per hour is charged. These new charges are to take into account the additional work needed to comply with new legislation

4. SUMMARY OF IMPLICATIONS

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

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

(b) Policy and Legal

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

(c) Financial implications

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

(d) Risk Implications

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

(e) Staffing Implications

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

(f) Property

There are no property implications arising from this report.

(g) Equalities/Socio Economic Impact

The council's need to make savings has been considered in the context of the duty to consider the desirability of reducing impacts that are a result of socio-economic inequalities. For a number of charges it has been found that an increase would have little impact on Moray Council's financial position but would lead to impacts on families who have children and whose income takes them above the threshold for free services. An increase in charges for some of the services would have a cumulative economic impact on these families. It is therefore proposed not to increase charges for instrumental instruction (para 3.8.1) and school meals (para 3.8.3).

(h) Consultations

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

5. CONCLUSION

5.1 Generally, charges within the control of the Council and not the subject of specific budget proposals are recommended to be increased by an inflationary factor of 2%.

Author of Report: Paul Connor, Principal Accountant
Background Papers:
Ref:

SECTION A: CORPORATE SERVICES / CROSS DEPARTMENTAL

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

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
A1.	Property Enquiry Certificates		£1,066	£177 + VAT	+ VAT	April 2020
A3.	Loan and title lending/copying (Estates and Legal Services)		£34,532	From £41 increasing depending on time taken	From £41.82 increasing depending on time taken	April 2020
A3a	14 day letter for industrial debts arrears			£31.50 per letter	£32.13 per letter	April 2020
A4.	Recharge of Council's legal costs in relation to discretionary property and leasing work			£58 - £132 per hour	£59 - £135 per hour	April 2020
A4a	Recharge of Council's legal costs in relation to pre judicial litigation work by litigation team			£58 - £132 per hour	£59 - £135 per hour	April 2020
A4b	Judicial expenses: Court proceedings including recovery of rent arrears, industrial debts, miscellaneous and licensing matters	S		Varies annually on a national basis and by work type/stage	Varies annually on a national basis and by work type/stage	
A5.	Orders under Town and Country Planning (Scotland) Act and other Roads/planning matters			£58 - £132 per hour	£59 - £135 per hour	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
A6.	Licensing	M				
	(i) Liquor Licensing:		£120,924	Per approved table of charges set by the Licensing Board	Per approved table of charges set by the Licensing Board	June 2018
	(ii) Licences under the Civic Government (Scotland) Act and other miscellaneous pieces of legislation					
	Animal Boarding Establishments			£128	£131	April 2020
	Animal Breeding			£113	£115	April 2020
	Cinema Licence			£163	£166	April 2020
	Copy Licence			£22	£22	April 2020
	Dangerous Animals			£279	£285	April 2020
	HMO (5 occupants or under)			£1,765	£1,800	April 2020
	HMO (10 occupants or under)			£2,522	£2,572	April 2020
	HMO (over 10 occupants)			£3,279	£3,345	April 2020
	HMO Change of Circumstance			£255	£260	April 2020
	Itinerant Metal Dealer's Licence			£670	£683	April 2020
	Itinerant Metal Dealer's Exemption Warrant		£148,168	£670	£683	April 2020
	Knife Dealers Licence			£709	£723	April 2020
	Late Hours Catering Licence			£933	£952	April 2020
	Late Hours Catering Renewal			£933	£952	April 2020
	Licence Plates			£22	£22	April 2020
	Market Operator Licence			£438	£447	April 2020
	Market Operator Temporary Licence			£438	£447	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Metal Dealer Licence			£670	£683	April 2020
	Metal Dealer's Exemption Warrant			£670	£683	April 2020
	Performing Animals			£108	£110	April 2020
	Pet Shops			£220	£224	April 2020
	Public Charitable Collections			No Fee	No Fee	April 2019
	Public Entertainment (under 200 attendees)*			£309	£315	April 2020
	Public Entertainment (between 200 and 299 attendees)*			£386	£394	April 2020
	Public Entertainment (between 300 and 399 attendees)*			£503	£513	April 2020
	Public Entertainment (between 400 and 499 attendees)*			£658	£671	April 2020
	Public Entertainment (over 500 attendees - commercial)*			£1,361	£1,388	April 2020
	* Discounts apply for charitable events					
	Public Processions			No Fee	No Fee	April 2019
	Riding Establishments:			£405	£413	April 2020
	Second Hand Dealers Licence			£143	£146	April 2020
	Sex Shop Licence			£1,252	£1,277	April 2020
	Sexual Entertainment Venue new licence			£1,500	£1,530	SEV fees set Sept 2020
	Sexual Entertainment Venue licence grant fee			TBD	TBD	
	Sexual Entertainment Venue licence renewal			£1,500	£1,530	

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Sexual Entertainment Venue licence variation			£500	£510	
	Sexual Entertainment Venue licence transfer			£275	£281	
	Sexual Entertainment Venue issue duplicate licence			£40	£41	
	Street Traders			£386	£394	April 2020
	Tattooing and Piercing			£386	£394	April 2020
	Taxi Booking Office			£505	£515	April 2020
	Taxi/Private Hire Driver Grant			£238	£243	April 2020
	Taxi/Private Hire - Driver Renewal			£193	£197	April 2020
	Taxi/Private Hire Vehicle			£414	£422	April 2020
	Variation of any Licence			£27	£28	April 2020
	Vehicle Substitution			£346	£353	April 2020
	Venison Dealer Licence			£52	£53	April 2020
	Window Cleaner Licence			£152	£155	April 2020
	Zoo Licence			£324	£330	April 2020
A8.	Searches in Indexes of Statutory Registers	S	£110,672	n/a	n/a	April 2019
A9	Certificates: Full extract of birth, death or marriage and abbreviated certificate	S		n/a	n/a	January 2011
A10.	Note of Marriage or civil partnership	S		As set	As set	April 2010
A11.	Marriage or civil partnership ceremony conducted by Registrar	S		As set	As set	April 2010

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
A12.	Use of marriage room in Registry Office Over 10 guests 5 – 10 guests Non-returnable deposit paid when making a booking for a ceremony. This fee is deducted from the final charge.		£5,250	£174 £74 £69	£178 £76 £70	April 2020
A13.	Surcharge for Marriages in all venues outwith the Registry Office (Mon-Sat)		Included in Registrar's total above (A8 – A11)	£263	£268	April 2020
A13a	Saturday surcharge for Marriages in Marriage Room			£126	£129	April 2020
A16.	Change of Civil Partnerships to Marriage	S		As set	As set	16 / 12 / 15
A17.	Freedom of Information requests		£nil	10% of the cost to the Council for costs over £105	10% of the cost to the Council for costs over £105	April 2020
A18.	Photocopying A4 Black & white A3 Black & white A4 colour A3 colour Plus staff costs		£nil	10p 20p 35p 50p Up to £18.90 per person per hour	10p 20p 35p 50p Up to £19 per person per hour	April 2018 April 2018 April 2018 April 2018 April 2020
A19.	Re-use of public sector information	S	£nil	As set	As set	October 2007

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
A20.	Data Subject Access Request	M	£nil	As set	As set	October 2007
A21.	Pupil Education Records	M	£nil	Sliding scale from £2 to a maximum of £50	Sliding scale from £2 to a maximum of £50	April 2010
A22.	Committee services documents		£nil	Available free on internet, otherwise £7.50 admin fee plus 10p per side of photocopy	Available free on internet, otherwise £8.00 admin fee plus 10p per side of photocopy	April 2020
A23.	HR Training – Social Work Training Team – to deliver training to external organisations		£nil	£40 per person	£41 per person	April 2020

SECTION B: SOCIAL CARE – MIJB and Moray Training

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
B1.	Moray Lifeline / Telecare		£108,000	£26.25 per quarter inc VAT	£33.22 per quarter inc VAT	April 2020
B4.	Blue Badge	M		£20 per badge – badge valid for 3 years	£20 per badge – badge valid for 3 years	April 2012
B6.	Meals at Day Care Centres (Older People) and Shared Lives:					
B6a.	Meal			£5.03 per meal	£5.03 per meal	April 2020
B6b.	Tea & Biscuits			£0.76 per cup	£0.77 per cup	April 2020
B6c.	Light meal (Shared Lives Service only)			£2.81	Per Shared Lives carer	April 2020
B6d.	Packed lunches (Murray Street)			£5.03	£5.03	April 2020
B10.	Stair lift maintenance		£13,500	£16.56 per quarter inc VAT No VAT if registered disabled	£16.56 per quarter inc VAT No VAT if registered disabled	April 2020
B10 a	Wash / dry toilet maintenance			£27.04 per quarter	£27.04 per quarter	April 2020
B11.	Occupational Therapy Aids and Equipment			None (per CoSLA recommendation)	None per COSLA recommendation	October 2005
B12.	Hire of Day Centre rooms			£5.44 per hour	£5.49 per hour	April 2020
B14.	Speyside Lunch Club			£6.20 inc VAT	£6.26 inc VAT	April 2020
B15.	Moray Training – Delivery of Training Accredited Qualifications & courses to care services, external companies & Moray Council – this service is currently under review					
B15a.	SVQ – Social Services and Health Care Level 2 Registration and induction Registration fixed price set by SQA Induction		£20,000	£50 £135	£51 £137.70	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Assessment Fees - 6 units			£106.05 / unit	£108.63 / unit	
	SVQ – Social Services and Health Care Level 3 Registration and induction Registration fixed price set by SQA Induction Assessment Fees - 8 units			£54.75 £135 £154.35 / unit	£55.85 £137.70 £157.44 / unit	April 2020
.	SVQ – Social Services and Health Care Level 4 Registration and induction Registration fixed price set by SQA Induction Assessment Fees - 8 units			£64.50 £135 £215.25 / unit	£65.79 £137.70 £216.50 / unit	April 2020
.	SVQ – Business and Administration Level 2 Registration and induction Registration fixed price set by SQA Induction Assessment Fees - 8 units			£50 £135 £98.70 / unit	£51 £137.70 £100.67 / unit	April 2020
.	SVQ – Business and Administration Level 3 Registration and induction Registration fixed price set by SQA Induction Assessment Fees - 8 units			£54.75 £135 £121.80 / unit	£55.85 £137.70 £124.24 / unit	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
B15b.	People Handling Basic Manual Handling Health and Safety Awareness		Included in above	£491.40 per session £368.55 per session £307.65 per session	£501.23 per session £375.92 per session £313.80 per session	April 2020
B15c.	Accredited Emergency First Aid at Work (1 day course) Registration fixed price set by SQA Internal Course costs External Course costs		Included in above	 £7.50 per candidate £40 per candidate £48.50 per candidate	 £7.50 per candidate £40.80per candidate £49.47 per candidate	April 2020
	Accredited Emergency First Aid at Work (1 day course) Registration fixed price set by SQA Internal Course costs External Course costs Accredited Emergency Paediatric First Aid (1 day course) Registration fixed price set by SQA			 £15 per candidate £100 per candidate £121.80 per candidate £7.50 per candidate	 £15.30per candidate £102 per candidate £124.24 per candidate £7.65 per candidate	April 2020 April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Internal Course costs External Course costs			£40 per candidate £48.50 per candidate	£40.80per candidate £49.47 per candidate	
	Accredited Paediatric First Aid (2 day course) Registration fixed price set by SQA Internal Course costs External Course costs			£15 per candidate £95 per candidate £116.80 per candidate	£15 per candidate £96.90per candidate £119.14 per candidate	April 2020
B15d.	Training squad – work carried out		£34,552	£20.05 per hour + £0.95 per mile travel expenses	£20.45 per hour + £0.97 per mile travel expenses	April 2020
B16	Case review carried out on behalf of another local authority			£99.42	£100.41	April 2020

SECTION C: LEISURE FACILITIES

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
C1	Fit Life					
C1a	Membership cards Individual – 12 months Individual – monthly direct debit		£618,531	£276 £23	£276 £23	April 2020
C1b	Family (1 adult) – 12 months Family (1 adult) – monthly direct debit Family (2 adults) – 12 months Family (2 adults) – monthly direct debit			£348 £29 £372 £31	£348 £29 £372 £31	
C1c	35 Day Membership			£35	£35	April 2019
C2	Swimming Pools					
C2a.	Swimming Adult Swim / aqua aerobics / activity class Junior swim aged 0 – 17 / over 60s Baby/toddler swim (under 5 years old) Registered Disabled +one carer		£88,836	£5.75 £2.90 Free £2.90	£5.75 £2.90 Category removed £2.90	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
C2b.	Swimming Lessons Adult Lesson Junior Lesson block (8 weeks) Holiday Crash Course (5 x daily lessons) Parent and Child Class (1 adult & 1 child) Individual junior lesson (30 minutes for 1 child) Additional needs child individual lesson (30 minutes for 1 child)		£121,712	£7.00 £44.00 £27.50 £5.50 £16.00 £10.00	£7.00 £44.00 £27.50 £5.50 £16.00 £10.00	April 2020
C2c.	Pool Hire General (Buckie, Forres, Keith) General (Lossiemouth) General (Speyside) Pool Hire with inflatable (Buckie, Forres, Keith) Pool Hire with inflatable (Speyside) Club Hire (Buckie, Forres, Keith) Club Hire (Lossiemouth) Club Hire (Speyside) Club hires are exempt from VAT if a series booking		£116,402	Per hour £115.00 £90.00 £70.00 £125.00 £85.00 £45.00 £38.00 £33.00	Per hour £115.00 £90.00 £70.00 £125.00 £85.00 £45.00 £38.00 £33.00	April 2020
C2d.	Health Suite Sauna & Steam		£nil	Use of health suite included in admission cost.	Use of health suite included in admission cost	

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
C3	Indoor Facilities	All charges are inclusive of VAT, if applicable				
C3a.	Fitness Rooms User induction course (Free with Fit Life? Membership) Fitness Room (1 hour) Adult Junior, over 60's, Registered Disabled Activity Class		£59,249	£25.00 £5.75 £3.95 £3.95 £5.75	£25.00 £5.75 £3.95 £3.95 £5.75	April 2020
C3b	Speyside Sports & Community Centre – indoor climbing wall					April 2020
C3b1	Climbing Adult climb Junior climb (up to 17 years) Over 60s concession Registered disabled + one carer			£7.50 £5.50 £5.50 £5.50	£7.50 £5.50 £5.50 £5.50	
C3b2	Climbing lessons Adult lesson block (8 weeks) Junior lesson block (8 weeks)			Costs according to type and duration of class	Costs according to type and duration of class	
C3b3	Climbing wall hire (per hour) Within normal opening hours Outwith normal opening hours			£37.00 As above plus £22 per hour	£37.00 As above plus £22 per hour	

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
C4	Outdoor Sports					
C4a.	Multi Sports Area Multi Sports Area for 5-a-side football (3 courts) per hour			Now open-plan – free access	Now open-plan - free access	April 2017
C4b.	Pavilions and Pitches Football and School sports field with changing rooms Adult Teams per Game Juvenile Teams (Under 17) per Game		£49,377	£68.00 £24.00	£68.00 £24.00	April 2020
C4c.	Pavilion and / or grassed areas for training (football and rugby) and School sports fields without changing rooms Adult groups – per session Juvenile Groups – per session Session times are for morning / afternoon / evening			£38.00 £12.00	£38.00 £12.00	

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Astro Sports Pitches					April 2020
C4e.	Aberlour, Buckie, Fochabers Full Size pitch Adult Teams per hour Juvenile Teams per hour Third size pitch Adult Teams per hour (1 x pitch) Juvenile Teams per hour (1 x pitch)			£65.00 £32.00 £22.00 £11.00	£65.00 £32.00 £22.00 £11.00	
C4f.	Elgin and Keith Full Size pitch Adult Teams per hour Juvenile Teams per hour Half Size pitch Adult Teams per hour Juvenile Teams per hour			£65.00 £32.00 £33.00 £16.00	£65.00 £32.00 £33.00 £16.00	
C5.	School facilities					
C5a.	Meeting Room – per hour Standard rate Junior (up to 17 years old) Special Needs Groups Requests for bookings can be considered out-with normal hours at an additional cost of £22 per booking per hour		£50,002	£16.00 £11.00 £6.00 £22.00	£16.00 £11.00 £6.00 £22.00	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
C5b.	Sports/Assembly Hall – per hour Small hall Standard rate Junior / over 60s Large hall Standard rate Junior / over 60s Requests for bookings can be considered outwith normal hours at an additional cost of £22.00 per booking per hour	.	Included above	£21.00 £11.00 £42.00 £21.00 £22.00	£21.00 £11.00 £42.00 £21.00 £22.00	April 2020
C9	Community Centres					
C9a	Admission Charges per hour Adult Junior aged 5-17 Over 60s Registered Disabled + one carer		£126,822	£5.25 £3.25 £3.25 £3.25	£5.25 £3.25 £3.25 £3.25	April 2020
C9b	Shower Use of photocopier (A4 black and white)			£2.50 Please See Section A18	£2.50 Please See Section A18	April 2020

SECTION D: LIBRARIES AND INFORMATION SERVICES

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
D1	Libraries and Information Services					
D1a	Adult Fines per week Maximum per item People over 60 years		£11,925	£0.60 £10.20 No charge	£0.60 £10.40 No charge	April 2020 April 2020 Rounded down to nearest 5p. (Rounded up last year.)
D1c	Inter-Library Loan			Cost of return postage	Cost of return postage	
D1d	Reader's Tickets – Replacement Computer Card			£2.40	£2.45	April 2020
D1e	CDs per item		Nil	£0.70 inc VAT	£0.70 inc VAT	April 2020
	DVDs per item		Nil	£2.50	£2.50	April 2002 Market rate
	Arts Prints			Free	Free	April 2008
D1f	Sales of withdrawn items: Non Fiction Adult/Junior Fiction Paperbacks CDs and Videos		£7,922	£1.25 £0.75 £0.40 £1.25	£1.30 £0.75 £0.40 £1.30	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
D1g	Photocopies: Per A4 copy b/w Per A3 copy b/w Per A4 copy colour Per A3 copy colour Microfilm/fiche per A4 sheet Internet: Computer printouts Computer printouts (colour) Digital Scanning/Emailing - Fax (per sheet): To send UK To send overseas To receive		£13,925	Please See Section A18 £0.85 £0.10 £0.35 £2 for first sheet and thereafter £0.10 per sheet £2 for first sheet and thereafter £0.50 per sheet £ £	Please See Section A18 £0.85 £0.10 priced same £0.35 as p/copies £2.05 for first sheet and thereafter £0.10 per sheet £2.05 for first sheet and thereafter £0.50 per sheet	April 2020 April 2014 April 2011 April 2020 April 2020
D1h	Heritage searches (per hour)		£1,691	£31.50	£32.00	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
D2	Elgin Library accommodation per hour Meeting Room / Activities Room: Community Use Private Use Commercial use: Based in Moray Gallery: Community Use Private Use Commercial use: Based in Moray Small meeting room: Community Use Private Use Commercial use: Based in Moray		£7,140	£9.80 £11.65 £21.65 £19.70 £24.45 £61.25 £6.75 £7.35 £18.40	£10.00 £11.90 £22.10 £20.10 £24.95 £62.50 £6.90 £7.50 £18.75	April 2020
For large bookings (250+) the responsible officer, in consultation with the Director, has discretion to increase/decrease charges by up to 25%.						

SECTION E: EDUCATION

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
E1.	INSTRUMENTAL INSTRUCTION Group Instruction Individual Instruction Moray Music Centre		£178,500	£291 per pupil £415.80 per pupil £6.93 per pupil per week	£291 per pupil £415.80 per pupil £6.93 per pupil per week	April 2019 April 2019 April 2019 Proposal is to leave charges at current level or reduce.
E2.	SPORTS COACHING Sports coaching sessions Active Start Session (45 mins) Walking Sports – no refreshment Walking Sports – with refreshments		£94,774	£4.00 £4.00 £2.65 £3.70	£4.00 £4.00 £2.65 £3.70	April 2020 We did not actually deliver this chargeable service during 2020/21 due to Covid therefore are suggesting the charge remains as previous levels
E3.	SCHOOL MEALS Primary School Meals (Secondary School meals are priced per item selected)		£680,771 £539,477	£2.30 Cafeteria system – charge per item	£2.30 Cafeteria system – charge per item	August 2017 proposal is to hold current prices. Even a 2% increase which would make the meals £2.35 in

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
						<p>primary would have a negative effect on the uptake.</p> <p>There has been a decline in the uptake over the last 5 years and with the impact of COVID we are struggling to increase uptake at present.</p> <p>Proposal is no increase in charges.</p>
E4	ADULT SITTING SQA Examination in school			Set by SQA	Set by SQA	

SECTION F: ECONOMIC GROWTH AND DEVELOPMENT SERVICES

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
F1	Environmental Health					
F1a.	Pest Control Services		£33,310			
	Wasps and bees (visit fee)			£82.20 + VAT	£83.84 + VAT	April 2020
	Fleas (visit fee)			£151.40 + VAT	£154.43 + VAT	April 2020
	All other services (visit fee)			£90.85 + VAT	£92.67 + VAT	April 2020
	Bait treatment units, if required, as listed below (to cover cost)			Various, at full cost	Various, at full cost – will increase at next purchase date	
	K-Othrine WC250			£6.19 + VAT (2.5g)	£6.19 + VAT (2.5g)	
	Maxforce			£8.44 + VAT (each)	£8.44 + VAT (each)	
	Pro Control Insect Killer			£7.88 + VAT (per can)	£7.88+ VAT (per can)	
	Wasp Nest Destroyer			£11.18 + VAT (per can)	£11.18 + VAT (per can)	April 2020
	Neosorex Rat Gold Packs			£10.77 + VAT (1kg)	£10.77 + VAT (1kg)	April 2020
	Control Blox			£9.06 + VAT (1kg)	£9.06 + VAT (1kg)	April 2020
	Brombait			£8.58 + VAT (3kg)	£8.58 + VAT (3kg)	April 2020
	Brodifacoum			£9.56 + VAT (1kg)	£9.56 + VAT (1kg)	
	Coopex Mini Generators			£5.06 + VAT (each)	£5.06 + VAT (each)	
	Ficam			£7.05 + VAT (0.5kg)	£7.05 + VAT (0.5kg)	April 2020
F1b.	Release of stray dog	M	Nil	£25 + kennel fees	£25.50 + kennel fees	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
F1c.	<u>Water Sampling</u> Type B Risk assessment / review of risk assessment Type B sampling including preparatory work and admin charge includes cost of analysis Regulation 2 Samples Regulation 2 request sample (in addition to statutory sample) Verification samples (to check corrective works)	M M	£46,080	£50 £132 + VAT per sample £244.55 (no VAT) £221.55 + VAT Analysis costs + £100	£50.00 – stat max £132 + VAT per sample – stat max £249.44 (no VAT) £225.98 + VAT Analysis costs + £102	April 2017 April 2019 April 2020 April 2020 April 2020
F1d.	Swimming pools per sample		Nil	£45.42 + VAT	£46.32 + VAT	April 2020
F1e.	Disposal of Unsound Food per request: Commercial Domestic		Nil	£91.93 + cost of disposal £70.30 + cost of disposal	£93.77 + cost of disposal £71.71 + cost of disposal	April 2020
F1f.	Burial of Indigent dead Investigation etc			£97.33 + VAT per hour	£99.28 + VAT per hour	April 2020
F1g.	Non EU Export Certificates (per certificate)		£24,163	£60.90	£62.12	April 2020
	Attestations to Hubs				£100	New April 2021
	EU Export Certificates				£40	New April 2021

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
F1h	Public Health duties (Hourly rate per officer)(as F1f)			£97.33 + VAT per hour	£99.28 + VAT per hour	April 2020
F1i	Section 50 (Licensing) Food Hygiene Certificate Cooksafe Books (per book) Butchersafe Books (per book)		£5,618	£87.90 £5.25 + £3 p+p £5.25 + £3 p+p	£89.66 £5.35 + £3 p+p £5.35 + £3 p+p	April 2020 April 2020 April 2020
F1j	Residential Caravan Sites	Sites with 50 Pitches and under	£5,000	First application £822 Renewal £596	First application £838.44 Renewal £607.92	April 2020
		Sites with over 50 pitches		First application £1,146 Renewal £659	First application £1169 Renewal £672.18	April 2020
K2.	Landlord Registration fees	S	£61,000	As set	As set	
F2	Contaminated Land		£271			
F2b	Level 1 Land Use Report			£162.12 + VAT	£165.36 + VAT	April 2020
F2c	Level 2 Land Use Report			£389.34 + VAT	£397.13 + VAT	April 2020
F2d	Contamination Enquiry Report Single Residential Property <1000m²			£94.10	£95.98	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Report Single Residential property >1000 m ² and all commercial requests			£94.10 per hour	£95.98 per hour	
F3	Building Standards					
F3a.	Building Warrant Fees set by Scottish Government	S	£698,345	As set	As set	May 2005
F3b	Letters of Comfort (LTC)		£18,770			
F3c	Confirmation of completion			£492	£502	April 2020
	Property Inspection of unauthorised works (for up to 2 site visits)			£743	£758	April 2020
F3d	LTC visit 3, and each subsequent visit)			£117	£119	April 2020
	Building Standards Pre application check			£84	£86	April 2020
	For major construction projects requiring Building Standards input to the design process			£134 per hour	£137 per hour	April 2020
F4	Development Management					
F4a	Planning Application Fees – set by Scottish Government	S	£865,783	As set	As set	2017

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
F4b	Recoverable expenditure:					
	Neighbour Notification		£62,000	£119.19	£122	April 2020
F4c	Section 34 Advertising and Other Advertising (e.g to establish owner of property)			£194.63	£199	April 2020
F4d	Property History Check			£63.00	£64	April 2020
F4k	High Hedges			£446.66	£456	April 2020
F4l	Pre-application advice on Major Development proposals			£1,575	£1,607	April 2019
F4m	Pre-application advice on all local development proposals (except single houses in the town & countryside)			£525	£536	April 2020
F4n	Pre-application advice on single houses in the town & countryside			£158	£161	November 2020
	Pre-application advice on commercial developments and changes of use (max floor space 500 sqm)			£158	£161	April 2020
F4o	Development enquiry fees for proposed householder and non- domestic developments. ID's and PE's in Town Centres are free (including Aberlour and Dufftown)			£63	£64	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Enquiries relating to proposed works to Listed Buildings (only one fee payable if it relates to a householder, local and or major development enquiry).			£63	£64	April 2020
	Requests for Non-material Variation of previously approved scheme: Householder development All other local developments Major developments			£53 £105 £263	£54 £107 £268	April 2020
	Charging for site visit to advise re unauthorised development and/or works to a Listed Building which is the subject of conveyancing.			£263	£268	April 2020
	Community Developments			Free	Free	
	Works or alterations to improve access, safety, health or comfort for a disabled person at their home.			Free	Free	
	Planning and Development					
F4e	Moray Local Development Plan 2015 (hard copy)			£73.80 + £3 p&p	£75 plus P&P Individual volumes £25 plus P&P except volume 2 £50 plus P&P	April 2020
F4g	Supplementary Guidance (hard copy)			£11.34 + £3 p&p	£12:50 + p&p	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
F4g1	Viability Assessments				Applicant to pay District Valuer's fee	Approved at Committee 2019
F4h	Charge for naming streets & housing		£13,180			
	Address 1			£108	£110	April 2020
	Addresses 2 – 9			£108 + £30 per additional plots 2-9 (min £138/max £348)	£110 + £31 per additional Addresses 2 - 9 (min £141/max £358)	April 2020
	Addresses 10 – 19			£348 + £22 per additional plots 10-19 (min £370/max £568)	£358 + £23 per additional Addresses 10 - 19 (min £381/max £588)	April 2020
	Addresses 20 – 49			£584 + £16 per additional plots 20-49 (min £584/max £1,048)	£588 + £17 per additional Addresses 20 - 49 (min £605/max £1098)	April 2020
	Addresses 50 – 99			£1,048 + £13 per additional plots 50-99 (min £1,061/max £1,698)	£1,098 + £14 per additional Addresses 50 - 99 (min £1,112/max £1,798)	April 2020
	Addresses 100+			£1,698 + £12 per additional plots 100+ (min £1,710)	£1,798 + £13 per additional Addresses 100+ (min £1,811)	April 2020
F5	Building Standards / Development Management					
F5a	Section 50 (Licensing) Certificate			£59	£60	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
F5b	Copy Documents – Planning Decisions Notice / Building Warrants & Certificate of Completion Search Retrieval Fee – No Reference Number given Cost of documents – A4 plans Cost of documents - A3 plans Cost of documents - A2 plans Cost of documents - A1 plans Microfiche and Digital Copies – any amount total cost		£1,260	£31.50 £21 £0.26 £0.52 £10.50 £12.60 £10.50	£32 £22 £0.27 £0.53 £11 £13 £11	April 2020 April 2020 April 2020 April 2020 April 2020 April 2020
F6	Trading Standards					
F6a	Measuring Instruments for Liquid Fuels and Lubricants Per nozzle Testing of Credit Card acceptor (per unit regardless of number of nozzles)		£4,860	£94.16 £123.80	£96.04 £126.28	April 2020 April 2020
F6b	Weights Submitted for Test Weights not exceeding 25kg			£13.58 first £8.60 others	£13.85 first £8.77 others	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
F6c	Weighing Instruments Not exceeding 15kg Not exceeding 100kg Not exceeding 2 tonne Exceeding 2 tonnes (where the submitter provides labour and testing equipment) Exceeding 2 tonnes (where Trading Standards provides labour and testing equipment) Cost recovery for hire of Weighbridge Testing Unit		Included above	£40 £61.88 £92.87 £248.89 By quotation – full cost recovery	£40.80 £63.12 £94.73 £253.87	April 2020 April 2020 April 2020 April 2020
F6d	Road Tanker – Liquid Fuel Measuring Instrument Above 100 Litres Wet Hose (2 testing liquids) Wet Hose (3 testing liquids)		£7,860	£125.10 £188.25	£127.60 £192	April 2020 April 2020
F6e	Other Services Certificate of Errors or Calibration Certificate on test of weighing/measuring equipment			£52.87	£53.93	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Hire of weights per day: Quantity not exceeding 205kg Quantity exceeding 205kg		£212	£14.86 £36.73	£15.16 £37.46	April 2020 April 2020
F6f	Hourly Rate & Minimum Call Out Charge for Services not listed above Trading Standards Officer Support Officer			£73.69 £41.78	£78.92 £44.75	April 2019 April 2019
F6g	The Explosives Regulations 2014	S	£1,164	As specified in current Health and Safety Fees Regulations		April 2012
F6h	The Petroleum (Consolidation) Regulations 2014	S		As specified in current Health and Safety Fees Regulations		April 2012
F6j	Public Weighbridge Operator Competence Test and Certificate			£74.78	£76.28	April 2020
F7	Economic Development Markets coming to Moray All commercial operators using the Plainstones in Elgin 1 visit is up to 3 days maximum.		£2,100	£113.89 per visit	£116.17 per visit	April 2020

SECTION G: WASTE MANAGEMENT, LAND AND PARKS

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
G1	Waste collection and disposal			All charge are net of VAT		
G1b	Collection of bulky household refuse (white and non-white goods)		£27,161	£21.46	£21.89	April 2020
G1d	Disposal of Commercial Fridges/Freezers	SD	Nil	Individually assessed	Individually assessed	April 2016
G1e.	Residual Waste per bin per week 140 ltr bin 240 ltr bin 360 ltr bin 660 ltr bin 1100 ltr bin 1280 ltr bin Assessed per sack or equivalent		£934,268	£4.81 £8.22 £12.38 £21.68 £36.12 £42.01 £4.11	£4.81 £8.22 £12.38 £21.68 £36.12 £42.01 £4.11	April 2018
G1f.	Recyclable Trade Waste per bin per week 140 ltr bin 240 ltr bin 360 ltr bin 660 ltr bin 1100 ltr bin Assessed – Cardboard packaging		£246,747 £8,250	£1.92 £3.27 £4.93 £8.52 £14.18 Based on equivalent bin size	£1.92 £3.27 £4.93 £8.52 £14.18 Based on equivalent bin size	April 2018
G1g.	Recycling Centre Pass			£220.04	£224.44	April 2018

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
G1h.	Disposal of commercial and industrial waste (per tonne) For difficult waste		£132,866	£79.08 £96.41	£80.66 £98.34	April 2020
G1i.	Skip/Container hire - based on recovery of costs i.e. location/frequency of service/disposal costs		£8,657	Individually assessed	Individually assessed	
G1j.	Disposal of green waste from landscape gardeners		£14,357	£31.25	£31.87	April 2020
G1k	Charge per suite of bins/boxes for new properties		£29,750	£118.95	£121.33	April 2020
G1l	Household garden waste permits		£773,000	£40 pa per bin	£40 pa per bin	April 2020
G2	Burial Grounds			All charges are net of VAT		
G2a.	Sale of Lair Non-Resident Sale of Lair Fee for transfer of lair Non-Resident Fee for transfer of Lair		£157,500	£808 £1,711 £45 £829	£824.16 £1,745.22 £45.90 £845.58	April 2020 April 2020 April 2020 April 2020
G2b.	Interment Charges Under 18 years of age Over 18 years of age Fee for Non-Moray Resident		£458,150	Nil £931 £1,709	Nil £949.62 £1743.18	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
G2c.	Additional charge for interments Saturday (over 18 years) Non-Moray Resident Sunday (over 18 years) Non-Moray Resident		Included above	£466 £855 £931 £1,709	£475.32 £872.10 £949.62 £1743.18	April 2020
G2d.	Purchase of Cremated Remains Lair in Garden of Remembrance Non-Moray Residents Fee for interment of casket Fee for Non-Moray Resident Additional charge for Caskets: Saturday Non-Moray Resident Sunday Non-Moray Resident Scattering of Ashes on Grave Non-Moray Resident		Nil	£464 £1,053 £220 £500 £110 £250 £220 £500 £38 £94	£473.28 £174.06 £224.40 £510 £112.20 £255 £224.40 £510 £38.76 £95.88	April 2020 April 2020 April 2020 April 2020 April 2020 April 2020 April 2020 April 2020
G2e.	Fee for digging foundations for headstone Non-Resident Fee for digging foundations for headstone		£20,657	£107 £309	£109.14 £315.18	April 2020 April 2020
G2f.	Search Fee		Nil	£66	£67.32	April 2020
G2g.	Disinterments		Nil	Individually assessed	Individually assessed	N/A

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
G3	Fairground/Circus Lets		£6,489	All charges are net of VAT		
G3a.	Stalls & Children's ride-on units <ul style="list-style-type: none"> April-September (per day for first seven days) October-March (per day for first seven days) Thereafter per day: April-September October-March			£13.70 £6.45 £6.45 £3.50	£13.97 £6.58 £6.58 £3.57	April 2020
G3b.	Large ride-on units (dodgems, waltzer, big wheel etc) <ul style="list-style-type: none"> April-September (per day for first seven days) October-March (per day for first seven days) Thereafter per day: April-September October-March			£47.90 £19.38 £19.38 £9.74	£48.86 £19.77 £19.77 £9.93	April 2020
G3c	Small Circus			£335	£341.70	April 2020
	Large Circus			£446	£454.92	April 2020
	Electricity Charge for Events				£0.14 p/kWh	New April 2021

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

SECTION H: FLEET, ROADS AND TRANSPORTATION

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
H1	Fleet Services			All charges are net of VAT		
H1a	Taxis		£23,552			April 2020 Some slightly more other less than 2% to keep a rounded figure for cash collection
	Taxi Test			£60	£61.00	
	Taxi Re-Test			£60	£61.00	
	Meter Calibration			£17	£17.50	
	Duplicate Certificate			£15	£15.50	
H1b	Prohibition Clearance			£15	£15.50	April 2020
H1c	M.O.T Certificate Issue with Taxi Test		£18,229	£14	£14.00	April 2020
	M.O.T Class 7 Vehicles	M		£58.60	£58.60	April 2017
	M.O.T Test Class 4	M		£54.85	£54.85	April 2017
	M.O.T Partial Re-Test	M		£27	£27.00	April 2017
H1d	Duplicate MOT & Taxi Compliance Certificate	M		£14	£10.00	April 2020 DVSA now online service but can still be issued aligned taxi certificated (very rarely issued)
H1e	Vehicle Rectification Certificate		£3,115	£15	£15.30	April 2020
H1f	Car Evaluation			£56	£57.00	
H1g	Minibus Drivers Assessment			£63.25	£64.52	

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
H2	Roads			All charges are net of VAT		
H2a	Consent for excavating in a road by a private party: Road opening permit – no apparatus – minor works Road opening permit – standard works Road opening permit + permit for installation of plant – major works (per unit of inspection) Additional inspection fee for installation of plant. As defined in the Scottish Road Works Register (SRWR) Penalty for overrun of road opening permit – minor works Standard Fixed Penalty Notice. As defined in the Road Works (Fixed Penalty) Regulations			£150 £269 £707 In line with SRWR charge In line with SRWR charge	£155 £275 £725 In line with SRWR charge In line with SRWR charge	April 2020 (to nearest £5)
H2b.	Road occupations <u>Scaffolding</u> Up to 7 days Up to 14 days Up to 21 days		£61,601	£78 £145 £215	£80 £150 £220	April 2020 (to nearest £5)

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Up to 28 days Up to 35 days Up to 42 days			£285 £363 £429	£290 £370 £440	
	Extension to existing permit: Up to 7 days* Up to 14 days* Up to 21 days* Up to 28 days* Up to 35 days* Up to 42 days* *Penalty for over-run of permit Standard Fixed Penalty Notice (+ cost of permit) (As defined in the Road Works (fixed penalty) Regulations 2008 Mobile Scaffold Tower Crane/Cherry Picker permits up to a week Temporary traffic signals up to 7 days			£78 £145 £215 £285 £363 £429 As set by the Scottish Road Works Commissioner £55 £133 £113	£80 £150 £220 £290 £370 £440 As set by the Scottish Road Works Commissioner £60 £135 £115	April 2020 (to nearest £5)

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Builders Skips up to 7 days			£55	£60	April 2020 (to nearest £5)
	Building materials up to 7 days			£55	£60	
	Additional fee for deposition of skip/builders material in Car Park per bay up to 7 days (free car parks / low turnover)			£35	£35	
	Additional fee for deposition of skip/builders material in Car Park per bay up to 7 days (in a medium/high turnover car park)			£55	£60	
	Licensed vehicle parked in road to service works/operations with pedestrian area between 11:00 and 16:00			£55	£60	
	Contractors vehicle parked in road to service works/operations within Commerce Street, Elgin			£55	£60	

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
H2c.	Temporary Traffic Orders Up to and including five days* Traffic Order* Any extension to order* Community Events Commercial (Admission Charges and Stallholder Fees) Community Events (Mass Events / Free Access) Seasonal Community Events (Parades/Street Parties) Remembrance Day Services * Penalty for over-run of permit Standard Fixed Penalty Notice (+cost of permit) as defined in the Road Works (fixed penalty) Regulations 2008		£109,122	£298 £1,437 £1,220 £203 £96 £20 Free As set by the Scottish Road Works Commissioner	£305 £1,465 £1,245 £210 £100 £20 Free As set by the Scottish Roads Works Commissioner	April 2020 (to nearest £5)
H2d.	Traffic Data & undertaking Temporary Traffic Surveys Full survey data provided by post or email (Commercial) As above (Voluntary)		£1,391	£161 £87	£165 £90	April 2020 (to nearest £5)

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Undertaking a temporary survey for maximum 7 days and providing full survey data (Commercial) As above (Voluntary) Collation and provision of collision data (up to 2 hours preparation) Collation and provision of collision data (for each additional hour preparation or part thereof)			£461 £231 £134 £67	£470 £235 £140 £70	
H2e.	Road Status Enquiry (outwith Formal Property Enquiry System) Application for information for road classification from the statutory list of public highways. Charge per application		£1,064	£43.84 + VAT = £52.61	£45.83+ VAT = £55.00	April 2020 (to nearest £5)
H2f.	Private Parties/ Accident Damage Fee for engineer/inspector			15% of value of construction work	15% of value of construction work	April 2017
H2g.	Provision of signage on request Tourist Signposting Local Destination Signs			Individually calculated to cover the cost of design, manufacture and erection	Individually calculated to cover the cost of design, manufacture and erection	April 2017

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
H3.	CAR PARKING CHARGES	Inclusive of VAT				
	High Turnover Sites Moray Street, Ladyhill Road, St Giles levels 5 & 6, Cooper Park 8am- 12 noon (first 30 mins free - Cooper Park only) Period: Up to 30 mins Up to 1 hour Up to 2 hours Up to 3 hours Up to 4 hours		£915,000			May 2018
	Medium Turnover Sites Northfield Terrace, South Street, Hall Place, St Giles Levels 1-4, North Port, North College Street West Period: Up to 30 mins Up to 1 hour Up to 2 hours Up to 3 hours Up to 4 hours 4+ hours					May 2018
	Low Turnover Sites Lossie Green, Lossie Wynd, Batchen Lane all levels All Day Weekly Ticket					October 2012

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Elgin Railway Station (all day) Elgin Railway Station (weekly)			£2.00 £10.00	£2.00 £10.00	May 2018
	Parking Notices Parking Notices (if paid within 14 days)			£80.00 £60.00	£80.00 £60.00	April 2018
	Staff Car Parks – per day		Included above	£1.00	£1.00	November 2019
	Season Tickets includes VAT High Turnover Site Medium Turnover Site Elgin Railway Station Low Turnover Site		Included above	n/a no all day parking £45.00 £40.00 £20.00	n/a no all day parking £45.00 £40.00 £20.00	October 2012 May 2018 April 2012
	Charge for opening multi storey car parks outwith opening hours			£54.00	£54.00	April 2018
	Electric Charge Point (per Visit) - flat rate to ensure operation of unit remains cost neutral			£3.80	£3.80	April 2014
H4.	Roads Construction Consent (RCC) Inspection fee		£90,520	£64 per £1,000 of road bond value	£64 per £1,000 of road bond value	April 2016
	Second or subsequent RCC application			£287	£287	

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
H5	Public Transport Unit					
H5a	Hire of vehicle (without driver) Excluding charges made under fixed contract with annual RPI increases Daily charge Plus mileage charge: 0-130 miles (per mile) 131 miles & over (per mile)			£42.85 £1.05 £0.95	£45.00 £1.10 DELETE	April 2020 (to nearest £5)
H5b	Hire of vehicle (with driver) Minimum daily charge 0-130 miles (per mile) Plus rate per hour 131 miles and over (per mile) Plus rate per hour Additional surcharge for weekend & public holidays Driver per hour Mon – Fri Driver per hour weekend & public holiday			£42.85 £1.00 £17.25 £0.95 £17.25 £18.90	£45.00 £1.10 DELETE DELETE DELETE DELETE £18.00 £20.00	New April 2021 New April 2021
		NEW NEW				
H5c	Duplicate school bus pass			£10.00	£10.00	August 2018
H5d	Community bus fares		£20,582	Rounded to multiple of 5p £1.10 - £13.95	Rounded to multiple of 5p £1.15- £14.25	April 2020

SECTION I: HARBOURS

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Commercial harbours Leisure harbours		£528,727 £95,716	All charges are net of VAT unless indicated		
I1	Cargo Vessels					
I1a	Cargo Vessel – per 7 days or part thereof (per dead weight all told ton (where GT exceeds DWAT, payment will be based on GT)			£0.53	£0.54	April 2020
I1c	Self Propelled and towed barges per 7 days or part thereof (per m2 or part thereof)			£1.00	£1.02	April 2020
I1c(i)	All CTV per day (per length, per metre or part thereof) All CTV per month (per length, per metre or part thereof) non refundable All CTV per annum (per length, per metre or part thereof) non refundable			£3.15 £61.95 £689.85	£3.21 £63.19 £703.65	April 2020
I1d	Tugs and maintenance/service vessels – per 7 days or part thereof per m or part thereof			£5.25	£5.36	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
l1f	Compulsory garbage (cargo)(on arrival per visit)			£78.75	£80.33	April 2020
l1g	Storage of cargo equipment on piers and quaysides per 7 days of part thereof (per m² or part thereof)			£5.25	£5.36	April 2020
l1h	Handling mooring ropes (per hour or part thereof per person) during normal working hours (08:00 – 18:00) Handling mooring ropes (per hour or part thereof per person – outwith normal working hours 18:00 - 08:00)			£52.50 £94.50	£53.55 £96.39	April 2020
l1i	Passengers embarking and disembarking per trip including pleasure vessels, sea angling and excluding passengers on pilot boat and vessels being charged as CTV – per passenger			£1.05	£1.07	April 2020
l1j	Cleaning of piers following cargo movement – per hour or part thereof			£229.79	£234.39	April 2020
l1k	Fast Rescue Craft – per entry/departure			£52.50	£53.55	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
I1l	Cleaning of Piers when waste left by any vessel (excl cargo)	NEW			£50.00	New April 2021
I1m	Annual compound charge for chartered vessels (including sea angling, wildlife, tourism – charge inclusive of garbage and passenger fees) Up to 15m – per annum Over 15m – per annum	NEW NEW			£1,750.00 £2,250.00	New April 2021 New April 2021
I2	Fishing Vessels					April 2020
I2a	<u>Composition Fee</u> (entries to qualify for quarterly composition fee = 3 entries in 1 st month) Vessels: Under 10m 10-17m 17-22m 22-26m 26-30m Over 30m			£39.11 £58.85 £87.36 £106.94 £124.79 £203.18	£39.89 £60.03 £89.10 £109.08 £127.29 £207.24	
I2b	<u>Single Entry</u> (per 7 days or part thereof – including vessels laid up) Vessels: Under 10m 10-17m 17-22m 22-26m 26-30m Over 30m			£39.11 £58.85 £87.36 £106.94 £124.79 £203.18	£39.89 £60.03 £89.10 £109.08 £127.29 £207.24	

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
I2e	Surcharge after a continuous period of 12 weeks			50% on top of charges above	50% on top of charges above	April 2006
I2f	Compulsory garbage charge (on arrival, per visit) Up to 10m Over 10m This charge will be levied on only one occasion per vessel per week	NEW NEW		£22.73	DELETE £10.00 £20.00	April 2020 New April 2021 New April 2021
I2g	Storage of Fishing equipment in net storage area (per m ² per month or part thereof)			£1.63	£1.66	April 2020
I2h	Vessels less than or equal to 10m in length engaged in licensed creel fishing Where non declaration of fish landings per quarter, per vessel			Recreational dues plus 2% of catch value £420.00	Recreational dues plus 2% of catch value £428.40	April 2012 April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
I3	Recreational Vessels					
I3a	Pontoon Berth - Annual berthing charges (inc VAT)					April 2020
	Over 3 - 4m			£327.04	£333.60	
	Over 4 - 5m			£408.80	£417.00	
	Over 5 – 6m			£490.56	£500.40	
	Over 6 – 7m			£572.32	£583.80	
	Over 7 – 8m			£654.08	£667.20	
	Over 8 – 9m			£735.84	£750.60	
	Over 9 – 10m			£817.60	£834.00	
	Over 10 – 11m			£899.36	£917.40	
	Over 11 – 12m			£981.12	£1,000.80	
	Over 12 – 13m			£1,062.88	£1,084.20	
	Over 13 – 14m			£1,144.64	£1,167.60	
	Over 14 – 15m			£1,226.40	£1,251.00	
	Over 15 – 16m			£1,308.16	£1,334.40	
	Over 16 – 17m			£1,389.92	£1,417.80	
	Over 17 – 18m			£1,471.68	£1,501.20	
	Over 18 – 19m			£1,553.44	£1,584.60	
	Over 19 – 20m			£1,635.20	£1,668.00	
	Each metre thereafter			£81.76	£83.40	

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Wall/Loose Mooring - Annual berthing charges (inc VAT)					April 2020
	Over 3 - 4m			£272.56	£278.00	
	Over 4 - 5m			£340.70	£347.50	
	Over 5 – 6m			£408.84	£417.00	
	Over 6 – 7m			£476.98	£486.50	
	Over 7 – 8m			£545.12	£556.00	
	Over 8 – 9m			£613.26	£625.50	
	Over 9 – 10m			£681.40	£695.00	
	Over 10 – 11m			£749.54	£764.50	
	Over 11 – 12m			£817.68	£834.00	
	Over 12 – 13m			£885.82	£903.50	
	Over 13 – 14m			£953.96	£973.00	
	Over 14 – 15m			£1,022.10	£1,042.50	
	Over 15 – 16m			£1,090.24	£1,112.00	
	Over 16 – 17m			£1,158.38	£1,181.50	
	Over 17 – 18m			£1,226.52	£1,251.00	
	Over 18 – 19m			£1,294.66	£1,320.50	
	Over 19 – 20m			£1,362.80	£1,390.00	
	Each metre thereafter			£68.14	£69.50	

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
	Hardstanding - Annual berthing charges (inc VAT) Over 3 - 4m Over 4 - 5m Over 5 – 6m Over 6 – 7m Over 7 – 8m Over 8 – 9m Over 9 – 10m Over 10 – 11m Over 11 – 12m Over 12 – 13m Over 13 – 14m Over 14 – 15m Over 15 – 16m Over 16 – 17m Over 17 – 18m Over 18 – 19m Over 19 – 20m Each metre thereafter			£218.00 £272.50 £327.00 £381.50 £436.00 £490.50 £545.00 £599.50 £654.00 £708.50 £763.00 £817.50 £872.00 £926.50 £981.00 £1,035.50 £1,090.00 £54.50	£222.40 £278.00 £333.60 £389.20 £444.80 £500.40 £556.00 £611.60 £667.20 £722.80 £778.40 £834.00 £889.60 £945.20 £1,000.80 £1,056.40 £1,112.00 £55.60	April 2020
I3b	Use of a licensed (recreational) boat for commercial purposes			Recreational dues plus 2% of landing dues	DELETE	April 2012
Repl with I1m	Where non-declaration of fish landings per quarter, per vessel			£420.00	DELETE	April 2020
I3c	Discounted rate for pensioners (boats less than 7m in length) (for current beneficiaries only)			75% of current relevant charge	75% of current relevant charge	

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
I3e	Rover Ticket - in line with Aberdeenshire Council			£62.50 + VAT = £75	£66.67+ VAT = £80	April 2005
I3f	Visiting Vessel Day Ticket per day or part thereof			£16.67 + VAT	£16.67 + VAT	April 2019
I4	Harbour Dues					
I4e	Use of port/harbour to demonstrate or test equipment/ vessel or any other similar event (commercial) - per day or part thereof			£210	£214.20	April 2020
I4f	Use of port/harbour for community/ charity events			£105	£107.10	April 2020
I4g	Use of harbour for paddlesports etc			By individual agreement	By individual agreement	April 2019
I4h	Hire of Single Gangway			£36.75	£37.49	April 2020
I5	Wharfage					
I5a	Minimum charge – all categories per tonne (change in pricing arrangement)			£210	£214.20	April 2020
I5b	Basic materials, manufactured goods, fuels (other than petroleum spirit) per tonne			£1.21	£1.21	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
I5c	Wet fish, including fish consigned to or from any harbour not owned by Moray Council Wet fish "That part of landings of white fish and shellfish in excess of £7,500 in value"			2.5% Ad valorem 1.5% Ad valorem	2.5% Ad valorem 1.5% Ad valorem	April 2008 April 2008
I5d	Wood, Lumber, Cork, Chipboard and Blockboard per cubic metre			£1.05	£1.05	April 2020
I5f	Foods (other than wet fish) per tonne			£1.21	£1.21	April 2020
I5g	Fabricated Goods per tonne			£7.61	£7.61	April 2020
I5h	<u>"Loyalty" Reduction in Charges</u> Above 25,000 tonnes			Scale rate less 5%	Price on application	April 2006
I5j	Dangerous Goods (any hazardous chemicals – explosives or inflammables) per tonne			£85.21	£85.21	April 2020
I5k	Heavy lifting for extraordinary specialised activities, eg transformers, wind turbine parts 50-99 tonnes – per tonne 100-149 tonnes – per tonne 150-249 tonnes – per tonne Over 250 tonnes – per tonne			£1.05 £1.31 £1.58 £1.84	£1.07 £1.34 £1.61 £1.88	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
I6	Slipway and repair pads					
I6a	Any recreational vessel using a slipway inclusive of one entry and one exit from the harbour per occasion			£16.67 + VAT	£16.67 + VAT	April 2019
	Any commercial vessel using a slipway inclusive of one entry and one exit from the harbour per occasion			£25 + VAT	£25.00 + VAT	April 2019
	Season ticket for recreational unlimited use of any Council slipway, valid for 12 months, commencing 1 April per vessel			£60 + VAT	£61.20 + VAT	April 2019
	Season ticket for commercial unlimited use of any Council slipway, valid for 12 months, commencing 1 April per vessel			£416.67 + VAT	£425.00 + VAT	April 2019
I7	Weighbridges					
	Goods shipped or unshipped on which harbour dues are payable per tonne (to nearest tonne)			£0.47	£0.37	April 2020
	Other goods per weighing			£10.50	£10.50	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
I8	Pilotage					April 2020
I8a	Per gross registered ton			£0.42	£0.43	
	Minimum charge			£227.12	£231.66	
I8b	Detention Charge for Late arrival of vessel - per hour or part thereof			£227.12	£231.66	
I8c	Hire of Pilot-Boat and crew per hour or part thereof including towing support activity and similar Per passenger or crew member			£227.12	£231.66	
I8d	Pilot Boat Maintenance Charge "per dead weight all told ton" (to be applied when pilotage not requested) (where GT exceeds DWAT, payment will be based on GT)			£0.32	£0.16	
I9	Supply of Water					April 2020
I9a	Cargo vessels: Minimum charge			£112.77	DELETE	
	Additional charge per tonne or part thereof in excess of 6 tonnes			£2.26	DELETE	
	Minimum Charge	NEW			£10.00	New April 2021
	Charge per tonne or part thereof	NEW			£5.00	New April 2021

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
I13	Ground rent for container/fuel tank (per sq m per annum (pro rata))			£15.75	£16.07	April 2020
I14	Hire of Room at Harbour Office Standard per hour or part thereof Junior/over 60/charity per hour or part thereof Business Rate per hour or part thereof			£13.55 £7.04 £16.59	£16.32 £11.22 £18.77	April 2020 In Line with other departments C5 D2

SECTION K: HOUSING AND PROPERTY

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
K1.	Housing Support: Warden's Service: The Moray Council Sheltered Housing		£101,970	£34.79	£35.49	April 2020
K3	Recharge of Council's Estates' costs		£10,527			
K3a	Applications to purchase ground for incorporation into gardens:					
	Initial fee (confirming ownership, valuation, preparing plan, title check by Legal Section)			£308	£314	April 2020
	Final fee (processing application)			£476	£486	April 2020
	Committee report preparation			£273	£278	April 2020

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
K3b.	Consents: (a) Assignations of lease (b) Sub leases: standard leases Non standard leases (c) Early lease terminations: standard charge Complex transactions Discount for not-for-profit tenants			£378 £145 £217 £290 Hourly rate of £46 - £94.50 per hour Hourly rate of £23 - £47.25 per hour	£386 £148 £221 £296 Hourly rate of £47 - £96.50 per hour Hourly rate of £23.50 - £48.25 per hour	April 2020
K3c	Utility companies: Scottish Water/Gas - Electricity Telecoms Electricity/Telecoms (complex)			200% Rydes Scale £251 £207 200% Rydes Scale	200% Rydes Scale £256 £211 200% Rydes Scale	April 2020
K3d	Private parties Water and Sewerage			200% Rydes Scale	200% Rydes Scale	April 2011

REF	SERVICE	CODE S / M / SD	BUDGET 2020/21	CHARGE 2020/21	CHARGE 2021/22	DATE OF LAST CHANGE
K3e	Public consultations for common good property transactions Standard transaction – alienable property Complex transactions				£150 minimum. Hourly rate of £47 - £96.50 per hour as well as expenses incurred.	New charges to take account of additional work to comply with new legislation
K3f	Recharge of Council's Estates' costs in relation to discretionary property transactions/work			£46 - £94.50 per hour	Hourly rate of £47 - £96.50 per hour	April 2020
K4	Late Payment of Commercial Rents					April 2020
K4a	Initial investigation and contact with tenant and issue of correspondence pursuing payment			£31.50	£32.15	
K4b	Negotiate and issue Payment Arrangement			£63	£64.25	
K4c	Instruct legal action			£58	£59.15	
K4d	Copy documents			£40	£41	
K4e	Sheriff Officers			Recovery of actual cost to the Council	Recovery of actual cost to the Council	



REPORT TO: SPECIAL MEETING OF MORAY COUNCIL ON 18 FEBRUARY 2021

SUBJECT: CAPITAL STRATEGY

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

1. REASON FOR REPORT

1.1 To ask Council to approve the amended Capital Strategy presented in draft as **APPENDIX 1** to this report.

1.2 This report is submitted to Committee in terms of Section III (B) (1) of the Council's Scheme of Administration relating to consideration of the financial and budgetary policy of the Council.

2. RECOMMENDATION

2.1 **It is recommended that Council approve the amended Capital Strategy as set out in APPENDIX 1.**

3. BACKGROUND

3.1 The Council's current Capital Strategy was approved by Council on 12 December 2018 (paragraph 7 of the Minute refers).

3.2 The Council's capital expenditure is governed by the Prudential Code. The latest version of the Prudential Code was promulgated in December 2017. This included the requirement for Councils to adopt a Capital Strategy and set broad parameters for what the strategy should contain. The Code is clear that the Strategy should be tailored to local circumstances ensuring that each local authority will be able to determine its own prerequisites for their capital strategy, while taking into account any statutory requirements.

3.3 As a document, it complements other documents such as the Council's Treasury Management Strategy. The Capital Strategy is not intended to be a technical document, but instead viewed as an accessible document, which sets out the context in which decisions about capital expenditure are to be made.

3.4 The draft Capital Strategy, which forms **APPENDIX 1** to this report and shows tracked changes to the current Capital Strategy, sets out:

- what constitutes capital expenditure ;
- why the Council undertakes capital expenditure;
- how the capital programmes of the Council relate to Council priorities and other Council policies;
- the link between asset management and capital planning;
- how the Council finances capital expenditure;
- the main aims of Treasury Management (new);
- the Council's governance arrangement for approving and monitoring capital expenditure;
- the risks the Council is exposed to from its capital programmes;
- how the Council accesses appropriate knowledge and skills ;
- shows diagrammatically the links between different bodies, plans and processes and the Council's capital plans .

3.5 The Strategy also indicates that a local performance indicator for assessing affordability of capital expenditure is being developed – the proportion of the Council's net General Services budget which is committed to loans financing charges.

3.6 The Capital Strategy approved in December 2018 complied with the guidance on capital strategies issued by CIPFA in 2015 and with the Prudential Code 2017. The 2018 Capital Strategy contained a new emphasis on the links between other areas of Council activity, particularly development planning, and the Capital Strategy. The draft Capital Strategy 2020 continues this and recognises the potential impact on future capital plans of the Draft Climate Change Strategy. This is part of the greater focus on priority- led budgeting approved in the Best Value Action Plan.

4. SUMMARY OF IMPLICATIONS

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

The Capital Strategy indicates the links between the LOIP and the Council's Corporate Plan and the Council's planned capital expenditure

(b) Policy and Legal

Part 7 of the Local Government in Scotland Act 2003 requires local authorities to have regard to the Prudential Code.

(c) Financial implications

There are no financial implications arising directly from this report. The Capital Strategy is one of a number of documents which assist in the Council's financial planning process.

(d) Risk Implications

There are no risk implications arising directly from this report. The Capital Strategy indicates risks associated with capital expenditure plans.

(e) Staffing Implications

There are no staffing implications arising directly from this report.

(f) Property

There are no property implications arising directly from this report.

(g) Equalities/Socio Economic Impact

There are no implications for equalities or the socio-economic duty arising directly from this report.

(h) Consultations

Members of the Council's Asset Management Working Group, CMT and the Democratic Services Manager have been consulted in the preparation of this report.

5. CONCLUSION

5.1 The Council's Capital Strategy has been revised as part of the financial planning process.

5.2 The Strategy underpins the Council's draft 10 year Capital Plan, which is the subject of a further report to this meeting of Council.

Author of Report: Paul Connor, Principal Accountant

Background Papers:

Ref:

APPENDIX 1

THE MORAY COUNCIL CAPITAL STRATEGY

1. INTRODUCTION

1.1 The Council owns a range of assets which are used to deliver – directly or indirectly – services to the people of Moray. The investment needed to ensure that these assets meet the Council approved standard for the asset type is ascertained through the asset management planning process. The Capital Strategy links that process to the Council's Capital Plan.

1.2 The Council also requires to invest to provide the infrastructure needed for economic growth, in accordance with the Local Development Plan, and to ensure that the Council operates efficiently and can meet the needs of transformation to a sustainable operating model.

1.3 The Council may also need to invest to deliver Council priorities. As priorities change the Capital Plan will require to be modified to reflect these changes in priorities. The Capital Plan cannot be expanded indefinitely but must be rebalanced as priorities change.

1.3 All investment in capital is made under the Prudential Code. The latestA revised version of the Code was published in 2017 and this contains new requirements for a Capital Strategy. This Strategy complies with these requirements. The Code states that:

"A capital strategy is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability."

1.4 The Code means each local authority will be able to determine its own prerequisites for their capital strategy, while taking into account any statutory requirements, with this flexibility intended to make the implementation of these important documents more manageable.

2. CAPITAL EXPENDITURE

2.1 Capital expenditure is expenditure to acquire, improve, upgrade or extend the life of an asset, such as land and buildings, roads infrastructure, vehicles and equipment. The council sets *de minimis* levels below which expenditure will not be accounted for as capital. The current levels are:

- Land and buildings, council houses, surplus assets (valued at current value) - £20,000
- Infrastructure, vehicles, equipment, community assets (valued at historic cost) - £6,000

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- 2.2 Much capital expenditure requires a lead-in time to ensure that relevant legal conditions are met, eg planning permission is in place; for project design, and for procurement. Capital expenditure therefore requires a longer planning time-frame than revenue expenditure. The Council therefore prepares and annually updates a ten year capital programme.
- 2.3 Due to the short-term nature of council funding settlements from Scottish Government, only the early years of the plan are submitted to the Council for approval. However, the full ten year plan is approved as indicative of the Council's intentions.
- 2.4 Currently all of the Council's planned capital expenditure is operational; none is for commercial or purely income generating purposes.

3. CAPITAL INVESTMENT OBJECTIVES

- 3.1 The Council's objectives in investing in capital are to ensure an adequate suite of assets to deliver the Council's services, in accordance with the Council's policies, strategies and plans, and priorities; legislative duties and other requirements. The overarching objective is therefore to provide the right assets in the right place at the agreed standard to deliver Council priorities and statutory services at a sustainable cost.
- 3.2 A key consideration in developing the capital plan is the requirement to provide new infrastructure and facilities to accommodate planned local developments.
- 3.3 The Capital Plan reflects the requirements identified in the Local Development Plan for Moray for infrastructure projects required to support growth including transport, schools, health services and where necessary sports and community facilities. These requirements are established through the strategic planning of relevant departments such as Transport and Education but also include Community Planning Partners and the evidence base on housing and employment land demand and forecasted delivery. This evidence base allows for the long term planning of Capital expenditure to support economic growth and also for the Developer Obligations requirements to ensure that the development pays for the infrastructure burden it creates.
- 3.4 The process relies upon robust strategic planning of major infrastructure provision relating to School Estate, Transport, Health and Sports and Community facilities. Where this evidence base does not exist or is not robust it will be difficult to obtain developer obligations. The Council also needs to demonstrate its commitment to deliver the Infrastructure required to support the economic growth within the Local Development Plan through its Capital Planning process.
- 3.5 The Community Planning Partnership has ~~5~~4 priorities, which are encompassed in the Moray Local Improvement Plan (LOIP) and from this the

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Council has developed the priorities for its Corporate Plan [2018-2019](#) – 2023³⁴:

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- Our People: Provide opportunities for people to be the best they can be throughout their lives
- Our Place: Empower and support communities to build capacity
- Our Future: Drive economic development to create a vibrant economy for the future

with an underpinning priority of sustainability.

- Ensure caring and healthy communities
- Promote economic development and growth and maintain and promote Moray's landscape and biodiversity
- Provide a sustainable education services aiming for excellence
- Work towards a financially sustainable council that provides valued services towards our communities

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3.6 The General Services Capital Plan includes direct and indirect investment to promote economic development (Our Future) and investment in the school estate (Our people). There are two strands to working towards a financially sustainable Council which are encompassed in the capital plan: investment in transformation (for example in digital services) and provision for spend to save projects.

3.7 A key outcome of the Local Housing Strategy (LHS) is to ensure there is an adequate supply of affordable housing and the LHS for 2019/24 identified a requirement to build 1,179 units over 5 years to meet the housing needs of Moray (Our Future). ~~the Council agreed to a new build programme of 70 units per annum from 2017/18 to 2019/20.~~ This is reflected in the Housing Revenue Account (HRA) Capital Plan.

3.8 Council on 2 September 2020 agreed the Draft Climate Change Strategy 2020-2030 (Paragraph 7 of the Minute refers). The draft strategy supports the aims of the Council's Corporate Plan 2019/2024 to protect and enhance our environment by creating a more resilient and sustainable future. Implementation of this strategy will require capital investment and future Capital Plans will reflect the actions proposed from the Climate Change Strategy as implementation plans are developed and costed. It is anticipated that external funding will be required to assist in this.

3.9 The main part of the balance of the Council's Capital Plan arises from the need to invest in the Council's current asset base, either to bring it to the approved standard or to maintain it at the Council's approved standard for the asset type.

4. ASSET MANAGEMENT

4.1 The Council's Asset Objectives were approved by the Policy and Resources Committee on 11 October 2011:

- To ensure that our assets are fit for purpose in terms of condition, sufficiency, suitability, and accessibility.

- To ensure that our asset use demonstrates Best Value in terms of running costs and environmental impacts.
- To ensure that our Asset Management processes reflect good practice.
- To ensure that our assets reflect the policies and priorities of the Council.

4.2 The Council adopted the following standards for the asset classes within the Capital Plan on 11 February 2014:

Asset Type	Recommended Standard
Schools	B condition B suitability
Offices, Depots etc	Of a standard that supports the efficient delivery of services
Leisure Centres and Community Centres	B condition B suitability
Children's Play Areas	To meet safety standards
Town Halls	B condition B suitability
Day Centres and Resource Centres	B condition B suitability
ICT	Schools 5 Year Replacement Offices etc 7 Year Replacement
Plant and Vehicles	Replacement based on cost effectiveness – assessment of replace or repair
Industrial Estates	B condition B suitability
Waste Management	Of a standard that supports the efficient delivery of services
Roads	At end of 10 year period aim to be at the midpoint of the table for road conditions in Scotland.
Bridges	
Street Lighting	
Harbours	B condition B suitability

4.3 At the same meeting the Council adopted the following policy in relation to the preparation of the Capital Plan:

“The Council recognises the importance of the principles underpinning the CIPFA Prudential Code in relation to capital expenditure, in particular, affordability and sustainability of its investment plans. The Council's policy in relation to Capital Planning is:

- a) To maintain all buildings at a satisfactory level of condition and suitability for the provision of council services;
- b) To maintain the road infrastructure with regard to the safety of all road users and by the end of the 5 year period aim to be at the mid-point of the table for carriageway conditions in Scotland;
- c) To maintain all short-life assets (less than 10 years) required for the provision of council services at the optimum level to minimise the annual cost to the council;
- d) To provide investment funding to support economic development plans; and
- e) To identify assets for disposal.

In relation to the council's housing stock the same principles are applied in the Housing Business Plan. The council is also required to meet the Scottish Housing Quality Standard."

- 4.4 A 30 year Business Plan for the HRA is regularly updated to ensure that housing stock can be brought up to and maintained at the Scottish Housing Quality Standard (SHQS) and can achieve Energy Efficiency Standard for Social Housing (EESH) by 2020 by 31 December 2020. A new standard (EESH2) is to be introduced from 2020 to 2030.
- 4.5 To ensure that the General Services Capital Plan is affordable and sustainable, the draft Capital Plan is reviewed in the context of the Council's financial planning processes for the General Fund. The Council's policy decision to move away from Make do and Mend, which has underpinned the capital plan in recent years, will require appropriate work to be forward planned and commissioned in the context of the developing Learning Estate Strategy, office, stores and depot review and Sport and Leisure Business Plan.
It is recognised that the Council's current asset base is not sustainable in the current financial climate, and this was affirmed by Council on 30 March 2016 (paragraph 7 of the Minute refers). As a consequence of this, Council on 25 May 2016 (paragraph 11 of the minute refers) approved an interim approach to capital expenditure, focussed on avoiding potentially abortive spend, which is known as Make Do and Mend. Under this policy expenditure on buildings is to be limited to that necessary to keep them open and functioning whilst minimising health and safety risks to service users and staff.
- 4.6 A Property Asset Management Appraisal (PAMA) has been was carried out with a view to identifying the Council's optimal property asset base and an action plan arising from this is was reported to Council (12 December 2018) with an update approved by Council on 29 October 2019..
- 4.7 Recent work on the Learning Estate Strategy, PAMA, and Sport and Leisure Business Plan, along with development of Community Asset Transfer (CAT) and changes in ICT policies, require review of the Council's Asset Standards, and a comprehensive review will be carried out and reported during 2021/22.

4.8 A key part of Asset Management is recognising where assets are no longer required to deliver Council services, or are no longer fit for purpose, or following changes in Council priorities are no longer a priority for investment. A programme of asset disposal is developed and held under review. Implementation of PAMA is likely to influence development of that programme in the future.

5. CAPITAL FINANCING

5.1 A number of sources of funding are available to the Council to finance its capital expenditure:

- General and specific capital grants from Scottish Government and other bodies
- Contributions from the Council's revenue budgets
- Capital receipts from the disposal of surplus Council assets
- Developer contributions
- Borrowing

5.2 The Council is awarded General Capital Grant from the Scottish Government and this is used to fund capital expenditure before the use of any other capital receipts. The HRA makes extensive use of contributions from its revenue budget, but the General Services Capital Plan does not currently budget for contributions from revenue. The amount of capital expenditure which cannot be met from grant or other receipts will be funded by borrowing.

5.3 When setting the amount which it is willing to borrow, the Council must comply with the Prudential Code. The two main criteria for compliance with the code are affordability and sustainability, and the Council approves Prudential Indicators, prescribed by the Code, when the budget is set.

5.4 The capital plan impacts on the revenue budget in two ways: the impact of increased loan charges required by additional borrowing required to finance capital expenditure and the revenue (running) costs of new facilities, or revenue savings achieved through spend-to-save projects.

- 5.5 Loan charges represent the cost of interest on loans and also of principal repayments of loans used to fund capital expenditure. The Council agreed to use will develop a local prudential indicator based on General Services loan charges as a percentage of the total General Services revenue budget. This indicator is to be used, not as a definitive cap, but to act as a guideline to assist with the Council budget setting process and to highlight the overall impact of capital expenditure to the Council's annual budgeted revenue costs. Currently the budget for loan charges stands at 7.27.0% of the ~~new~~ General Services revenue budget.
- 5.6 The period of time over which loans repayments are made into the loans pool is matched to the expected life of the asset. These can vary from three to sixty years.
- 5.7 Proposals for expenditure from the General Fund on asset maintenance are scrutinised to ensure that all costs which could potentially be capitalised are funded through the capital programme as in the short term this is the most economically advantageous way for the Council to fund replacement of failed elements or life-expired assets.
- 5.8 If appropriate specific grant funding is available it may be applied for to reduce the amount of borrowing required or to increase the level of expenditure possible within the Council's agreed borrowing limit.
- 5.9 The Council has entered into several Public Private Partnership (PPP)/ Private Finance Initiatives (PFI) contracts over the past few years. Under such an arrangement, the Council enters into a long term contract with a private sector organisation to construct new assets. Annual payments are then made over the life of the contract for the assets provided. The Council has used such arrangements to facilitate the building of new schools in Keith and Elgin. Such arrangements can mean capital investment where, due to financial constraints, it might not have been possible otherwise. All the Council's PPP/PFI arrangements have been supported by funding from Scottish Government, as has the construction of a replacement Lossiemouth High School. Future support from Scottish Government is likely to be revenue in nature and dependent on agreed standards of energy performance being attained by supported new buildings or refurbishment.

6. TREASURY MANAGEMENT

- 6.1 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

- 6.2 The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans and long-term fixed rate loans where the future cost is known but higher. Statutory guidance from the Prudential Code is that debt should remain below the capital financing requirement, except in the short-term.
- 6.3 Under the Prudential Code, the Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year, and a lower "operational boundary" is also set as a warning level should debt approach the limit.
- 6.4 Treasury investments arise from receiving cash before it is paid out again. Any investment made for service reasons or for pure financial gain would not generally be considered to be part of treasury management. The Council's policy on treasury investments is to prioritise security and liquidity over yield, focussing on minimising risk rather than maximising returns.

7. GOVERNANCE

- 7.1 The Asset Management Working Group is tasked with corporate responsibility for asset management. It has the responsibility of ensuring systems are in place to develop and update asset management plans (AMPs) to identify the maintenance and replacement requirements to deliver the Council's policy for assets and agreed position in relation to standards of condition and suitability.
- 7.2 The Asset Management Working Group aims to ensure that AMPs are robust and that tools such as options appraisal are used as appropriate. The assumptions behind AMPs are challenged periodically by the Group.
- 7.3 The group is also responsible for developing the Council's draft capital plan each year. A ten year plan is prepared in draft and updated annually. The group uses a process of peer review to ensure that appropriate rigour can be demonstrated in preparing the draft ten year Capital Plan and that revenue consequences of capital expenditure are recognised in the financial planning process, including whole life costing in relation to maintenance requirements. All new proposals for capital expenditure are taken through the Council's corporate Gateway process, from mandate to post-project review.
- 7.4 Spend-to-save is a feature of the Council's financial strategy. There is a presumption that a spend-to-save proposal with a suitable business case will be approved. However, such proposals will always be reviewed to ensure that they fit within the Council's priorities and do not divert staff from other core duties. As an indicative guide the payback period of a spend-to-save project should be three years or less. Spend-to-save projects with longer payback periods can be considered but the risk to the Council of the carrying cost of investment and higher level of uncertainty of return require to be taken

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into account. The factors to be taken into account when assessing a spend-to-save proposal are:

- Size of investment required;
- Payback period;
- Risk assessment of achieving payback;
- Impact on service.

- 7.5 The Council's Planning and Development service provide the Group with information on the infrastructure required to support new housing development – schools, roads, leisure and health facilities – and expenditure and developer contributions are factored into the Capital Plan.
- 7.6 To ensure that no capital project is considered on its own merits alone, but that all proposals for capital expenditure are considered in the context of the Council's overall plans for capital expenditure, no individual requests for capital projects is considered outwith the agreed cycle of approval when the revenue budget is set (February); and review when capital carry forwards from the previous year are considered (generally June); and when estimated actuals for the year are first reported (November), with the exception of spend-to-save projects, and only then if a good case can be made for why these should be considered outwith the normal planning cycle.
- 7.7 The full 10 year General Service Capital Plan reflecting all projected expenditure requirements for the council's current asset base and approved standards for condition, along with growth requirements, was deemed to be unaffordable in the current financial climate and expenditure contained by adopting a short term Make Do and Mend policy. This policy was adopted in May 2016 as a short-term measure, however, it is now deemed to be no longer cost effective to maintain assets via this policy. Capital expenditure requirements continue unsustainable in the short to mid-term and the Capital Strategy will be to prioritise and reduce expenditure where this no longer reflects Council priorities.
- 7.8 Various work streams to reduce the Council's asset base ~~—including a review of the school estate and development of the Property Asset Strategy—are continuing to take~~ place. In parallel to this, the Asset Management Working Group is looking to develop a robust basis on which to prioritise proposals for capital expenditure, and to develop a local affordability PI for capital spend.
- 7.9 Governance arrangements for the council's HRA capital plan are separate and recognise the ring-fenced nature of any HRA spend. The HRA Business Plan, last reviewed in ~~October 2016~~ 2019, models scenarios for additional investment in further new build development which has been set against a range of risk factors, rent affordability and debt affordability levels to ensure borrowing levels are prudent, affordable and sustainable. A review of the Business Plan to reflect the impact of the COVID-19 pandemic is planned in early course in 2021.

8. RISK AND RISK MANAGEMENT

- 8.1 The Council is exposed to risk in various ways through its programmes of capital expenditure. There are risks associated with various funding streams; different types of procurement, and predictability and controllability of spend. These are managed by individual project managers and corporately by the monitoring regimes for both General Services and HRA capital. The asset management led components of the programmes themselves are risk-mitigators against the risk of failure of the Council's assets.
- 8.2 There are different types of risk associated with different methods of financing capital projects. Public-private partnerships seek to transfer risk to the private sector. Investors will typically expect higher returns for higher risk projects, so there is usually a financial trade-off when risk is transferred. General Capital Grant funding comes at no risk to the Council. The terms and conditions of the grant are well understood and the risk of having to repay grant because it had been misapplied are minimal. However, specific grants vary greatly in their terms and conditions. There is a much higher risk that some specific grants – particularly some European grant funding – may have to be repaid. The terms and conditions are typically much more stringent and the very tight requirements for the records to be retained and the retention period of ten years following closure of the funding programme make European grants quite high risk. Whilst European funding programmes remain open the risk to the Council remains, despite Brexit.
- 8.3 The Council generates capital receipts from the sale of surplus assets. In the general course of events, capital receipts can only be applied to capital expenditure, although exceptions have been made for limited periods with ministerial permission to apply to revenue in certain controlled circumstances. Whilst no risk attaches to the use of capital receipts, there would be a risk in budgeting for significant funding from capital receipts that they would not meet the target either in terms of amount or timing.
- 8.4 The Council also receives developer contributions towards the cost of development of infrastructure or other requirements arising from developments. They are time-limited and the main risk from these is that they are used timeously. The amounts received might also be insufficient to fund the expenditure required. Developer contributions from major developments will typically be received over a long time scale, whereas the Council may have to invest up front to provide infrastructure. The Council bears the cost associated with the time-lag in funding; the risk that future contributions may not materialise, and the risk that relevant Council policy might change over time.
- 8.5 The Council manages the risks of borrowing through its Treasury Management strategy. The residual risk to the Council is that borrowing can carry very long term commitments and so capital expenditure in any one year can have revenue implications thirty or forty years into the future.

- 8.6 The Council can develop its asset base in conjunction with other public sector partners. The risks involved in that relate largely to the governance of the project, and to the possibilities of one partner rescinding on their agreement. These risks must be addressed at the inception of the project.
- 8.7 There are risks involved in developing assets through innovative funding models. This is exemplified by the stalling of the replacement for Elgin High School whilst technicalities of whether the finance for this project could be treated as the Scottish Government had planned, were resolved. Such risks are likely to be largely outwith the Council's control.

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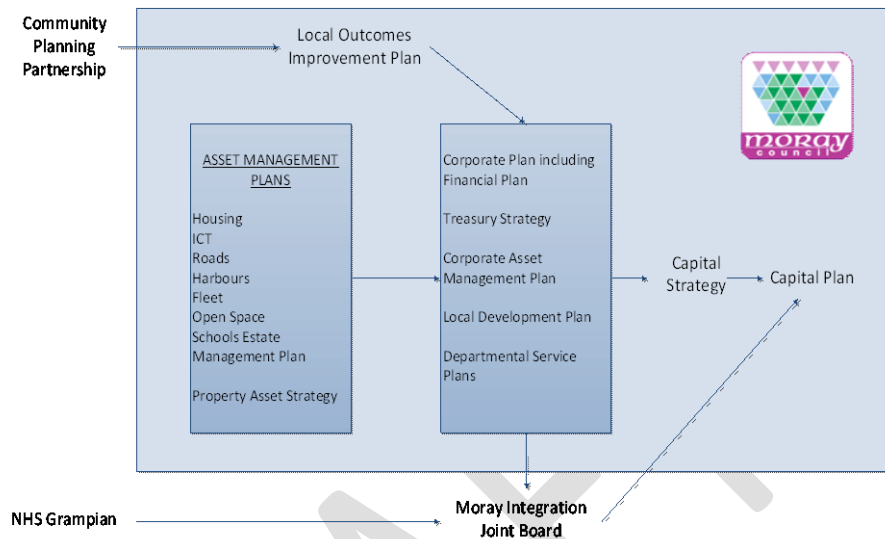
- 8.8 Inflation [can](#) pose a risk to the Council. Construction Industry inflation can be highly volatile and current construction cost increase predictions are varying widely with the impact of Brexit being unknown. Projects are included in the Capital Plan at current prices. Depending on how far in advance these have been scheduled, costs may be significantly above the original estimate simply because of inflation in the intervening period. This is a risk to the affordability of the Capital Plan.
- 8.9 A significant risk arises from the Council's revenue budget for repairs and maintenance. If the budget for revenue maintenance is insufficient and results in deterioration of assets there may be a resulting requirement for capital expenditure to replace or renew the asset. If revenue budgets are reduced without a corresponding reduction in the asset base then the Capital plan will come under pressure. A related risk is the risk that a health and safety issue might arise, contravening the Council's legislative responsibility to the public and to Council employees.
- 8.10 The other main risks concerning the Capital Plan relate to project management and the many factors which impinge upon the delivery of the Capital Plan. These factors may be internal – such as staff shortages or competing priorities – but are frequently external, ranging across supplier delivery time, landowner disputes / compensation requests, unforeseen site conditions, contractor delays, weather conditions and many others. Project specific risks are identified in the capital monitoring reports to committee and, where appropriate, project Transformation Boards.

9. KNOWLEDGE AND SKILLS

- 9.1 The Council employs professionally qualified and experienced staff in senior position with responsibility for making recommendations on capital expenditure and borrowing and investment decisions. The Council also makes use of external advisors and consultants which are specialists in their field. Specialist advisors are generally specific to major capital projects, eg Lossiemouth High School replacement, [Linkwood Primary School](#), NESS energy from waste project, [Elgin Traffic Strategy](#), and employed as required. This approach is more cost effective than employing specialist staff directly. In addition, the Council also employs treasury management advisors, currently Arlingclose Ltd.

10. LINKS WITH OTHER PLANS AND PROCESSES

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REPORT TO: SPECIAL MEETING OF MORAY COUNCIL ON 18 FEBRUARY 2021

SUBJECT: INDICATIVE CAPITAL PLAN 2021/22 TO 2031/32

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

1. REASON FOR REPORT

1.1 To ask the Council to consider the Council's indicative capital plan for 2021/22 to 2031/32.

1.2 This report is submitted to Committee in terms of Section II (24) of the Council's Scheme of Administration relating to consideration of the annual estimate for capital expenditure.

2. RECOMMENDATION

2.1 It is recommended that the Council:-

- (i) considers capital expenditure for 2021/22 to 2031/22 as set out in the indicative ten year Capital Plan in APPENDIX 1; and**
- (ii) considers any amendments to be taken forward as part of the budget setting report to Council on 3 March 2021.**

3. BACKGROUND

3.1 The latest version of the Council's Capital Strategy will be considered as a separate agenda item to this meeting, The Strategy identifies the Council's capital investment objectives as ensuring an adequate suite of assets to deliver the Council's services, in accordance with the Council's policies, strategies and plans, and priorities, legislative duties and other requirements and identifies as a key consideration when developing the Capital Plan the requirements to provide new infrastructure and facilities to accommodate planned local developments, along with expenditure arising from Asset Management Plans (AMPs).

3.2 Accordingly, the Capital Plan is framed by the following drivers for expenditure:

- Local Development Plan and other Council plans (specifically for Economic Development)

- Asset Management Planning
- Expenditure arising from Legislative Requirements
- Improvement and Modernisation Programme/efficiencies
- Funded Government Priorities
- Other Developments to meet Council Priorities
- Responsive Expenditure

3.3 A draft ten year capital plan is included as **APPENDIX 1** to this report. Expenditure of £33.9m is proposed for 2021/22, with total expenditure over the 10 year period of £479 million. Expenditure under the draft plan and sources of funding are summarised below:

	Driver	2021/22 £m	2021/22 %age	10 year £m	10 year %age
1	Local Development Plan and Economic Development	2.8	8.4%	54.1	11.3%
2	Asset Management Planning	20.5	60.5%	396.7	82.7%
3	Expenditure arising from Legislative Requirements	9.4	27.8%	22.2	4.6%
4	Improvement and Modernisation Programme/efficiencies	0.2	0.5%	0.3	0.1%
5	Funded Government Priorities	0.7	2.1%	0.7	0.2%
6	Other developments to meet Council Priorities	0.1	0.2%	4.2	0.8%
7	Responsive Expenditure	0.2	0.5%	1.1	0.3%
	TOTAL	33.9	100%	479.3	100%
	Funding	£m	%age		
	Grant Funding	8.9	26.3%	89.3	18.6%
	Prudential Borrowing	25.0	73.7%	386.4	80.6%
	Capital receipts	-	-	3.6	0.8%
	TOTAL	33.9	100%	479.3	100%

3.4 The Council's borrowing must comply with the Prudential Code, which requires borrowing to be affordable and sustainable. As identified in a report to Council on 30 March 2016 (paragraph 7 of the minute refers) the Council's overall financial position is not sustainable in the long term and the capital plan for future years requires to be reduced. As the bulk of the indicative capital plan is based on Asset Management requirements, to achieve a reduction in capital expenditure the Council must reduce its asset base, and this issue was last reported in the Property Asset Management Appraisal (PAMA) update approved by Council on 29 October 2019 (paragraph 13 of the minute refers).

3.5 As well as the work currently being carried out under the PAMA, there are other significant pieces of work which will shape the development of the Council's ten year capital plan, in particular the Learning Estate Review, Leisure Review and Climate Change Strategy and Action Plan. Accordingly

the detail of the plan for future years is not well developed at this stage across all headings.

- 3.6 The Council's Financial Regulations envisage the detail of capital works being approved by service committees at the start of the financial year, and that process is well established. Accordingly, the Capital Plan is presented in outline format, with detail to be brought forward to service committees and in line with other major projects which will impact on the capital plan.
- 3.7 Based on indicative high level work about the likely amount of spend the draft plan shows considerable growth in years six to ten of the indicative ten year capital plan. This shows the value of scoping out work at a high level for the medium term, as this gives the Council good prior warning that there is an increasing need to review its asset base and service delivery arrangements in order to respond to this forecast increase in demand, or – and particularly in the case of the Learning Estate – to attempt to source funding for the level of work which has been identified as required.
- 3.8 Provision has been made in the later years of the ten year plan for funding for school re-build or refurbishment. Plans will be developed following approval of a Learning Estate Strategy to guide that process. In the meantime, no provision has been made for Scottish Government Grant Funding, which under current arrangements would take the form of revenue support.

4. 10 YEAR CAPITAL PLAN

- 4.1 There are a number of significant pieces of work being undertaken which will reshape the capital plan in future years. These are referred to in the following paragraphs where they are specific to the assets concerned. An overarching piece of work which will impact across asset types and specifically on buildings and vehicles is the Council's Climate Change Strategy. Depending on how the Council decides to take forward this strategy, which is still in draft form and due to be reported to Council in March 2021, an extensive programme of work will be required and funding will be needed for that programme. Recognising the unusual degree of provisionality of the plan, the various components of the ten year plan are discussed below.
- 4.2 **Bridges**
The Council's programme of bridge refurbishments is based on condition surveys and strategic importance, and is kept under review. Failing bridges can be life-extended by having weight restrictions placed on them, but this is not always a practical solution, depending on the type of traffic using the bridge and the availability of alternative routes. The indicative requirement over the 10 year plan is for expenditure of £14.6m, with £770,000 provisionally allocated for 2021/22. In 2022/23 the second phase of the refurbishment of Craigellachie Bridge will be undertaken, at an estimated cost of £3.789m. In 2024/25 Arthurs Bridge will be replaced at an estimated cost of £7.104m. This work was originally planned for 2027/28 but the rate of deterioration means it will need to be replaced earlier.
- 4.3 **Car Parks**
The work to replace waterproofing and expansion joints, and undertake concrete repairs at Batchen Street car park in Elgin were tendered in January

with contract award programmed for April 2021. In 2021/22 investigation work will be undertaken at St Giles multi-storey car park in Elgin to identify the extent of repairs required to this structure. The cost of this investigation is estimated to be £30,000 and it is programmed for April 2021, with works timetabled for 2022/23. Total budget for the two projects over the two years is estimated at £0.8 million.

4.4 Corporate

This budget heading is mainly driven by asset management planning and covers small budgets for furniture and equipment; contains provision in years two and three for potential works relating to depots, which will be planned in detail following the completion of the depot review under PAMA, and the vehicle and plant replacement programme for the Council's fleet of vehicles. It also includes a budget for minor energy efficiency projects. The budget for vehicle and plant replacement is based on a like-for-like replacement of vehicles under the Council Fleet AMP, which seeks to replace vehicles at the optimum time in their life-cycle, taking into account maintenance costs and downtime, and therefore optimum cost to the Council. Following adoption of the Climate Change Strategy and Action Plan the Fleet AMP will be reviewed through the Council's governance arrangements. Consideration will also require to be given to the infrastructure to support electric or hydrogen powered vehicles. A total of £3.1 million is allocated for 2021/22, of which £3 million is for vehicles. A budget of £32.9 million is estimated to be required over the 10 year period.

4.5 Economic Development

This strand of the capital programme is in support of Council priorities. The main element under this heading is the capital element of the Economic Recovery Plan, as approved at a meeting of Moray Council 28 October 2020 (paragraph 10 of the minute refers), with an indicative amount of £1.45 million included in 2021/22. Business cases are to be developed for the planned projects. Amounts are also included for the Council's contribution towards the Moray Growth Deal, with £295,000 included in 2021/22. A separate report on the agenda sets out high level spend planned over the 10 year span of the deal. The final element under this heading is projects which come under the Town Centre Initiative Fund, which is fully funded by Government Grant. Budget of £11.3 million is included over the 10 year period.

4.6 Flood Risk Management and Coastal Protection

This budget line includes provision in future years for the construction of coastal flood protection schemes at Lossiemouth Seatown and Portessie. Both these schemes are contingent on grant funding from the Scottish Government and a provisional budget of £6.5 million is included to cover expenditure in years 2 to 7 of the 10 year plan.

4.7 Harbours

This programme is founded on asset management principles and based on condition information. A programme of structural surveys on all Council Harbours is currently ongoing and will be complete in September 2021. Once the findings of these surveys are known it will be possible to estimate the costs of the repairs required with more certainty. At present a budget of £3.8 million over the 10 year period is provisionally included. A detailed programme of works is brought forward annually to the Economic

Development and Infrastructure Services Committee. The draft budget for 2021/22 includes budget of £500,000 for replacement pontoons in Findochty Harbour. Work was originally planned for 2020/21 but was unable to be carried out because of restrictions due to the pandemic. The budget included in the draft 10 year plan is based on tenders received and in that respect is a more accurate estimate of cost than the indicative budget previously included in the capital plan for 2020/21.

4.8 ICT

This budget is largely based on asset management planning and includes provision for replacement devices, network infrastructure, servers infrastructure, software and telephony. It also includes the final stages of the Schools ICT Strategy Implementation. £456,000 is provisionally allocated for 2021/22. The Covid-19 pandemic has seen a shift in how staff work and a move away from desktop and thin client devices to more flexible working, which has increased the level of input required from the ICT department to support not only this, but also school online learning. It is not currently known what impact this will have on future ICT requirements and a review is currently underway through the Council's normal Governance arrangements. The £5.4 million included over the 10 year period is based on previous assessments of need.

4.9 Industrial Portfolio

The bulk of this budget is for development of the industrial portfolio, in support of economic development in Moray. The proposed pattern of expenditure reflects the differing expected cost profiles of a number of industrial projects of varying nature/characteristics, including land acquisition and development and refurbishment of existing properties. Detailed plans are updated and reported to Economic Development and Infrastructure Services Committee on an annual basis. In 2021/22 £30,000 is provisionally allocated for land acquisition at Forres and £129,000 for the refurbishment of existing units, £72,000 of which was carried forward from 2020/21 as a result of projects being delayed due to the Covid-19 pandemic. Work on Serviced Sites in Elgin has been delayed in 2020/21 while operational requirements were investigated and the allocation of £24,000 has been carried forward to 2021/22 to allow for site clearance work to proceed. Total investment of £11 million in the industrial portfolio is included in the indicative 10 year plan.

4.10 Libraries and Leisure

Historically this strand of the capital plan has been driven by asset management requirements. This requires to be periodically reassessed and £60,000 is included in the draft budget for 2021/22 for condition surveys of leisure facilities. Based on previous surveys the main expenditure included in the indicative 10 year plan is the refurbishment and upgrade of Council swimming pools. Detailed business cases would require to be completed to determine the scope of work. The Sport and Leisure Business Plan was approved at a meeting of Education, Communities and Organisational Development Committee on 18 November 2020 (Item 12 of the minute refers) and any future capital investment decisions will come forward under the agreed outcome of 'develop facilities to align with customer service needs', and refer to the wider Learning Estate Strategy. The indicative budget of £3.9 million and the pattern of expenditure over the period will be revised to reflect

that. The budget includes £60,000 each year for renewal of fittings, furniture and equipment.

4.11 Parks and Open Spaces

The indicative 10 year budget of £6.2 million covers new or extended cemetery provision in accordance with the Council's cemetery provision policy; upgrading existing cemetery infrastructure; an annual rolling programme of replacement of equipment in play areas; operational works arising from tree surveys; upgrade of parks and open space infrastructure. This is driven by asset management considerations. In particular, provision is made in 2022/23 for a new cemetery in Elgin, in 2023/24 for an extension to Broomhill cemetery, Keith and in 2024/25 for an extension to Lossiemouth cemetery. The rolling programme of play area equipment is to refurbish 2 local play areas each year at a cost of £100,000 pa, with an additional £35,000 for the refurbishment of equipment and safer resurfacing. The budget for 2021/22 is £235,000, with £100,000 brought forward from 2020/21. Work is planned to achieve a balance between play value – meeting customer needs through community engagement – and lower maintenance costs, eg replacing loose fill surfacing with rubber, which requires less maintenance, a spend to save approach. Play area equipment was identified by the Service as a potential area for Participatory Budgeting (PB) – the final decision on this will be made by CMT/SMT as the PB steering group.

4.12 Roads

On 11 February 2014 Moray Council made the decision to allow Moray's road condition to deteriorate, with a target to be at mid-point in the national table across the network as a whole by the end of the following 5 year period (paragraph 3 of the Minute refers). It was recognised that this would be a short-term measure and that in due course the capital budget would require to be increased to keep Moray's roads at the new target of mid-point in terms of conditions. Economic Development and Infrastructure Services Committee on 21 January 2020 (paragraph 7 of the minute refers) considered a report highlighting that Moray's road condition indicator figures are now decreasing more aggressively than previous years and that if this is not addressed, the costs of reversing this trend will rapidly become unaffordable. The budget for 2020/21 was increased by £500,000 and the current draft capital plan, which will be adjusted before being considered by Council on 3 March, in the light of the most up-to-date RCI data, includes a significant increase in years 3 to 10 of the plan to address this issue. The Roads Service will monitor the annual RCI figures and adjust the future capital investment recommended to Council accordingly. The latest results were reported to EGHES Committee on 16 February 2021. £4.3 million is provisionally allocated for 2021/22 with a total of £89.2 million over the 10 year period.

4.13 Road Safety

This budget heading covers a range of road safety measures: barriers, traffic islands, lines, pelican crossings, minor junction improvements, dropped kerbs, disabled parking spaces, road signs and markings. The patterning of spend in the indicative programme is being reviewed by the service.

4.14 Street Lighting

This budget includes the final element of the LED street lighting project, a

spend to save initiative, and thereafter is for the replacement of life expired columns, and asset management programme.

4.15 Traffic

This includes a provisional allocation of £43,000 for the replacement of life-expired traffic signal and traffic data collection equipment. Work on the new signals at Orchard Road in Forres was due to be carried out in 2020/21 but delays were experienced as a result of the Covid-19 pandemic and the budget of £220,000 has been carried forward and included in 2021/22. An indicative amount of £372,000 is allocated for Wards Road Junction improvements, which is to be funded by Developer's Contributions. These contributions must be spent in 2021/22 or they fall due to be returned.

4.16 Waste Management

This budget includes £8.8 million for the construction of the NESS Energy from Waste Plant and £95,000 for the purchase of new domestic and trade waste bins and containers for recycling centres. £352,000 is included for works at the Dallachy Landfill Site, Spey Bay. This is a long term capital project with the works requiring to be carried out being relative to the operational needs of the site. This site will be operational until either all void capacity within the site is utilised, or the 2025 landfill ban on biodegradable material comes into force. Whatever scenario comes first will determine the life of the site. In addition, waste will begin to be transferred to the Energy from Waste (EfW) facility in April 2022 which in turn will reduce the volume of waste being sent to landfill. A provisional amount of £275,000 for the upgrade of facilities at Gollachy Recycling Centre, Buckie is included in 2021/22, this requires to be approved through the Council's governance arrangements before any capital allocation can be spent. Following completion of NESS EfW facility and closure of Dallachy Landfill Site a modest amount is allowed annually for purchase of waste bins and asset management driven spend on recycling facilities.

4.17 Schools New Builds

At a special meeting of Moray Council on 16 December 2020 Council approved "Developing a Strategic Approach to the Learning Estate" as a strategic document which will guide the long term development of the learning estate in Moray. The current assumptions within the 10 year plan will be re-examined and updated following a process of consultation and options appraisal. Substantial investment in the learning estate will be required and the priorities and capital sums required will need to be updated as the strategy is developed. The budget for 2021/22 consists of £3.8 million to allow completion of Phase 3 of the project to build a new Lossiemouth High School, a project which saw delays due to the restrictions put in place as a result of the Covid-19 pandemic. Budget of £350,000 is also included for preliminary work to be carried out on the new Findrassie Primary School, Elgin. The next stage of this project is a consultation process to cover the strategic educational requirements within the Elgin Academy Associated School Group (ASG). The consultation process will be carried out in the early part of 2021 and will inform the detailed requirements for the new Findrassie school.

4.18 Schools BB and Other Minor Works

The Council on 27 February 2019 (paragraph 4 of the minute refers) agreed to commence a planned move from Make Do and Mend to a programme of

works aimed to reach and maintain BB standard for all Council buildings. At a special meeting of Moray Council on 16 December 2020 Council approved “Developing a Strategic Approach to the Learning Estate” as a strategic document which will guide the long term development of the learning estate in Moray. The move from Make Do and Mend to Schools BB under the strategic approach is likely to take at least two years as current projects are completed and strategic priorities identified. Significant increased expenditure is likely to be necessary to meet a maintenance backlog. Provision has also been made for rejuvenating astro-turf pitches and for works arising from fire safety and other similar inspections. A provisional allocation of £3.7 million is included in the draft capital plan for 2021/22.

5. SUMMARY OF IMPLICATIONS

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

Effective budget management is an essential component of delivery of Council priorities on a sustainable basis.

The capital plan is one of the vehicles through which the Council’s priorities can be delivered. The outline ten year plan incorporates measures designed to address the Moray 2026 priorities of achievement and attainment by children and young people and sustainable economic development.

(b) Policy and Legal

There are no policy or legal implications arising directly from this report.

(c) Financial implications

The financial implications are highlighted within the report and **APPENDIX 1** to the report.

(d) Risk Implications

Budget managers are aware of their responsibilities for managing budget allocations and approval for variance will be sought from Council in line with the financial regulations.

There is a risk that contract inflation might increase the eventual cost of projects, which could have an impact on the budgets included in the capital plan.

There is also the risk that any deferments of projects relating to asset condition might result in element failure.

(e) Staffing Implications

There are no staffing implications arising directly from this report

(f) Property

There are no property implications arising directly from this report.

(g) Equalities/Socio Economic Impact

There are no equalities issues arising from this report

(h) Consultations

All capital budget managers have been consulted in the development and preparation of this report. All Heads of Service, the Corporate Management Team and Tracey Sutherland, Committee Services Officer have been consulted and any comments incorporated in the report.

6. CONCLUSION

- 6.1 The provisional capital plan for 2021/22 is £33.9 million and the indicative 10 year plan currently stands at £479.3 million.**
- 6.2 Although indicative amounts are included in the later years of the 10 year capital plan these amounts are subject to the outcome of various reviews which are currently ongoing.**

Author of Report: Laurie Milne, Senior Accountant
Background Papers:
Ref:

Moray Council Capital Programme 2021/22 onwards

Category	Area	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Core Programme												
	Bridges	770	3,839	690	7,154	650	730	50	610	50	50	14,593
	Car Parks	687	130									817
	Corporate	3,140	4,140	3,647	3,140	3,140	3,140	3,140	3,140	3,140	3,140	32,907
	Economic Development	2,720	2,135	1,210	447	187	2,483	1,327	627	207		11,343
	Flood Risk Mgt & Coastal Protection		100	797	200	1,000	1,050	3,400				6,547
	Harbours	1,100	300	300	300	300	300	300	300	300	300	3,800
	ICT	456	553	611	579	542	502	632	502	562	502	5,441
	Industrial Portfolio	183	3,111	1,630	1,105	2,286	1,190	60	755	645		10,965
	Libraries & Leisure	420	1,320	1,140	183	140	140	140	140	140	140	3,903
	Parks & Open Spaces	585	2,085	755	935	305	305	305	305	305	305	6,190
	Road Improvements	4,310	4,600	7,100	7,800	8,900	10,600	12,600	11,100	11,100	11,100	89,210
	Road Safety	496	304	366	334	328	330	407	312	312	312	3,501
	Street Lighting	934	800	800	800	800	800	800	800	800	800	8,134
	Traffic	635	23	23	39	7	43	43	1,061	39	39	1,952
	Waste Management	9,567	2,014	1,346	145	145	145	145	145	145	145	13,942
	Schools BB and other minor works	3,240	6,190	6,890	10,190	10,190	10,890	10,890	10,190	10,890	10,190	89,750
	Schools New Builds and Refurbishments	4,177	4,692	10,682	13,170	7,006	31,800	35,100	7,500	61,000		175,127
	Schools - 3G pitches	430	700	25								1,155
Core Programme Total		33,850	37,036	38,012	46,521	35,926	64,448	69,339	37,487	89,635	27,023	479,277
Funding												
	Grants & Contributions	(8,848)	(8,603)	(8,826)	(9,019)	(8,751)	(8,801)	(12,779)	(8,151)	(7,751)	(7,751)	(89,280)
	Loans	(25,002)	(28,033)	(28,786)	(37,102)	(26,775)	(55,247)	(56,160)	(28,936)	(81,484)	(18,872)	(386,397)
	Receipts	0	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(3,600)
Funding Total		(33,850)	(37,036)	(38,012)	(46,521)	(35,926)	(64,448)	(69,339)	(37,487)	(89,635)	(27,023)	(479,277)
Grand Total		0	0	0	0	0	0	0	0	0	0	0



REPORT TO: SPECIAL MEETING OF MORAY COUNCIL ON 18 FEBRUARY 2021

SUBJECT: HOUSING REVENUE ACCOUNT BUDGET 2021/22

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

1. REASON FOR REPORT

- 1.1 This report presents the Housing Revenue Account (HRA) Budget and Housing Investment Plan for 2021/22 to the Council for approval.
- 1.2 This report is submitted to Council in terms of section (II) (1) of the Council's Administrative Scheme relating to the setting of rent levels for council houses, garages etc.

2. RECOMMENDATION

2.1 It is recommended that Council:

- (i) agrees the proposed HRA Budget for 2021/22 (APPENDIX I) and Housing Investment Plan (APPENDIX II);
- (ii) considers the results of consultation with tenants on options for the 2021/22 rent increase;
- (iii) considers the results of the updated rent affordability assessment;
- (iv) agrees Council house rents increase of 3% for 2021/22;
- (v) agrees that garage site rents are increased by 7% (this is a two yearly increase);
- (vi) agrees service developments at a cost of £119k;
- (vii) agrees that grass cutting charges are increased by 3.5%; and
- (vi) notes the three year projection to 2023 (APPENDIX III).

3. **BACKGROUND**

- 3.1 The Housing Revenue Account (HRA) deals with expenditure and income for the Council's housing stock. Since 2005, the Council has agreed a Housing Business Plan over a 30 year period and reviewed it on a 3 yearly basis. This is to provide reassurance that the Council can continue to fund its housing activities within the constraints of the accounting regime for housing. Each review of the Plan considers current and future business risks and tests the affordability of the Business Plan against these. The Business Plan was last reviewed in 2019.
- 3.2 The Council has a statutory requirement to consult with tenants and consider their views when setting rents. Tenants must be given notice of any rent increase 4 weeks before the start of the next rent period. On 1 December 2020, the Economic Growth, Housing & Environmental Sustainability Committee agreed (paragraph 13 of the draft Minute refers) to consult with Council tenants on options for the rent increase for 2021/22 and to take account of their views when setting the Housing Revenue Account Budget (HRA) for 2021/22, due to be presented to Council in February 2021.

4. **PROJECTED HRA OUTTURN 2020/21**

- 4.1 On 12 February 2020, the Council agreed its HRA Budget for 2020/21 (paragraph 12 of the Minute refers). Reports on budgetary performance have been presented to Committee throughout 2020/21.
- 4.2 The most recent HRA budget monitoring report was presented to the Economic Growth, Housing & Environmental Sustainability Committee on 16 February 2021 and identified the main variations in the projected outturns to 31 March 2021 as follows –

Expenditure

- 4.3. **Supervision and management** - an underspend of £203k was projected. This variance resulted from projected underspends in staffing (£244k), Central Support Service and Shared Accommodation charges (£88k), Software and Hardware (£22k), insurance (£17k) and other minor cumulative underspends (£13k). This is reduced by a projected overspend in voids (£133k), Laptops for Homeworking (£21k), Council tax on empty properties (£8k) and Common Housing Register (£19k).
- 4.4 **Sheltered Housing** – a minor overpend of £1k was projected.
- 4.5 **Repairs and Maintenance** - an overspend of £126k was projected. Underspends include planned maintenance (£1,075k), response repairs (£1,045k) and voids (£231k). The overspend relates to the Building Services costs (£2,477k) as a result of COVID-19 delays. During the year COVID-19, has restricted work that can be carried out on site by Building Services and external contractors.
- 4.6 **Financing costs** - an underspend of £36k was projected due to lower than estimated borrowing levels and interest rates.

- 4.7 **Bad and Doubtful debts** - an underspend of £55k was projected based on write off and arrears levels to date.
- 4.8 **CFCR** - the level of Capital from Current Revenue (CFCR) was projected to reduce by £343k due to overspends elsewhere across the HRA budget.
- 4.9 **Downsizing Incentive Scheme** – an underspend of £36k was projected due to fewer transfers during the COVID-19 lockdown.
- 4.10 **Service Developments** – an underspend of £26k was projected as staff resources were diverted to maintaining key services during the pandemic.
- 4.11 **Total expenditure on the HRA** - was projected to be £572k lower than budgeted.

Income

- 4.12 Total income to the HRA was projected to be £500k lower than budgeted for 2020/21 This was mainly due to lower income from house rents (£440k) with COVID-19 restrictions causing major delays in the letting of vacant houses and the completion of new homes.
- 4.13 Overall, a surplus balance of £2.219m is projected for the HRA budget in 2020/21.
- 4.14 The HRA cannot operate in deficit. The Business Plan Review 2019 recommended that a minimum surplus of £750k should be carried forward. To reflect current and potential future risks, including COVID-19, it is considered prudent to carry forward a higher surplus than the minimum recommended.

5. PROPOSED HRA BUDGET 2021/22

- 5.1 As in previous years, Officers have considered in detail the base budget agreed for 2021/22. Each cost centre within the HRA budget is scrutinised by the Acting Head of Housing and Property, Finance staff and the budget service managers and this has included an assessment of the continued impact of COVID-19 on both income and expenditure. It is assumed that restrictions will continue into the 2021/22 financial year and this will have an impact on income. However, it is possible that restrictions on construction works in homes will be eased to allow investment programmes to continue.
- 5.2 **APPENDIX I** details the proposed HRA Budget for 2021/22. Comments on the proposed budget can be made as follows:-

Expenditure

- 5.3. The total expenditure proposed amounts to £21.203m. The main areas of expenditure are considered below.
- 5.4 **Supervision and Management**
The budget proposed for supervision and management costs is £4.297m. This provides for a 2% pay award and also makes allowance for increased voids costs at a revised level of £230k.

- 5.5 The HRA Statistical Bulletin 2019/20, published by the Scottish Government in October 2019, reported that Moray was in the lowest quartile (6th) of Council's with regards to supervision and management costs per house. The Bulletin for 2020/21 has not yet been published but it is anticipated that the Council will continue to be in the lowest quartile for these costs.
- 5.6 **Sheltered Housing**
The Sheltered Housing Budget is maintained at current level of £0.022m for 2021/22.
- 5.7 **Repairs and Maintenance**
Repairs and maintenance is the largest block of expenditure within the HRA. The level of expenditure proposed - £7.678m – will be targeted mainly towards improving the Council's existing housing stock. An optimistic assumption on the lifting of the current COVID-19 restrictions has been taken in line with the Scottish Government's continued support of the construction sector. The proposed revenue expenditure in the Housing Investment Plan is summarised in **APPENDIX II**.
- 5.8 **Planned Maintenance and Improvements**
The Housing Investment Plan continues to reflect the investment priorities that tenants identified within the Tenants Survey (2019). Higher investment is required to replace older/inefficient heating systems as well as deliver other home improvements (i.e. new kitchens, bathrooms, windows, etc.). Capital investment is also required in order to meet the Energy Efficiency Standard for Social Housing (EESH) and link smoke/CO2 detectors in every council property to comply with updated legislation. Continued COVID-19 restrictions would impact the expenditure of this budget, but also the ability to meet the legislative requirements for fire detection systems and Housing Regulator requirements for EESH.
- 5.9 **Financing Costs**
Financing costs are projected at £3.880m for 2021/22. This is a decrease of £356k when compared to the previous year's budget.
- 5.10 **Capital from Current Revenue (CFCR)**
CFCR enables the Council to utilise available revenue resources to help fund capital projects and reduce the requirement for prudential borrowing. The Housing Investment Plan sets out the repairs and maintenance priorities for 2021/22. These will be financed through the HRA revenue and capital budgets. For 2021/22, it is proposed to set CFCR at £4.910m to allow the Council to maintain an operating surplus of £2.219m at year end.
- 5.11 **Downsizing Incentive Scheme**
It is proposed to maintain the annual budget for the Downsizing Incentive Scheme at £72k for 2021/22.
- 5.12 **Service Developments**
A service development of £119k has been included in the budget for 2021/22.
- 5.13 The last Housing Revenue Account Business Plan was produced in 2019. However, since this report it has been recognised that the impact of the COVID-19 restrictions and the receipt of the Stock Condition Survey have

introduced additional risks. It is proposed to carry out a Business Plan Review with consultants Arneil Johnson to establish the future risks to the HRA Business Plan at a cost of £10k.

- 5.14 There is a statutory requirement to complete a Housing Need and Demand Assessment to facilitate the housing land allocations in the next Local Development Plan. The proposed budget for this activity is £17k.
- 5.15 A Tenant Satisfaction survey is programmed to be carried out in 2021 as part of our statutory requirement to consult with tenants at a cost of £16k.
- 5.16 The trial to develop a hand held solution to record annual servicing of systems such as gas, oil and air source heating systems has been successful and it is planned to develop this to support all the properties at a cost of £35k. This will replace the current paper based systems and provide detailed information for our submission to the Housing Regulator.
- 5.17 On 27 August 2019 Communities Committee agreed (paragraph 13 refers) to the investigation of a Housing Inspector officer to tackle issues of poor condition of some council tenancies. It is proposed to bring a report to this Committee setting out the full scope of any new job description and associated costs. A sum of £41k has been allowed for in the Service Development budget should this post be approved.

Income

- 5.18 Rental income is the primary source of income for the HRA. The HRA must balance (or the deficit must be funded from General Services). The level of income generated within the HRA continues to influence what the Council can fund with regards to its housing activities.
- 5.19 The Housing (Scotland) Act 2001 requires social landlords to consult tenants and take account of their views when making decisions about any proposed rent increase. The views of tenants must, however, be balanced with the Council's ability to maintain and improve services, invest in its housing stock and maintain a balanced budget.

6. TENANT CONSULTATION ON 2021/21 RENT INCREASE

- 6.1 During December 2020 and to 8 January 2021, tenants were consulted on a range of options for the proposed rent increase for 2021/22. As well as these options, the consultation also asked tenants if COVID-19 was having an impact on their household finances. The consultation involved a letter to 5,983 tenants setting out the options and with a questionnaire and a pre-paid envelope for replies. A "survey monkey" was also set up which could be accessed from a link on the Council's website. The consultation was advertised in the Winter edition of the Tenants' Voice newsletter and on the Moray Council Tenants' Facebook page. The Moray Tenants' Forum has been unable to meet due to COVID-19 restrictions but the views of members were canvassed remotely as part of the consultation.
- 6.2 The rent consultation received a total of 668 responses, a response rate of just over 10%. This was more than double the 269 responses to the 2020/21 rent increase consultation.

6.3 Tenants were consulted on three rent increase options:

- a rent freeze at 0%;
- an inflation only increase of 2%; and
- an inflation plus 1% increase amounting to 3%.

In presenting the options, the consultation letter advised tenants that rents are used to fund investment in their homes and in new housing and that the level of rent increase would have an impact on the Council's ability to maintain services and levels of investment. The letter also provided a comparison between the Council's rents and those of other local authorities, as well as the local housing associations.

6.4 Tenant responses to the rent increase options are provided in the table below:

Option	Number	%
0%	160	23.95%
2%	85	12.73%
3%	390	58.38%
Answered	635	95.06%
Skipped	33	4.94%

As part of the consultation, tenants were invited to provide comments on the options chosen. The main reason given by those supporting a rent increase was to pay for improvements to their homes, invest in new housing and maintain services. Those choosing the rent freeze option were mainly concerned about their ability to afford a rent increase but some also expressed concern that they were still waiting for improvements to their homes. A recurring theme of most comments was the need to improve the quality of the Council's housing stock, particularly in terms of its energy efficiency. This was a key finding of the 2018 Tenants' Survey.

6.5 Tenants were asked if COVID-19 had affected their ability to pay their rent:

	Number	%
Not at all	458	68.56%
A little	105	15.72%
A lot	42	6.29%
Answered	605	100%
Skipped	63	9.43%

Reduced income from loss of hours worked and furlough were the main reasons given by those for whom the pandemic had impacted on the affordability of their rent.

6.6 Of those tenants whose household finances had been affected a lot by COVID-19, 73% supported a rent freeze, 7% a 2% increase and 20% a 3% increase.

6.7 The majority of Moray Tenants' Forum members consulted were in favour of the 2% and 3% increase options to support investment in stock improvement and housing services. However, some tenant representatives were concerned

that households who had suffered a reduction in income as a result of the pandemic may struggle to pay their rent.

7. RENT AFFORDABILITY ASSESSMENT

7.1 Arneil Johnson, the consultants who carried out the 2019 Review of the Housing Business Plan, were commissioned to update the assessment of the affordability of rents to our tenants. Applying a range of income to rent scenarios and taking account of lower quartile wages in Moray and available benefits, the updated assessment estimated the impact of the three rent increase options for 2021/22 on affordability. The assessment also benchmarked the proposed increases with the 2021/22 rents of comparator local authorities and housing associations.

7.2 The key findings of the assessment were as follows:

Rent Freeze at 0%: rents would remain 4% cheaper on average to comparable local authorities and 25% less than locally operating RSLs.

Increase at 2%: rents would be 2% lower on average to comparable local authorities and 23% less than locally operating RSLs.

Increase at 3%: rents would be 1% lower on average to comparable local authorities and 22% less than locally operating RSLs.

7.3 The assessment found that rents would continue to remain affordable to tenants in all rent increase scenarios. The rent freeze option was the most favourable to tenants in terms of affordability and would enable better household budgeting throughout the year ahead. The 2% and 3% options would require tenants to spend a greater level of their income on rent.

8. RENT INCREASE RECOMMENDATION

8.1 The Housing Business Plan Review, reported to Council on 27 November 2019 (paragraph 6 of the Minute refers), proposed that a rent increase of inflation + 1 % (3%) over next 3 financial years would be required to ensure that the Council could fund its investment priorities in a sustainable way. These priorities were:

- i) Ensuring that housing stock complies with Energy Efficiency Standard for Social Housing (EESH) as required by the Scottish Government;
- ii) Replacing obsolete and inefficient heating systems;
- iii) Carrying out electric testing within the housing stock;
- iv) Upgrading smoke/CO2 detectors in all council houses as required by legislation;
- v) Upgrading property elements (i.e. kitchens, bathrooms, etc.); and
- vi) Building 50 new council houses per annum.

On 12 February 2020 the Moray Council Committee agreed that council house rents would increase by 3% for 2020/21 (paragraph 12 of the Minute refers).

- 8.2 The HRA Budget Setting Report, presented to the Economic Growth, Housing & Environmental Sustainability Committee Council on 1 December 2020, set out the exceptional risks to the Housing Business Plan that have arisen as a result of the pandemic. These include higher rent arrears and increased void rent loss. There has also been significant delay to the new build programme and associated rental income. The DLO trading position is a major concern and could present a significant unanticipated cost to the HRA. Other impacts include major delays to the EESSH, heating replacement and smoke detector programmes and the suspension of non-essential repairs to housing stock.
- 8.3 At this point in time, the impact of COVID-related risk factors on the sustainability of the Housing Business Plan remains uncertain but it is likely that future adjustments will be required to be made in the revenue and cost assumptions that underpin the financial model. A further review of the Business Plan is due to be carried out during 2021/22 and will be informed by a better understanding of the impact of the pandemic on the Business Plan.
- 8.4 Despite the challenges of the pandemic, the results of the rent consultation would suggest that a significant majority of tenants (over 77%) would be willing to pay a higher rent to maintain the quality of their housing services, improve the housing stock and build new houses. However, the results would also suggest that there is a significant number of tenants whose household finances have been adversely affected by the pandemic (almost 25%) and are struggling to pay their rent. Although the majority of this group (73%) would not support a further rent increase, a significant minority (20%) were in favour of the 3% increase option.
- 8.5 As the key investment priority and highest area of revenue expenditure, the Council's progress in achieving EESSH for its housing stock is significantly behind programme. The Scottish Government expects that all social landlords must achieve compliance for all their stock by 30 December 2020. However, at 30 September 2020, only 56% of the Council's stock was EESSH compliant. This is significantly below the Scottish social housing landlord average of 90%. Given the restrictions on working in homes caused by COVID-19, progress on delivering the EESSH programme has been severely delayed during 2020/21. The commitments around EESSH will continue to create a significant budget pressure for the HRA going into 2021/22 and beyond.
- 8.6 Whilst the majority of tenants support a rent increase, the rent consultation, as was evident in previous years, demonstrated that their willingness to pay a higher rent is linked to an expectation that the Council will improve the housing stock and deliver other investment priorities. Unfortunately, due to exceptional circumstances, the Council has been unable to implement key elements of its investment programme during 2020/21. Nevertheless, the Council remains committed to the investment priorities detailed in paragraph 8.1. and the proposed HRA Budget allocates the level of funding required to progress these priorities during 2021/22 and meet the investment commitments that are important to our tenants.
- 8.7 To ensure that our activities remain fundable and affordable, and recognising the emerging risks facing the Housing Business Plan, it is considered appropriate and prudent to maintain the level of the rent increase at 3% which

equates to inflation + 1%. As confirmed by the updated affordability assessment, a 3% increase would continue to remain affordable to tenants.

- 8.8 On the basis of a 3% rent increase in 2021/22, the total projected house rent income would be £20.880m. This level of increase equates to an average rent increase of £1.86 per week for existing council house tenants (on the basis of 52 weeks). Such an increase would result in an average council house rent (also based on 52 weeks) of £63.93 per week.
- 8.9 It is anticipated that with an increase of 3%, the Council would continue to have one of the lowest overall average weekly council house rents in Scotland.
- 8.10 An increase in grass cutting charges of 3.5% is also proposed which is to support the increased number of new build properties programmed to be handed over in 2021/22. An increase in garage site rents of 7% is also proposed (this is a two yearly increase) to generate additional income for the HRA account.

9. SUMMARY OF IMPLICATIONS

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

The provision of new affordable housing, the maintenance of the Council's housing stock and dealing with homelessness are priorities identified within the Corporate Plan, the Council's Local Housing Strategy, the Strategic Housing Investment Plan (SHIP) and the Housing and Property Service Plan.

(b) Policy and Legal

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

(c) Financial Implications

The 2019 Business Plan had reviewed the legislative work programmes that the Council will be required to deliver in future years. It concluded that an increase of 3% over the next 3 years would ensure that the Council's housing activities remain fundable and affordable. It is planned to carry out an update of the 2019 Business Plan in 2021/22 to take account of the impact of COVID-19 and review the 3 year investment programme in the existing stock and the new build programme.

(d) Risk Implications

COVID-19 has introduced risks that had not been foreseen by the 2019 Business Plan. These risks are identified within this report and remain ongoing during the current advice and restrictions. Risks continue with the potential for delays to the delivery of the new build programme which may impact on the timing of increased rental income within the three year projections to 2023. A major Stock Condition Survey has been carried out during 2020/21 with a draft report received from the consultant at the end of January 2021. These findings need to be analysed. However, it is possible that additional areas of investment in the stock could be identified.

(e) Staffing implications

None.

(f) Property

None.

(g) Equalities/Socio Economic Impact

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

(h) Consultations

This report has been prepared in consultation with Finance staff. Consultation on this report has also been carried out with the Head of Financial Services, the Head of Governance, Strategy and Performance, Tracey Sutherland, Committee Services Officer and Senior Managers within the Housing and Property Service and any comments received are reflected in this report.

10. CONCLUSION

- 10.1 This report presents the HRA Budget proposals for 2021/22. It also includes a three year financial projection to 2023/24. The Housing Business Plan Review (2019) recommended that a 3% rent increase will be required to ensure that the Council's housing activities remain fundable and affordable.**

Author of Report:	Moray MacLeod, Acting Head of Housing and Property
Background Papers:	Held by author
Ref:	CC/JS/LS – Housing Budgets

Draft HRA Budget 2020-21 - Based on 3% rent increase

APPENDIX I

Service Description	Annual Budget 2020-21	Projected Outturn to 31st March 2021	Projected Variance to 31st March 2021	Draft Budget 2021-22	Variation between 2020-21 & 2021-22
Expenditure	£,000	£,000	£'000	£'000	£'000
Supervision & Management	4,239	4,036	203	4,297	58
Sheltered Housing	22	23	(1)	22	0
Repairs and Maintenance	6,981	7,107	(126)	7,678	697
Financing Costs	4,236	4,200	36	3,880	(356)
Bad & Doubtful Debts	250	195	55	225	(25)
CFCR	4,793	4,450	343	4,910	117
Downsizing Incentive Scheme	72	36	36	72	0
Service Development	50	24	26	119	69
Total Gross Expenditure	20,643	20,071	572	21,203	560
Income	£,000	£,000	£,000	£,000	£,000
Non-dwelling rents	227	227	0	229	2
House rents	20,217	19,777	(440)	20,880	663
IORB	37	3	(34)	4	(33)
Other income	90	64	(26)	90	0
Total Income	20,571	20,071	(500)	21,203	632
Surplus / (Deficit)	(72)	0	72	0	
Balance carried forward		2,219		2,219	
Estimated Balance at end of Period	0	2,219		2,219	

APPENDIX II

HOUSING INVESTMENT PLAN 2021/22 – 2023/24

1. The investment proposals for 2020/21 to 2022/23 can be summarised as shown below:-

Investment Heading	Programme	2021/22 £'000	2022/23 £'000	2023/24 £'000
Response and Void repairs	Response Repairs	2,460	2,534	2,610
	Void House Repairs	1,350	1,390	1,432
	Gas Heating Repairs	525	541	557
	Total Response	4,335	4,465	4,599
Estate Works	Garage Upgrades	25	25	25
	Asbestos	260	260	75
	Estates/Forum Budget	180	180	180
	Landscape Maintenance	42	50	60
	Total: Estate Works	507	515	340
Cyclic Maintenance	Gas Servicing	335	345	355
	Solid Fuel Servicing	21	15	5
	ASHP Servicing	25	30	36
	Smoke Alarm Servicing	35	36	37
	PPR/Painterwork	210	216	223
	General Servicing	50	50	50
	Total: Cyclic Works	676	692	706
Planned Maintenance	Roof and Fabric Repairs	400	450	500
	Rainwater goods	250	250	250
	Central Heating	2,000	2,060	2,122
	Insulation	800	600	600
	EESSEH/EESSEH 2	3,900	4,017	4,137
	Kitchen Replacements	1,470	1,514	1,560
	Plumbing Upgrades	50	50	50
	Electrical Upgrades	350	200	200
	Doors and Windows	950	979	1,008
	Safety & Security	20	20	20
	Common Stairs	40	40	40
	Shower Installations	50	50	50
	Sheltered Housing	30	10	10
	Smoke/CO2 Upgrades	2,300	75	0
	Total: Planned	12,610	10,315	10,547
Other investment	Adaptations	360	360	360
	Enabling Budget	10	10	10
	Total: Other	370	370	370
Proposed Investment		18,498	16,357	16,562

2. Funding for Response and Void Repairs, Estates Improvements and Cyclic Maintenance is reflected within the Housing Revenue Account Budget for 2021/22.
3. The Housing Business Plan (2019) proposed that planned expenditure would be met from available revenue resources, after allowing for a surplus of £1.100 million on the HRA as a cushion for unexpected expenditure/variations in the year. Bearing in mind guidance regarding what works would be more appropriately deemed as 'capital' expenditure, expenditure on window/doors, kitchens and bathrooms, and heating improvements are treated as capital expenditure. Capital from Current Revenue (CFCR) also contributes to the funding of Planned Capital works from the Housing Revenue Account, with prudential borrowing meeting any further capital expenditure required. Other revenue planned works (roofs, rainwater goods, plumbing upgrades etc.) are funded from the Housing Revenue Account.
4. Capital expenditure proposed for 2021/22 to 2023/24 can be summarised as:-

Investment	2021/22 £'000	2022/23 £'000	2023/24 £'000
Doors and Windows	950	979	1,008
Central Heating	2,000	2,060	2,122
EESH	3,900	4,017	4,137
Kitchen Replacements	1,470	1,514	1,560
Disabled Adaptations	360	360	360
Smoke Detectors	2,300	75	0
Council House New Build	16,305	15,964	0
Total Capital Investment	27,285	24,969	9,187

5. For the same period, capital funding is projected at:-

Projected income	2021/22 £'000	2022/23 £'000	2023/24 £'000
CFCR	4,910	TBC	TBC
Prudential Borrowing	10,336	TBC	TBC
Scottish Government Grant	10,489	1,729	
Other Grants	1,000		
Council Tax Discount on 2 nd homes	550	550	
Total	27,285	24,969	9,187

Housing Revenue Account

APPENDIX III

Three Year Projection

Service Description	Annual Budget 2021- 22	Annual Budget 2022-23	Annual Budget 2023- 24
Expenditure	£,000	£,000	£,000
Supervision & Management	4,297	4,491	4,581
Sheltered Housing	22	23	23
Repairs and Maintenance	7,678	7,517	7,545
Financing Costs	3,880	4,116	4,432
Bad & Doubtful Debts	225	232	239
CFCR	4,910	5,726	6,559
Downsizing Incentive Scheme	72	72	72
Service Developments	119	0	0
Total Gross Expenditure	21,203	22,177	23,451
Income	£,000	£,000	£,000
Non-dwelling rents	229	243	244
House rents	20,880	21,840	23,113
IORB	4	4	4
Other income	90	90	90
Total Income	21,203	22,177	23,451
Surplus / (Deficit)	0	0	0
Balance carried forward	2,219	2,219	2,219
Estimated Balance at end of Period	2,219	2,219	2,219



REPORT TO: SPECIAL MEETING OF MORAY COUNCIL 18 FEBRUARY 2021

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

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

1. REASON FOR REPORT

- 1.1 To provide an update on progress with recovery, noting that the last overarching update report was provided to the Recovery and Renewal Working Group on 17 November 2020.

2. RECOMMENDATION

2.1 It is recommended that the Council:-

- i) **considers feedback from the public engagement on the Strategic Framework (RRSF) summarised in Appendices 1 and 2;**
- ii) **considers the main issues raised in this engagement and the relevant service responses set out in Appendix 3;**
- iii) **considers the first draft Recovery and Renewal Action Plan in Appendix 4 and its relationship with developing policy at national and local level, as well as the proposed next steps;**
- iv) **notes broad progress in terms of the Recovery and Renewal Programme; and**
- v) **notes work ongoing to ensure that lessons learned in the response phase are considered as services are recovered.**

3. BACKGROUND

- 3.1 The Recovery and Renewal Strategic Framework (RRSF) was approved for consultation and engagement by the Council at its meeting on 24 June 2020 (para 3 of the minute refers). At that meeting, it was agreed to form a Recovery and Renewal Group (RRWG) based on the membership of the Emergency Cabinet to inform and influence progress and to receive regular updates. Since that date, a revised Group Leaders group has been formed and it has been agreed that this group will now act as the RRWG.

- 3.2 Regular service level and issue based updates have been provided to the RRWG since June 2020, including overarching updates in September and November 2020. However, the course of the pandemic has not been as anticipated when the RRSF programme was prepared, and this has meant that the focus of the Council has been moving constantly between response (the nature of which changes as the pandemic progresses, recent examples including the vaccination programme, community testing, the return to online learning and the swathe of new grants and financial supports introduced), maintaining normal services as far as possible and recovery activity, with the balance shifting between the three spheres depending on the public health issues and demands prevailing at the time. In addition, officers are endeavouring to progress a significant improvement agenda in terms of the Best Value Action Plan. This has impacted on the progress which has been possible with recovery in terms of the RRSF. This report draws together at very high level progress with the RRSF since June 2020, but it should be noted that due to the dynamic environment in which this work has progressed, this report cannot accurately capture activity across all spheres of recovery. Service based actions have however been reported through the two composite committees currently in operation and RRWG.

4. PUBLIC ENGAGEMENT ON THE STRATEGIC FRAMEWORK

4.1 Stage 1 Engagement

The initial stage of the public engagement on the Recovery and Renewal Strategic Framework (RRSF) itself, the vision, aims and outcomes, was undertaken in July 2020, with engagement promoted via social media and contacts with community organisations across Moray. The six outcomes were as follows:

- Priority is given to groups and areas most affected by the pandemic
- Those who are vulnerable, experiencing financial hardship or are otherwise adversely impacted feel supported
- The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”
- Long term resilience, sustainability and capacity in communities is improved by building on community responses to the pandemic
- The economy, businesses, partners and infrastructure of Moray achieve stability and support to recover and grow
- The long-term impacts upon the people of Moray are mitigated and managed allowing wellbeing to be advanced

- 4.2 Responses were limited but almost 80% either agreed or strongly agreed with the content of the RRSF.

4.3 Stage 2 Engagement

Members of CMT participated in virtual meetings with community organisations across Moray over the summer as part of Phase 2 of the engagement process, learning about experiences at community level, what did and didn't work and what each community saw as the main issues and challenges for their area. Information from these meetings is produced as **Appendix 1**.

- 4.4 In addition an online survey was conducted over August and September 2020. 1480 responses were received to this which were then analysed as set out in **Appendix 2**. Whilst this is a small percentage of the Moray population, this represents a strong response to a council survey, particularly given that responses were received from every data zone in Moray. The key messages are contained in the executive summary of the analysis report, but it was apparent from the responses that relatively few households had at that point direct experience of COVID-19 infection, although sadly six respondents had suffered a bereavement due to the virus. Again at that stage employment impacts were limited, but most indicated they would want to stay in Moray if they were made redundant and 40% were willing to look at retraining. Overall service changes due to the pandemic were not problematic but changes to recycle collections and introduction of the booking system for waste recycling centres had a major impact for some. Relatively few respondents requested support during the lockdown and most received the support they needed, but it was recognised that respondents were not fully representative of the demographics in Moray with males, the older and younger generations under represented. No major concerns were indicated with guidance, information or volunteering support and some of the excellent work done by volunteers was commended, with 22% of respondents having volunteered themselves. At the time of the survey, most felt optimistic for the future. Concerns were however expressed about the ability of services to reach some of the most vulnerable and disadvantaged, particularly those who did not have family or friends to support them.
- 4.5 The issues surfaced in both stages of the public engagement have been summarised in **Appendix 3** along with service responses.

5. RECOVERY AND RENEWAL DRAFT ACTION PLAN

- 5.1 In order to preserve a coherent and systematic approach to strategic planning and service delivery, actions to deliver the RRSF outcomes were incorporated in the 2020-2022 Service Plans recently approved. This allowed actions to deliver the Corporate Plan priorities, service level priorities and RRSF outcomes to be viewed holistically. For present purposes however, the RRSF activities have been consolidated in Version 1 of the Draft Recovery and Renewal Action Plan (RRAP) and this is produced as **Appendix 4**.
- 5.2 From this a number of observations can be made:
- As mentioned in section 3, the context for the RRSF has changed significantly since June and as a result, a period will be required to recalibrate recovery activity which has not been as fully developed as had been hoped by this point. In terms of the programme originally set out, January 2021 was to mark the point at which the Council moved to a medium term approach, adjusting to a settled “new normal” and reviewing the alignment between short term recovery action plans and pre COVID-19 medium to long term strategies. Instead, it is not yet clear what the medium term will hold and significant further

development of recovery action plans is still required in many areas. The RRAP represents only the early stages of this process.

- In reviewing Version 1 of the RRAP, consideration will be given to whether the service responses in Appendix 3 are fully comprehended within existing service plans and if they are not, what further work and resources may be required to address the issues
- The RRSF outcomes as framed in June 2020 cannot readily be reconciled with the four Harms categorisation which has evolved nationally since that time which references direct health harms, non COVID-19 health harms, social impacts, now referred to as “social renewal”, and economic impacts. However, the outcomes viewed broadly do address social renewal and economic recovery across the piece, with health related harms encompassed in strategic planning ongoing by NHS Grampian and the Moray Integration Joint Board.

6 THE SPHERES OF RECOVERY

6.1 Health and Social Care Recovery

The Moray Health and Social Care Partnership continues to support the NHS Grampian Operation Snowdrop, with a focus on:

- Staff Health & Wellbeing
- Critical & Protected Services
- Test & Protect
- Vaccination
- Surge & Flow

The outcomes of the covid pandemic are likely to be the build-up of health debt, where people have not presented but will do at a later date, and where the level of demand could be cumulatively high, for both physical and mental health needs. This will need to be managed alongside the level of demand that would normally occur. Initiatives such as Home First look to move upstream, and manage demand earlier in order to deliver better outcomes for individuals. The Integration Joint Board continues to drive forward its Strategic Plan which has as its basis the prevention and early intervention principles. There are specific funding streams coming through centrally that will pump prime local initiatives to move intervention upstream.

6.2 Economic Recovery

In terms of economic recovery, a plan for economic recovery was approved by the Council on 28 October 2020 (para 14 of the minute refers) and is underway. An update of activity in terms of that plan is set out in **Appendix 5**.

6.3 Education Recovery

Having returned in August 2020 with the focus on return to school being on well-being, numeracy and literacy, schools closed on 18 December at the end of winter term, returning for keyworker and vulnerable children childcare on 6 January and remote learning for all pupils on 11 January. This represents a further period of disruption for pupils giving ongoing challenge for attainment and particular concerns about SQA awards. Given the concerns about the

impact of lockdown on children and young people there has been a focus nationally on returning to in person learning as early as it is safe to do so. Following the Scottish Government announcement on 2 February, planning is underway to prepare for a phased return to school from 22 February. This will begin with early years and primary 1 to 3 returning full-time and a part-time, very limited return for senior phase (S4-6) pupils to allow in-school practical work necessary for the completion of national qualification courses (intended to be no more than 5-8% of pupils present at one time). Secondary staff are focussing on assessment and moderation for senior pupils in order to meet the emerging requirements for evidence to support SQA awards. Balancing this with continued remote learning for S1-3 is particularly difficult.

Arrangements are also being put in place to commence twice weekly at-home covid testing of staff in schools and ELC settings attached to schools and senior pupils in secondary schools. Delivery of in school learning for children of keyworkers and vulnerable families, remote learning for all pupils not returning to school full-time and undertaking test and trace requirements when cases of covid occur will all also continue.

The extensive disruption to learning and lack of contact with peers over the extended period of lockdowns and remote learning will have a considerable impact on children and young people. At present, the demands are such that the focus is on current service provision and making the adjustments and plans required for phased return. Once a stable position is reached, there will be a need for assessment and review to plan for recovery effectively.

6.4 **Social Renewal**

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

- 6.5 In June 2020, a Social Renewal Advisory Board was created and tasked with making proposals to renew Scotland as it emerges from the pandemic, focussed on reducing poverty and disadvantage, advancing equality and embedding a human rights approach. The board considered work across nine thematic policy circles: low income, community led and place based renewal, cross cutting delivery, financial security, food, the housing system, the third sector, and volunteering. The board published their final report on 21 January and this is produced [here](#). The report, "If not now, when?" contains twenty calls to action and related recommendations set under three key principles:

- **Money and Work** – *'We believe that everyone should have a basic level of income from employment and social security'*.
- **People, Rights and Advancing Equality** – *'We believe that everyone should see their rights realised and have access to a range of basic rights, goods and services'*.
- **Communities and Collective Endeavour** – *'We believe that we need to work together to deliver a fairer society and we need to give more power to people and communities and empower frontline teams'*.

6.6 COSLA is considering the Local Government response to these recommendations. Many of the recommendations lie in the purview of the Scottish Government, for example committing to a minimum wage guarantee or incorporating international human rights instruments into Scots law. Many however will require local support and development, such as the promotion of fair work, adequate and accessible housing, access to nutritious, appropriate and affordable food and others. Many of these areas are already reflected in recovery plans. So for example fair work is part of the community wealth building approach in the Economic Recovery Plan. The area where linkages between the RRSF outcomes and themes are perhaps clearest however is as regards the Communities and Collective endeavour theme which has clear areas of cross over with all six RRSF outcomes. This theme is expressed as follows:

- Further shift the balance of power so individuals and communities have more control over decisions that affect their lives.
- Improve service delivery and design by empowering frontline teams and the people and communities they serve.
- Build on new ways of working, based on what has worked well during the pandemic, and develop new arrangements for local governance.
- Focus all and everyone's activities on building more resilient, fairer, healthier and stronger communities and places
- Co-design how we assess progress towards renewal, incorporating deeper engagement with those people and communities who have first-hand experience of poverty, inequality and restricted life chances.

6.7 Work ongoing around this theme locally is as follows:

- **Community Resilience**

A priority for recovery and renewal is the development of Community Resilience Plans. As part of supporting communities a working group has been formed to progress resilience plans in Moray. The group gave a presentation at the Joint Community Council on resilient communities and Community Councils have now agreed to co-ordinate the plans at a local level so that contact details and local information is kept up to date. Areas have been identified to start producing the first plans, with a focus on areas with existing challenges such as flooding. Support for Community Anchor organisations is also continuing, mainly through information sharing and online meetings. Two communities (Lossiemouth and Forres) are currently developing Community Plans, prioritising community recovery from the pandemic. This approach builds on the process used for the Loip locality plans which begins with evidence gathering and developing a shared understanding with communities before identifying, prioritising and planning actions. Proposals are also being brought forward as part of the Council's budget setting for 2021/22 for investment in participatory budgeting, empowering communities to participate in decisions about services and how council funding is spent in their area, all of which will add to community resilience and sustainability.

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

Further work is required to develop the poverty response in Moray. General analysis of the impact of covid is that it has exacerbated existing issues associated with poverty, with some groups such as women and in work low income families experiencing heightened impacts. A survey undertaken by TSi on behalf of the Moray community planning partnership and reported to the Fairer Moray Forum in October 2020 identifies particular experiences in Moray during the COVID-19 pandemic that can be used to help develop understanding of the local issues. Existing community based work (for the LOIP and as referred to above) is targeted at the greatest inequalities of outcomes and so there will be some overlap with this work in addressing poverty. However, poverty is an area that within the council has not had strategic leadership and direction across its spectrum up to now, that is not resourced and that requires to be developed in order that the council can consider its priorities in tackling the poverty agenda, including the impact of and recovery from the pandemic. This is being brought forward as a possible option for investment in the Council's budget for 2021/22. Reference is also made to the [Draft Child Poverty Action Plan](#) and the latest [report on progress](#) considered by the Moray Community Planning Board meeting on 10 February 2021.

7 PROGRESS WITH THE RECOVERY AND RENEWAL PROGRAMME

- 7.1 For the reasons set out in the report, it has not been possible to make progress with the RRSF as hoped. The Council remains at stage 2 in terms of the programme agreed in June 2020 and will be unable to make cross cutting progress into stage 3 (scheduled to start in January 2021) until the pressures of response are reduced allowing attention to shift back to recovery. This does not mean that recovery activity will stop. So for example, economic recovery activity will continue to progress, but delivery may be slower than hoped for as resources are diverted to grant allocation and processing. Similarly, aspects of social recovery and renewal will be progressed as set out above. In other areas such as education however, recovery cannot resume until we reach a steady state and capacity dedicated to responding to changing guidance at national level is released. Updates will continue to be provided through Group Leaders, but significant progress into stage 3 is unlikely before the summer.

8 LESSONS LEARNED

- 8.1 Some lessons are already being acted upon in terms of the consultation and engagements feedback as reflected in **Appendix 3**. In addition, COSLA and the Improvement Service have prepared a report on Lessons Learned during COVID-19 which is in the process of being finalised. This recognises the agility of local government in its response, along with areas such as digital advancement, the role of Local Resilience Partnerships, importance of partnership working and community engagement, sustainability of the Third Sector and pressures on key services such as environmental health and local government budgets. Officers will consider the report in detail once it has been finalised when capacity allows attention to return to this aspect of recovery planning.

9 SUMMARY OF IMPLICATIONS

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

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

(b) Policy and Legal

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

(c) Financial implications

Financial implications are being reported regularly. Every effort is being made to adapt and design services without incurring additional costs, but for new services this is unlikely to be possible and bids for additional funding in some areas will be part of the 2021/22 budget setting process.

(d) Risk Implications

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

There are numerous risks involved in the recovery process including:

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

(e) Staffing Implications

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

(f) Property

Property issues are part of the planning process in light of social distancing policy and will be kept under review. With a substantial increase in home working and more online contact with our customers,

there may be options to rationalise our estate beyond the levels previously considered possible when social distancing is eased.

(g) Equalities/Socio Economic Impact

Equity, fairness and inclusion are highlighted as key considerations in recovery nationally and are also highlighted in the proposed Recovery and Renewal Framework. Recovery planning across the council will require the preparation of Equality Impact Assessments to inform progress and these are already underway for services which are undergoing material redesign as they are recovered. Community engagement will be delivered in ways which recognise the need to include hard to reach groups, many of whom will have experienced the most severe impacts of the pandemic.

(h) Consultations

CMT has been consulted on the content of this report.

10 CONCLUSION

- 10.1 Activity to inform and develop the Council's approach to recovery and renewal continues. Pressures arising from a return to response have however delayed progress with the RRSF Programme and preparation of an overarching RRAP which addresses all relevant areas is still at an early stage.**
- 10.2 Until pressures arising from response and service maintenance while staff are diverted to response are reduced, limited further progress with development of the RRAP is likely. Recovery work is still progressing in discrete areas however where resources allow. Updates will continue to be provided to Group Leaders.**

Author of Report:	Rhona Gunn
Background Papers:	
Ref:	SPMAN-1108985784-580

COVID 19 Recovery Plan Consultation Sessions – key points

What worked well

- Good the way volunteers were quick to respond to the crisis and support those in most need in their communities.
- Where there were existing anchor organisations set up in communities it was easier and quicker to manage the effort – they already had the systems in place to process grants, reporting procedures and insurances etc
- Good networks have been built in communities – groups found the Locality COVID-19 meetings useful and want to continue and develop these.

What could have been better

- Problems with GCAH – largely down to the lack of understanding of the geography of Moray. Would have been better if the GCAH was the provider of information and guidance leaving each local authority to co-ordinate support on the ground.
- Issues with GDPR – volunteer groups were not able to target support on the ground as effectively without knowing who was most in need. There were also GDPR issues between agencies as well as with the volunteer groups. In some cases it was felt that if the person needing help was simply asked if their details could be passed to a volunteer group that would have helped.
- Response from Moray Council was felt to be slow at the start – better communication and guidance would have helped the volunteer groups at the start of lockdown
- Issues with IT – access to equipment, ability to use the IT and connectivity (broadband and cost) There were also challenges for parents who were home-schooling alongside trying to work from home. Lack of IT and broadband issues where there were several members needing to work online.
- There needs to be a recognition when volunteer help stops and professionals need to take over. There is a need for clear information, guidance and contacts for volunteer groups to use to deal with and refer cases of concern and assurance that cases have been responded to after.
- Many of the cases on the ground were not strictly COVID-19 related – but pre-existing issues around poverty, mental health and care have been and continue to be uncovered by volunteers during the response to the pandemic.
- There needs to be better partnership working with community groups and community planning partners – particularly when dealing with situations where there are multiple issues requiring a partnership approach.

- Need for a proactive approach as people are sometimes reluctant to make the call to get help and need support to do this so they get the benefits and services they need.
- Clear pathways of support for the hard to reach most at risk - Volunteers came across some very vulnerable families with language barriers – eg families in low paid/high rent situations, refugee families.

Looking ahead -

- Need to identify spaces which can be accessed at short notice without red tape for co-ordinating the volunteer response should there be a lockdown situation in the future
- Need for information to be circulated on where people can get advice and support ahead of the end of furlough and anticipated redundancies.
- Need for clear consistent guidance and support from the Council with reopening facilities – halls, toilets etc.
- Maintain the connections with the volunteer groups. The role of established local organisations eg Community Councils & Associations and Development Trusts was recognised. They played a key role in mobilising themselves quickly and managing the effort - they have the advantage of having existing processes and procedures to manage and account for any funding and to ensure that volunteers are supported.
- There are now problems in some areas where tourists have flocked post lockdown. Local infrastructure is not fit to cope with litter and waste. Investment required to cope with the increase in numbers.



Moray Council Corporate Recovery Plan Consultation

Findings from survey responses by Moray residents

19 November 2020

Carl Bennett
Research & Information Officer
Strategy and Performance

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Moray Council Corporate Recovery Plan – Public Consultation

AIM

Moray Council has consulted the people of Moray on the proposed recovery plan from the Covid-19 lock-down. The survey was made widely available during the period 24 August to 28 September 2020 through various online platforms. This allowed local residents, volunteers and businesses to share their experiences and concerns and provide their views on the proposals. The aim of the consultation was to identify and prioritise the key issues that local people believe need to be addressed in recovery here in Moray.

In particular, the survey had the following aims:

- To enable Moray Council to understand the needs of our local communities better,
- To ensure residents have influence on the policy and priorities adopted, and
- To build trust and enable local people to be involved.

The Corporate Management Team will review the feedback and use the information to:

- Prioritise the issues to address first, and
- Identify solutions and opportunities for community action and co-design.

EXECUTIVE SUMMARY

Before looking at the survey responses in more detail we must first acknowledge the impact of Covid-19 on some families in Moray, particularly to the six people who responded who have experienced bereavement due to the virus. Please accept our condolences for your loss and our gratitude for completing the survey to allow us to take your views and experiences into account.

There was an excellent response from local residents with 1,480 completed surveys submitted from households across the whole of Moray. Although not all respondents provided post-codes, we were able to determine that at least one response was submitted from every data zone in Moray. Around 75% of respondents were female. Similarly, 75% of respondents were aged between 35 to 64 years old, although responses were received from all age categories. The survey respondents were not fully representative of the demographics of the Moray population with males, the older and younger members of the population being under-represented.

At the time of the survey relatively few Moray households had been affected by Covid-19 with 95.5% of respondents stating that no-one in their household had caught the virus. As

an aside, Moray has the 4th lowest rate of Covid-19 deaths for Scottish Local Authorities¹, and there have been 258 confirmed cases since 21 March 2020².

The responses to the survey suggest that for many residents the impact of the lockdown on their employment status was relatively minor, with 89% stating they were in work during the lockdown or retired. However, some respondents noted the isolation and loneliness associated with long-term homeworking, and few opportunities for meeting colleagues. In addition, there is likely to be greater demand for financial support as the data, when extrapolated to reflect the whole population, suggest that in the region of 500 residents could have lost their jobs or been furloughed across Moray during the lockdown.

For those who had been made redundant almost two-thirds suggested they would look for work within Moray, and 40% would consider retraining. Almost half were not in a position to retire and would be looking for new employment opportunities. The most popular choice for retraining was Computer/Digital and Technology, which may cause difficulties for job-seekers wishing to remain in Moray as Information and Communication only accounts for slightly more than 1% of the Moray job-market. Another popular choice for retraining was in the Tourism and Hospitality, and the Food and Drink sectors, which are significant employers in Moray. However, to further compound the difficulties of potential job-seekers nationally both these sectors are facing higher levels of furlough.

Overall residents appeared to be reasonably happy with the changes to the method for contacting the Council, library services and Social Care services that Moray Council introduced to reduce the spread of Covid-19. However, while most were happy there were some individuals who found these changes caused a major impact. The changes that generated most comments were the 3-weekly change to domestic waste collection and having to book an appointment for a slot at recycling centres. Families with younger children or family-members with additional support needs, and larger households in particular struggled with the 3-weekly collection schedule. The reasons for the dissatisfaction with the need to book appointments at recycling centres were unclear. Both measures also had their supporters, albeit relatively few.

Relatively few people who responded to the survey requested support during the lockdown (just under 1 in 10), and most of them received the support they needed. However, 6 respondents did not receive the support that they had requested. If this figure is extrapolated across Moray's population, there could be potentially by 300-400 residents

¹ National Records of Scotland, weekly data published 18 November 2020:
<https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/vital-events/general-publications/weekly-and-monthly-data-on-births-and-deaths/deaths-involving-coronavirus-covid-19-in-scotland>

² Public Health Scotland, Covid-19 in Scotland, Daily Update 18 November 2020:
https://public.tableau.com/profile/phs.covid.19#!/vizhome/COVID-19DailyDashboard_15960160643010/Overview

with unmet needs. Additionally, there are bound to be residents who have not been able to contact anyone and whose needs are unknown.

Most residents were able to obtain guidance on the Covid-19 from TV and radio broadcasts, government and Moray Council websites and social media. Concerns were raised about the timeliness of information and being able to find information easily, particularly on official websites. There were also concerns about the accuracy of information and the prevalence of misinformation on social media.

Residents have mixed feelings about the future after the pandemic is over, with concerns expressed over health and wellbeing and future employment prospects. On balance more people were optimistic than not, but there was a significant minority who were worried.

An underlying theme emerged about the difficulties of providing universal services. There were a small number of people who were not able to access information or services digitally, who did not have access to the support they needed or remained isolated from family and friends for extended periods. There were also residents who had disabilities, special needs or who were carers, whose particular needs were not catered for.

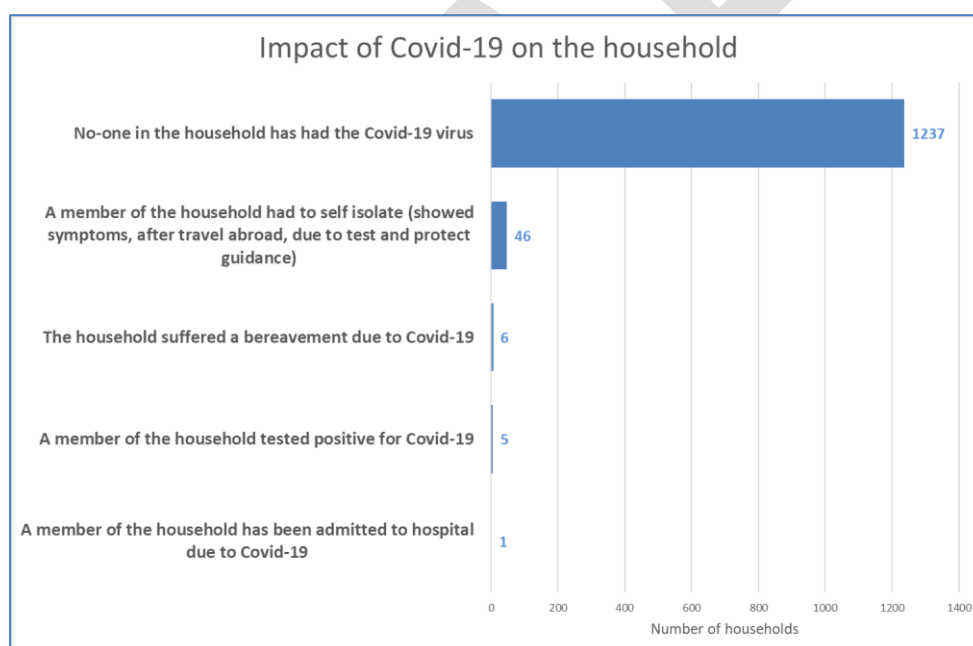
SECTION 1 – SURVEY RESPONSES

1.1 SURVEY RESPONSES – IMPACT OF COVID-19 ON HOUSEHOLDS

Moray has had a relatively low rate of confirmed Covid-19 cases compared to the rest of Scotland, particularly the urban local authorities, and has recorded the 4th lowest rate of deaths per 100,000 population at 22.96³, just under one-quarter of the National rate of 93.99.

Consequently, it is not surprising that the largest proportion of respondents indicated that no-one in the household had caught the virus (95.5%). Fewer than 4% of households had someone who had self-isolated for any reason and just 5 (0.4%) people had tested positive with one requiring hospitalisation. Sadly, 6 households had suffered bereavements resulting from Covid-19; 2 were for people living in the household and 4 for relatives of the household living elsewhere (Figure 1).

Figure 1: Impact of Covid-19 on Moray households

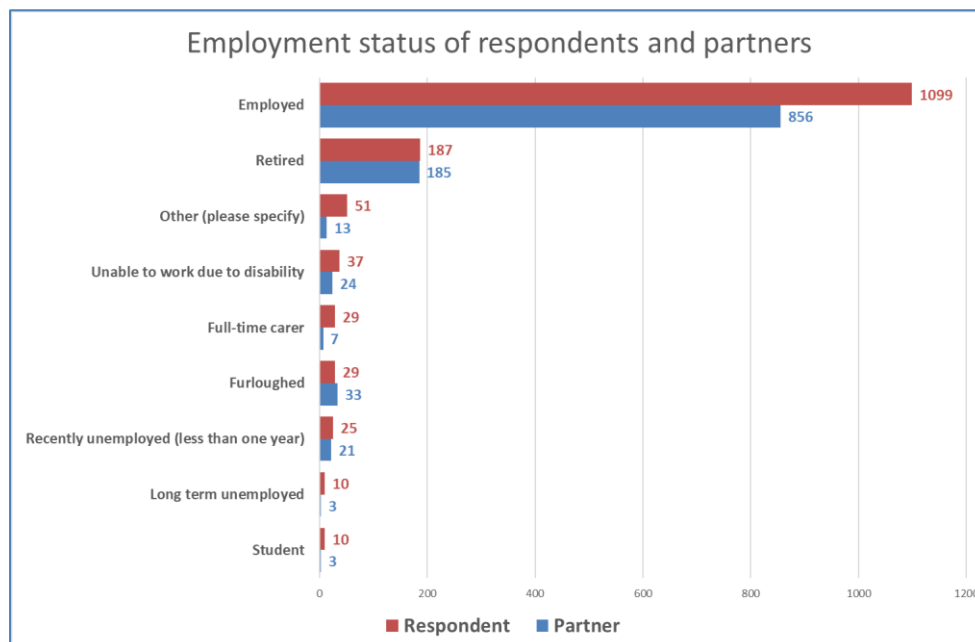


1.2 SURVEY RESPONSES – EMPLOYMENT STATUS

Three-quarters of respondents and their partners were employed including part-time, full-time, self-employed, or those on maternity leave (Figure 2). Retirees accounted for 14% of the sample, while long-term unemployed, disabled, and full-time carers accounted for a further 3%.

³ Data published by National Records of Scotland - 7th September 2020.

Figure 2: Employment status of respondents and partners during lock-down



There were just 13 students (not including 2 people who described themselves as 'employed and students') and 64 others, detailed in the following table:

Others:	Respondent	Partner
Homemaker/Housewife/House person	19	7
Stay at home parent	11	-
Semi-retired	5	-
Supply/Relief worker	4	-
Company Director/Business owner	2	1
Shielding	2	-
Employed and a student	2	-
On sick leave/ill health	2	1
Zero-hour contract - no work	1	-
At risk of redundancy	1	1
Unable to work due to government Covid-19 regulations	-	1

The employment status of respondents follows a similar pattern to the statistics for the wider Moray population⁴, although the proportions of each group differ. For example, 47% of the Moray population are in employment rather than the 75% of the sample; the difference is likely to be due to the limited number of responses from Under 18s and over

⁴NOMIS Labour Market Profile – Moray April 2019-March 2020)

75-year olds. Similarly, the number of responses from older people reduced the proportion of retired residents to 14%, whereas for Moray almost one-quarter of the population are retired.

However, the responses indicate there is a reasonable correlation with the actual composition of Moray and the responses can be extrapolated to provide a representative view of local people's experiences during lock-down and what they would like from services in the future. 108 people have been furloughed (2.4% of the sample) or made redundant due to impact of the pandemic (1.8% of the sample). Extrapolating these numbers to the whole of Moray suggests that up to 500 people will have been furloughed or recently made unemployed across Moray during the initial period of lock-down.

Many people have had to change their work patterns. Some have not been able to work and have suffered loss of earning as a result, while many are now home-workers. Some of the issues faced by residents are illustrated by the following comments:

"Loss of earnings forced to sell cars."

"Road closure has made my work quiet all the time, so (will) probably lose my job soon."

"Working from home since March 2020 I have managed to maintain most of my work practices. What I have missed out on is the office environment and the general information that floats around during general conversations with colleagues. Even though it is called the grapevine it has definitely been a loss to me. I don't know what is happening in the office business wise. New people and roles have been developed and I consider myself out of the loop."

"Without education services i.e. school I was left to home-school, shield and work full-time which is a huge task for an individual."

"Having had to work from home full time and provide support/assistant to my son who was home schooling and struggles with dyslexia, this put immense pressure on myself, causing high levels of anxiety throughout."

The measures have affected people across Moray including council staff some of whom commented on the impact of the lock-down measures on their work:

"I have two jobs with the council, the one in which I teach night classes was affected by covid, I have not had any classes since end of March. Not likely to have now until possibly January 2021; loss of earnings."

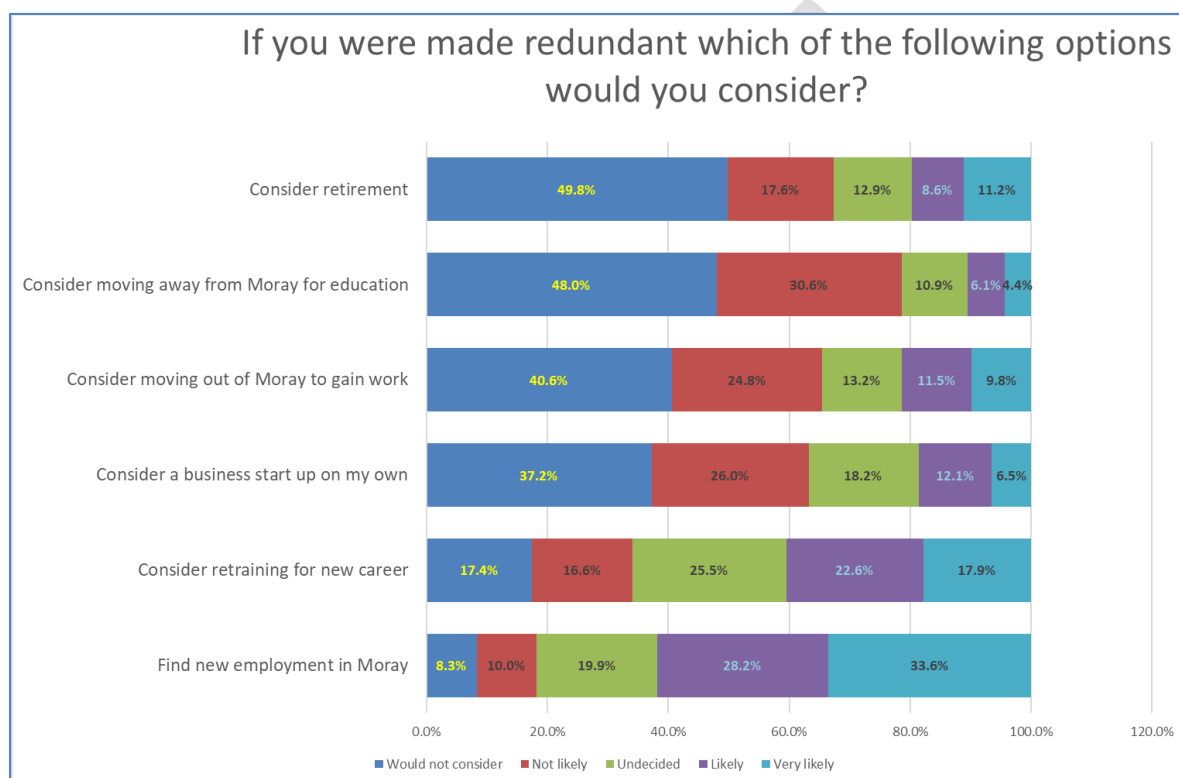
"Not able to work due to the service I work in being closed."

"I work for MC and lost overtime due to reduction in services. Although not a big impact, I was still affected slightly."

1.3 SURVEY RESPONSES – RESPONSE TO REDUNDANCY AND RETRAINING

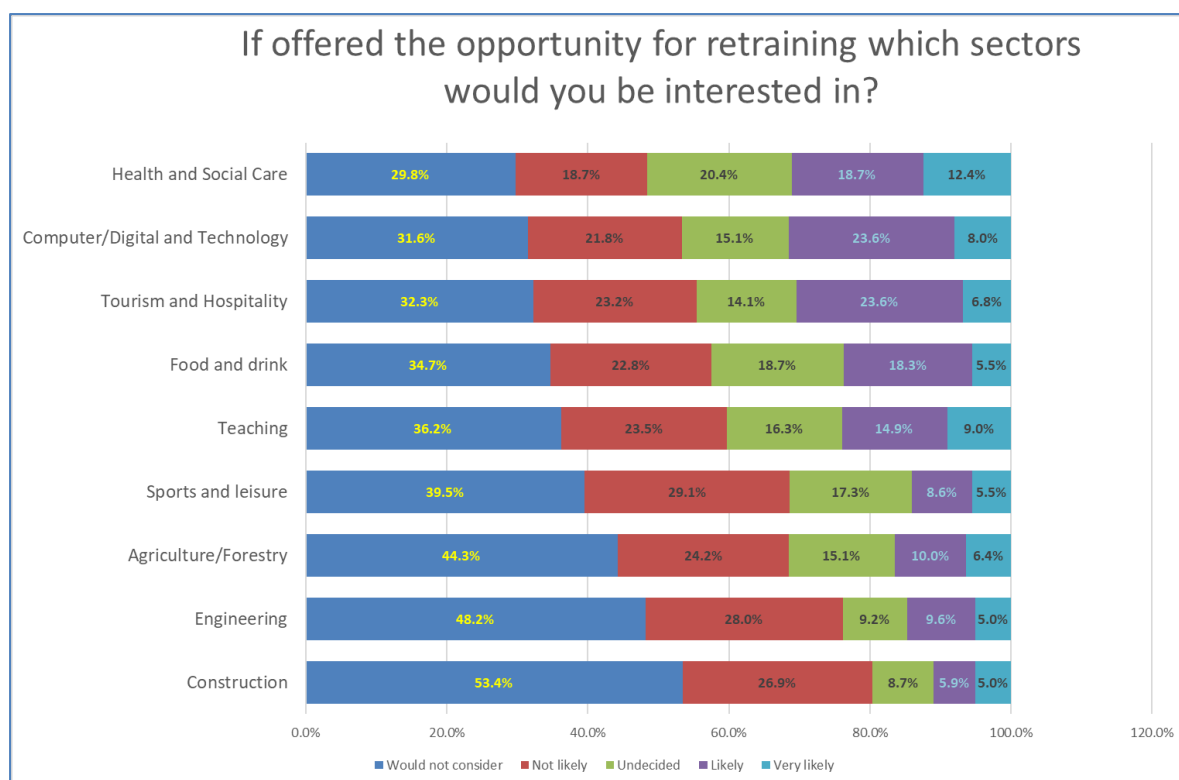
Although 46 respondents said that they or their partners had been made redundant in the past year there were considerably more people (235) who responded to the question on the options that they would choose if they were to lose their jobs. This suggests possibly a greater unease amongst those in employment about the fragility of their current positions.

Figure 3: Options considered if made redundant



The most popular choice for those who had been made redundant would be to find new employment in Moray with 61.8% of the respondents stating they were 'likely' or 'very likely' to pursue this option (Figure 3). Around 40% of respondents would be 'likely' or 'very likely' to consider retraining for a new career. People were less likely to start up their own business or move away from Moray to gain work, and even less likely (just 10.5%) to move away from Moray for education. Given the average age of respondents it is not surprising that almost half (49.8%) would not consider retirement.

Figure 4: Sectors in which people would be interested to retrain

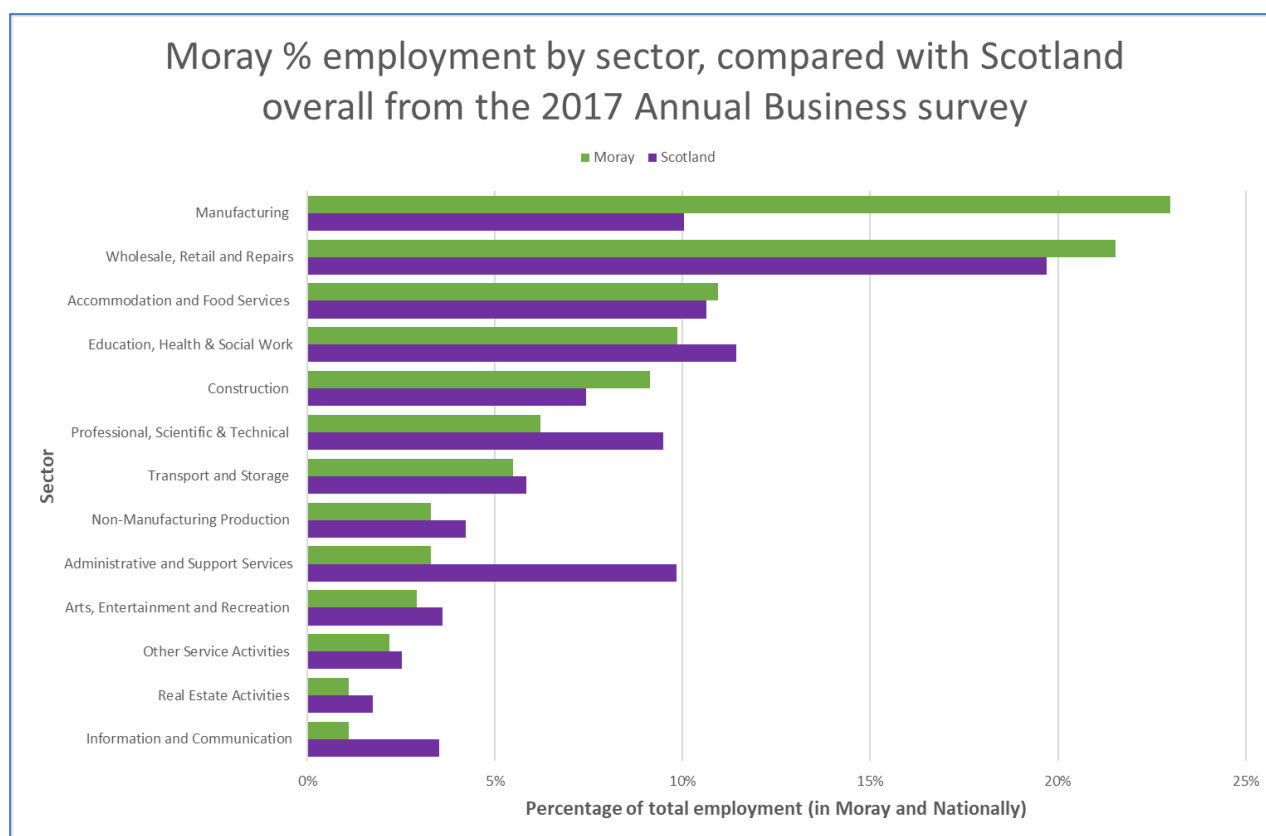


For those considering retraining the most popular choices are (Figure 4):

- Computer/Digital and Technology (31.6% 'likely' or 'very likely'),
- Health and Social Care (31.1% 'likely' or 'very likely'),
- Tourism and Hospitality (30.5% 'likely' or 'very likely'),
- Food and Drink (23.7% 'likely' or 'very likely'), and
- Teaching (24% 'likely' or 'very likely')

The results of the 2017 Annual Business Survey illustrate the importance on the Moray job market of Manufacturing & Wholesale, Retail and Repairs (Figure 5). These 2 sectors account for almost half the jobs in Moray. In 2017 just over 1% of Moray employees worked in Information and Communication roles, suggesting a mismatch between expectations and the ability of the current Moray job-market to provide suitable opportunities.

Figure 5: Moray employment by sector – 2017 Annual Business Survey



A slightly different viewpoint is provided by NOMIS⁵, which indicates that in 2018 the industries in Moray with the most jobs were:

- Joint largest: Human Health and Social Work Activities & Manufacturing (17.1% each of jobs in Moray),
- Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles (14.3%),
- Joint 4th largest: Accommodation and Food Service Activities & Education (8.6% each), and
- Joint 6th largest: Construction & Public Administration and Defence; Compulsory Social Security (6.4% each)

All other industries in Moray each account for less than 5% of all jobs. The NOMIS data suggest those looking for new careers in Health and Social Care, Tourism and Hospitality, & Food and Drink may find opportunities locally when, or if, the economy recovers to its pre-pandemic levels, but those looking for jobs in Information and Communication may have to look for employment outside of Moray.

⁵ ONS Business Register and Employment Survey 2018 – published in NOMIS (<https://www.nomisweb.co.uk/reports/lmp/la/1946157424/report.aspx?town=moray#tabempocc>)

Data published by the HMRC⁶ on the impact of the furlough scheme (Figure 6) indicate around 30% of the Moray workforce have been furloughed. Nationally, the sectors most affected are Accommodation & Food Services (74%) and Construction (72%). Wholesale, Retail & Repairs (42%) and Manufacturing (38%) have also seen significant numbers of employees placed on furlough. The long-term impact of these measures will need to be carefully monitored to understand the level of unemployment that Moray may face, and the additional demands for support that will be placed on Moray Council and partners.

Figure 6: Sectors most affected by furlough scheme



1.4 SURVEY RESPONSES – IMPACT OF REVISED COUNCIL SERVICE PROVISION ON HOUSEHOLDS

Residents were asked to rate the impact of the changes introduced by services on their households using a scale running from 0 to 5, where 0 was not much of an impact and 5 was a major impact. Figure 7 shows there were many households where the changes had a relatively low impact, a similar proportion where the changes had caused some difficulty, and a small, but significant minority had used the top 2 ratings of 4 or 5 (111 responses, equivalent to 9% of the sample).

The average score of just under 2 might suggest the changes were reasonably well received as such a score would mean households experienced relatively little difficulty. However, the

⁶ HMRC - Coronavirus Job Retention Scheme (CJRS) Statistics: July 2020

over 250 comments that were made on this question are testament to the strength of feeling amongst many households.

The following example illustrates the difficulties for the elderly and others who need support. The recovery plan must take the impact on such individuals into account.

"I am answering for my elderly mother who lives alone in Moray & who will not see this online consultation: My physically limited but mentally lively 91 yr old mother has suffered greatly - the closure of community centres & libraries has meant extreme isolation from any interest groups & recurrent depressions. The demand for everything to be done online by someone her age with zero computer knowledge has caused extreme stress, especially when family are not allowed to visit to help. The unavailability of telephone help impacted her, she could not get maintenance help or benefits & other advice when she needed them & I had to become one of her carers.... She needs help with cleaning her house - she has very bad arthritis & osteoporosis & cannot bend, vacuum or sweep or easily hang out her laundry or tidy her garden which her residence insists must be kept to a high standard. If my sibling & I are not permitted to help her who is?"

"My son is an adult with severe learning difficulties. He is not able to live in his supported accommodation and there are no day services. This has had a significant effect on all the family."

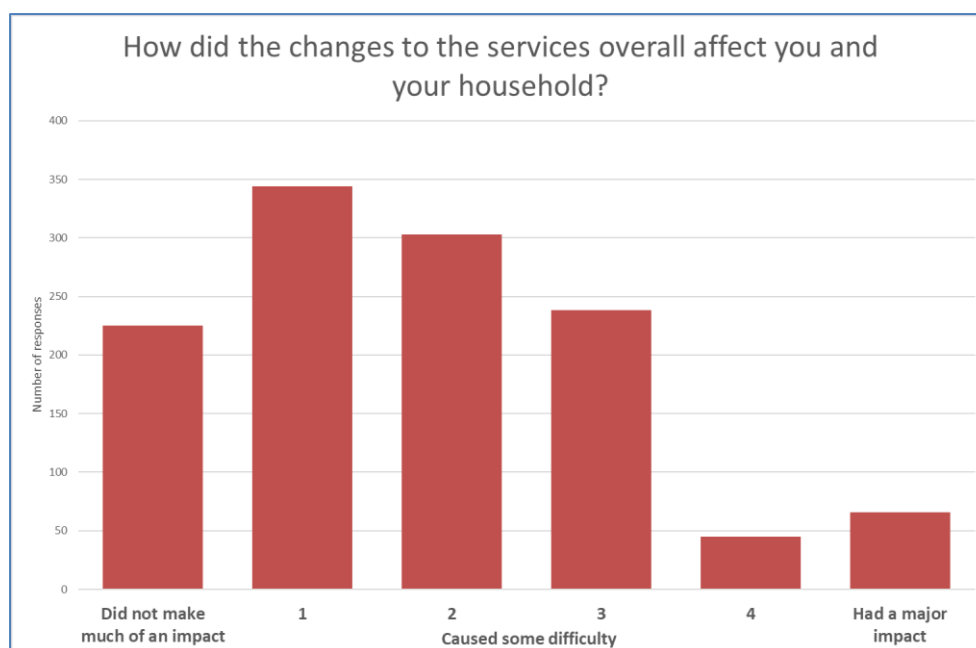
"I am unable to get health care. My mental health has been much worse to the point I've taken many overdoses. I had problems getting medical care prior to covid but now it is impossible. My mental health impacts my ability to engage with the council and this has also been even harder during the lockdown. I am not getting any support."

Some residents were able to share positive experiences of support they had received during the lock-down that had helped them through a difficult time.

"I was furloughed from March from my previous job.... While I was furloughed, I received food packages and a laptop with dongle from school for my child's schoolwork, I also got help from Moray school bank for my meters."

"Impacted positively by food delivery service provided with council funding, delivered by volunteers from RVS; this service really helped."

Figure 7: The impact of the changes to services overall



Further analysis was undertaken to identify any common characteristics to the respondents who stated that the changes had caused significant difficulty to them and their households (scores of 4 or 5). Households in this category came from all over Moray and included families from the more deprived data zones as well as the least deprived (SIMD 2020 deciles 3 to 10) (see Table 1 below). Since there was no correlation between particular areas and the changes to services having a major impact other factors were investigated: age (65 years and older), unemployment, furlough, being a carer, single parents and single parents who were also unemployed or furloughed. No single, common factor stood out particularly for any of the data zones, although the following communities had slightly higher concentrations in people in these categories who felt the impact of the service changes more than most:

- Burghead, Roseisle and Laich: 65 years and older and carers,
- Keith and Fife Keith: single parents and furlough,
- Buckie Central East: unemployed and single parents,
- Lossiemouth East and Seatown: 65 years and older, unemployed, single parents,
- Lossiemouth West: single parents,
- Mosstodloch, Portgordon and seaward: single parents,
- Elgin Bishopmill East and Ladyhill: single parents, and
- Rafford, Dallas, Dyke to Dava: single parents.

Please note though that the number of respondents in each category in each data zone is small, so care must be taken in reading too much into this information. It is also impossible to draw conclusions about why these groups in these areas might have suffered more. Some

of these data zones may have limited access to public transport, some of the residents in this category may not have access to private cars or may not have family and friends nearby.

Table 1: Data zones where residents reported a major impact (scores of 4 or 5) due to the service changes

Data zone	SIMD decile	Number of responses of 4 or 5	Respondents from Data zone	% of respondents
Keith and Fife Keith - 03	6	5	33	15%
Buckie West and Mains of Buckie - 01	8	5	23	22%
Mosstodloch, Portgordon and seaward - 01	6	4	16	25%
Mosstodloch, Portgordon and seaward - 03	7	4	34	12%
Findhorn, Kinloss and Pluscarden Valley - 01	6	4	15	27%
South Speyside and the Cabrach - 05	7	3	9	33%
Rural Keith and Strathisla - 01	7	3	10	30%
Elgin Bishopmill East and Ladyhill - 01	4	3	26	12%
Lossiemouth East and Seatown - 01	9	3	17	18%
Lossiemouth West - 05	4	3	24	13%
South Speyside and the Cabrach - 03	7	2	10	20%
North Speyside - 01	7	2	14	14%
Keith and Fife Keith - 02	3	2	11	18%
Cullen, Portknockie, Findochty, Drybridge and Berryhilllock - 08	5	2	15	13%
Mosstodloch, Portgordon and seaward - 02	8	2	14	14%
Fochabers, Aultmore, Clochan and Ordiquish - 03	7	2	9	22%
Heldon West, Fogwatt to Inchberry - 03	8	2	34	6%
Lhanbryde, Urquhart, Pitgavney and seaward - 01	7	2	22	9%
Elgin Central West - 04	10	2	13	15%
Lossiemouth East and Seatown - 04	7	2	12	17%
Lossiemouth East and Seatown - 05	5	2	18	11%
Burghead, Roseisle and Laich - 06	8	2	10	20%
Rafford, Dallas, Dyke to Dava - 01	8	2	11	18%
North Speyside - 02	7	1	14	7%
North Speyside - 05	7	1	11	9%
Rural Keith and Strathisla - 02	6	1	9	11%
Rural Keith and Strathisla - 03	7	1	6	17%
Keith and Fife Keith - 04	4	1	14	7%
Keith and Fife Keith - 05	7	1	10	10%
Cullen, Portknockie, Findochty, Drybridge and Berryhilllock - 01	6	1	7	14%
Cullen, Portknockie, Findochty, Drybridge and Berryhilllock - 05	5	1	5	20%
Cullen, Portknockie, Findochty, Drybridge and Berryhilllock - 06	7	1	5	20%
Buckie Central East - 02	6	1	3	33%
Buckie Central East - 03	3	1	6	17%
Buckie Central East - 04	5	1	8	13%
Buckie West and Mains of Buckie - 04	5	1	7	14%
Mosstodloch, Portgordon and seaward - 05	6	1	9	11%
Heldon West, Fogwatt to Inchberry - 01	6	1	8	13%
Lhanbryde, Urquhart, Pitgavney and seaward - 02	8	1	14	7%
Elgin Central West - 02	9	1	15	7%
Elgin Central West - 03	8	1	12	8%
Elgin Bishopmill East and Ladyhill - 04	7	1	8	13%
Elgin Bishopmill West and Newfield - 03	5	1	6	17%
Elgin Bishopmill West and Newfield - 05	6	1	10	10%
Lossiemouth East and Seatown - 02	10	1	22	5%
Lossiemouth West - 01	7	1	8	13%
Lossiemouth West - 02	7	1	14	7%
Lossiemouth West - 06	4	1	10	10%
Burghead, Roseisle and Laich - 02	10	1	2	50%
Findhorn, Kinloss and Pluscarden Valley - 02	8	1	7	14%
Findhorn, Kinloss and Pluscarden Valley - 03	7	1	14	7%
Forres Central East and seaward - 01	5	1	15	7%
Forres South West and Mannachie - 01	4	1	5	20%
Rafford, Dallas, Dyke to Dava - 03	8	1	17	6%
Rafford, Dallas, Dyke to Dava - 04	6	1	9	11%

SECTION 2 – IMPACT OF CHANGES

2.1 IMPACT ON THE CHANGES INTRODUCED BY SERVICES

Despite the changes overall having a relatively limited impact for many residents, the views were not consistent for all of the changes as this next section illustrates. The survey asked residents to assess the impact of changes that had been introduced by some services in response to the Covid-19 safety guidance issued by the Scottish Government. The measures were:

- Residential waste collections changed to a 3-week cycle,
- Introduction of online booking for slots at recycling centres,
- E-mail, telephone and online customer services,
- Electronic books and magazines,
- Click and collect library book service,
- Attending and participating in care planning and review meetings held virtually with individuals,
- Attending and participating in care planning and review meetings held virtually with the individual's family, and
- Contact with social workers/ support workers through virtual means.

The responses are shown at Figure 8 and can be broadly summarised as follows:

- Measures having a mainly negative impact:
 - Changing the residential waste collections to a 3-week cycle, and
 - Introducing the requirement to book slots at recycling centres.
- Measures with a mainly neutral impact:
 - The remainder.

Despite around two-thirds of respondents stating the changes to the recycling and waste collection arrangements were having a negative impact approximately 30% found they had made no difference, and a small minority were content for the measures to be maintained.

As an aside, Moray Council has decided to make the booking system at the Chanonry recycling site in Elgin permanent to avoid the need to develop an alternative site⁷. The booking system, introduced to manage traffic and maintain social distancing during Covid-19, has “proven very effective in managing numbers.”

The other changes to the way people contacted the Council, the way libraries operated and the move to online care planning and social worker meetings were mainly well-received.

⁷ Press & Journal, 6 October 2020:

<https://www.pressandjournal.co.uk/fp/news/moray/elgin/2547190/booking-system-to-remain-permanent-at-elgin-recycling-centre-to-save-relocation-costs/>

Around 20% of the respondents had a negative experience with not being able to contact the Council in person, and this group is considered in more detail in Section 4 below.

Figure 8: Views on each of the measures introduced by services during lock-down



The impact of the changes was examined first using respondent's employment status and determining the proportion of all respondents in each employment category who had reported a major negative impact for each change (Figure 9). The changes to residential waste collection had most impact on a larger proportion of people with disabilities (38% of respondents) and carers (34% of respondents). The introduction of appointments for recycling centres impacted 38% of people who are unable to work due to a disability, the group most affected negatively by this change.

The other changes mainly impacted negatively on carers, disabled and unemployed respondents, but at a lower level compared to the waste collection and recycling measures. The changes to the library services had a proportionately bigger impact on the recently unemployed, and the changes to the method for contacting the Council impacted the disabled, carers and recently unemployed, in particular. Unsurprisingly, the changes to health and social care measures were mainly felt by carers and disabled respondents, although 9% of the long-term unemployed respondents reported a major negative impact around virtual meetings concerning their family and contacting their social worker or support worker virtually.

Figure 9: Changes having a major negative Impact - by employment status



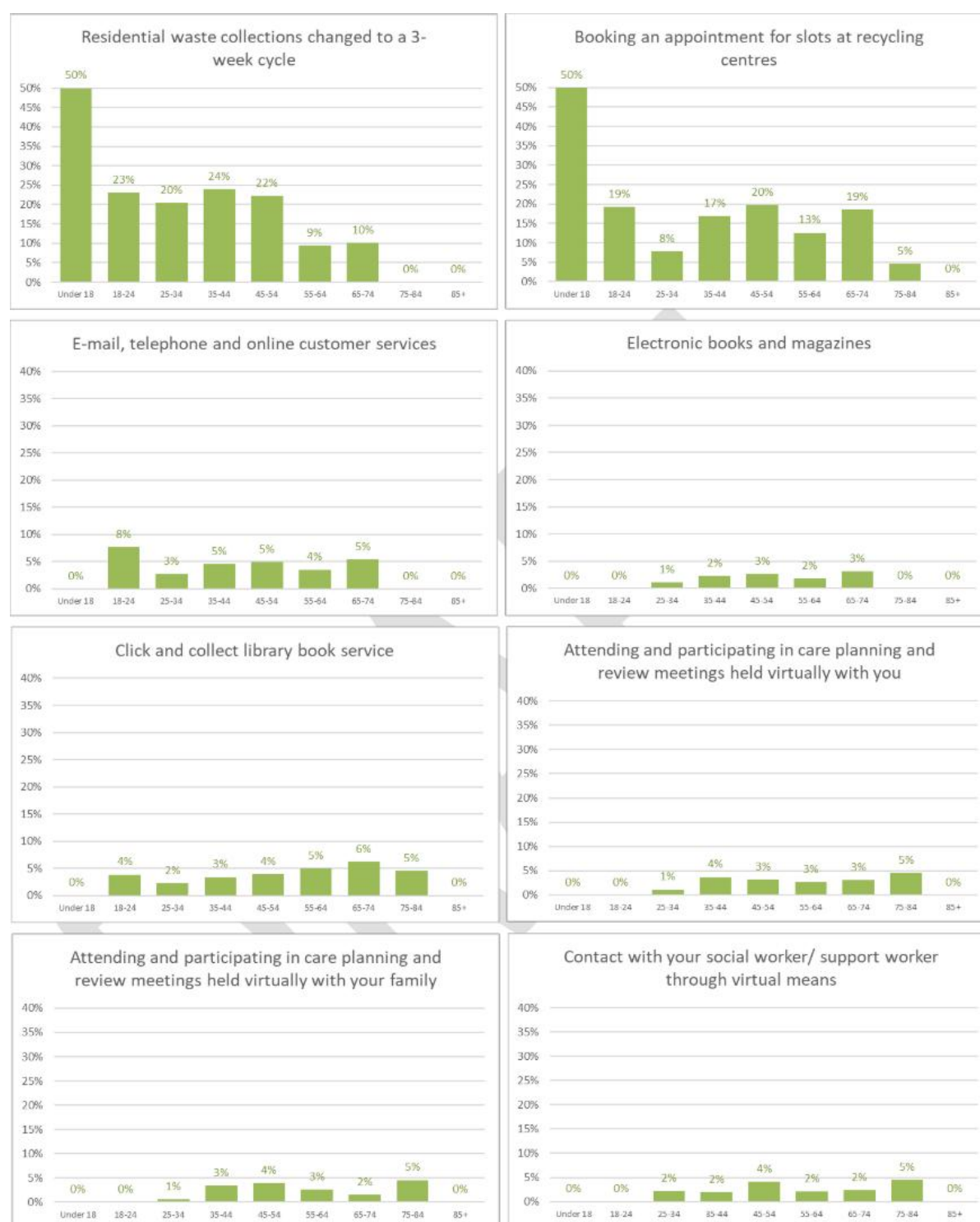
Next, SIMD 2020 data was used to determine if people in the more deprived areas were more likely to report a major negative impact since the introduction of the changes. The impact of the changes to 3-weekly residential waste collections and the method of contacting customer services impacted a greater proportion of respondents living in more deprived areas. For the other changes there was no clear pattern that would suggest deprivation was a factor (Figure 10).

Figure 10: Changes having a major negative Impact - by SIMD 2020 deciles (1 = most deprived; 10 = least deprived)



No clear pattern emerged when looking at which age groups reported a major negative impact of these changes (Figure 11). Note the high percentage of under 18s reporting problems with residential waste collections and the booking system at recycling centres were based on only 4 responses. The 3-weekly residential waste collections were more of a problem for under 55 year olds, while the age-groups experiencing problems with the recycling appointment booking system were broadly the under 75 year olds.

Figure 11: Changes having a major negative Impact – by age group



Perhaps unsurprisingly, a greater proportion of the larger households tended to report the changes to residential waste collection and booking a recycling appointment as causing a major impact (Figure 12). However, since there were only 2 households with 7 residents and 2 with 8 or more a proportion of 50% represents just one household.

Figure 12: Changes having a major negative Impact – by size of household



Although the numbers and proportions of respondents who reported major problems with the changes to the health and social care arrangements are generally small some of the comments suggest that the impact on those involved were significant:

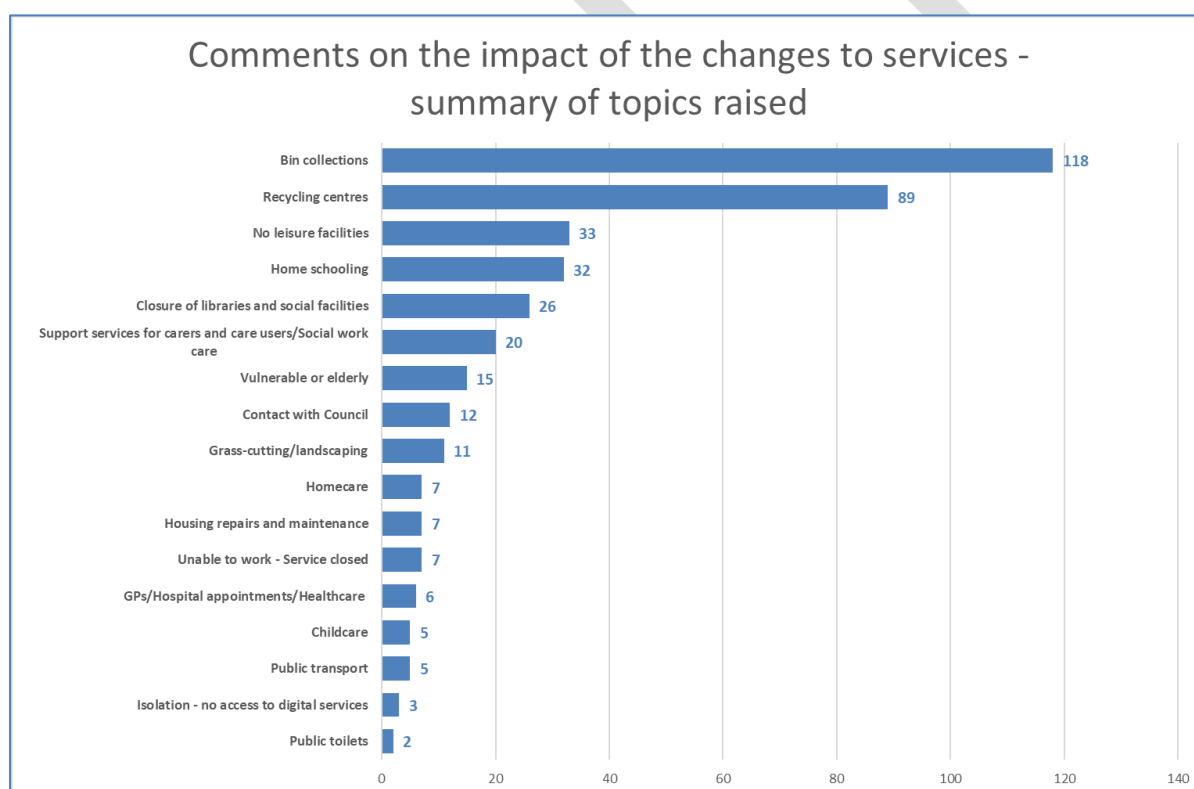
"I work as a social worker in Adult services. Clients and their families suffered tremendously during this time, care was suspended, families and carers became ill, sometime resulting in hospitalisation. This put great strain on me and my colleagues

when trying to help our service users as so many services were closed, and we had very little resources to offer people in crisis. This led to increased stress and sleepless nights for me.”

“As a full time carer for our disabled son who is also vulnerable to Covid-19 (we shielded) we had no support services available during lockdown and have limited support services available still now.”

“I am unable to get health care. My mental health has been much worse to the point I’ve taken many overdoses. I had problems getting medical care prior to covid but now it is impossible. My mental health impacts my ability to engage with the council and this has also been even harder during the lockdown. I am not getting any support.”

Figure 13: Analysis of comments – topics in order of popularity



The Scottish Human Rights Commission undertook some research into the impact of reduced social care support across Scotland during the pandemic. An extract from *The Journal of the Law Society of Scotland*⁸ published on the 6th October 2020 provides some useful context:

Many people who use social care support at home have experienced either a reduction or complete withdrawal of support during the coronavirus pandemic, to the

⁸ <https://www.lawscot.org.uk/news-and-events/legal-news/breaches-of-rights-in-social-care-cuts-commission/>

detriment of their rights, according to research published today by the Scottish Human Rights Commission. Cases brought to the Commission's notice include people being left without essential care, such as assistance to get up and go to bed, leaving people forced to sleep in their wheelchairs, and assistance to wash and use the toilet, to eat and drink, and to take medication. The Commission says it is "deeply concerned" about the current social care support available to people whose packages have been reduced or withdrawn, and calls on the Scottish Government and COSLA to commit jointly to the return of care and support at pre-pandemic levels, as a minimum. It also calls for the Government to establish better data collection mechanisms, and for public authorities to use human rights as a tool to inform future decisions about people's care and support.

SECTION 3 – VOLUNTEERING AND SUPPORT NEEDS

3.1 SUPPORT NEEDS

Just under 1 in 10 of respondents (121 people, 9.4%) said that they required some assistance during lock-down. Figure 10 shows the various types of support that were required with the largest needs being prescription collection; shopping & food; and provisions. These requested tended to be met by neighbours in the main, as well as by volunteers. Volunteers provided the majority of meal deliveries.

Moray Council provided the bulk of money advice, social work access, IT, home-schooling resources, and free school meals (through vouchers and provision of hot meals in hubs and schools). However, for all types of support requested there was a small proportion of people whose requests were not fulfilled. While small in number this shows that for some individuals the lock-down has proved a particular challenge with the largest unmet need being befriending. Given the concerns raised about the impact of isolation on individuals this presents an opportunity to put in place ways of supporting more vulnerable residents. Furthermore, the responses to this question may be under-representing the true picture given the lower proportion of 75-year olds and over in the sample who responded compared to the demographics of Moray (Figure 14, below).

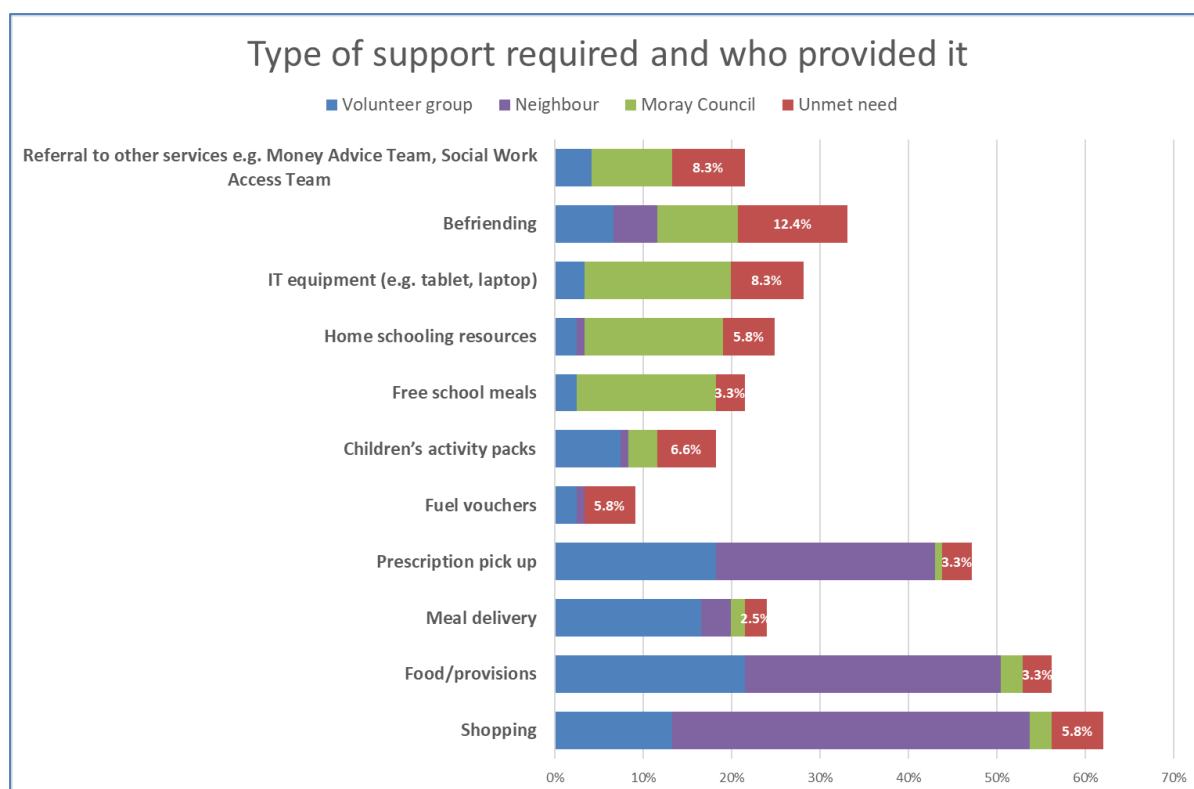
There was appreciation for the work of the volunteers and Moray council as illustrated by the following comments:

“impacted positively by food delivery service provided with council funding, delivered by volunteers from RVS, this service really helped”

“I was furloughed from March from my previous job. I was offered a full time job in another establishment and started there on the 7th September. While i was furloughed i received food packages and laptop from school with dongle for child school work, i also got help from moray school bank for my meters.”

“My grandmother was given a hamper and people who have had support have been truly grateful so for those who cannot comment or fill out the survey which would probably a large proportion on lossie folk I want to say thank you in their behalf. Many people are struggling with mental health and they should always be supported during times like this.”

Figure 14: Support required and provider



Residents who required support came from all parts of Moray except *Elgin Bishopmill West and Newfield*. The highest number of residents requiring support were in North Speyside and Lossiemouth, with relatively high numbers in *Mosstodloch, Portgordon and seaward; Burghead, Roseisle and Laich; and Forres Central East and seaward*. Table 2 provides a full list of the number of respondents who required support in each in each of the communities.

Further analysis was undertaken to determine whether residents in more deprived areas, older residents, residents with disabilities or being unemployed or furloughed were more likely to require support. The results at Figure 15 suggest a greater proportion of residents living in the more deprived areas of Moray required support, but there were residents needing support in every SIMD 2020 decile, indicating that deprivation is not the sole contributing cause. The largest proportion of respondents needing support were recently unemployed (36%) or unable to work due to a disability (46%). However, although only 4% of people requiring support were employed this was the category with the largest number of individuals needing support (44).

Most people requiring support were aged between 35 and 74 (103 responses, equivalent to 85% of all respondents needing support), but the proportions of each age group affected changed from below 10% for residents aged up to 64 years old to around 15% for residents aged 65 years old and over. This feels right intuitively as it would be expected some older people might have more needs and may be less able to support themselves. However, this is definitely not the case for everyone over 65 years old and most people who responded in

this age group did not require support. Note that the high proportion of under-18s requiring support (25%) was due to the low number of respondents.

Table 2: Communities where residents requested support

Community	Support required
North Speyside	13
Lossiemouth West	11
Mosstodloch, Portgordon and seaward	9
Burghead, Roseisle and Laich	8
Forres Central East and seaward	8
Lossiemouth East and Seatown	8
Cullen, Portknockie, Findochty, Drybridge and Berryhillock	5
New Elgin East	5
Rafford, Dallas, Dyke to Dava	5
Forres South West and Mannachie	4
Rural Keith and Strathisla	4
Buckie West and Mains of Buckie	3
Elgin Cathedral to Ashgrove and Pinefield	3
Findhorn, Kinloss and Pluscarden Valley	3
Fochabers, Aultmore, Clochan and Ordiquish	3
Keith and Fife Keith	3
Lhanbryde, Urquhart, Pitgavney and seaward	3
New Elgin West	3
Buckie Central East	2
Elgin Bishopmill East and Ladyhill	2
Heldon West, Fogwatt to Inchberry	2
Elgin Central West	1
South Speyside and the Cabrach	1
Elgin Bishopmill West and Newfield	0

The last 2 charts in Figure 15 show the support requirements for single households and couples by age-group and supports the finding that a greater proportion of households with residents aged 65 years old and over required support during lockdown with their daily needs.

There were 6 cases of residents who responded that no support was provided although it had been requested. Five of these cases provided postcodes, which indicated there was no one common area where support had not been provided: *Buckie Central East, Buckie West and Mains of Buckie, Findhorn, Kinloss and Pluscarden Valley, New Elgin East and New Elgin West*. With such a small sample size it is not possible to draw too many conclusions about the delivery of support services in different areas of Moray, but any future support provision needs to be able to deliver to all parts of Moray equally, both rural and urban.

Figure 15: Support required in lockdown – by SIMD 2020 decile, employment status and age group (percentage and number)

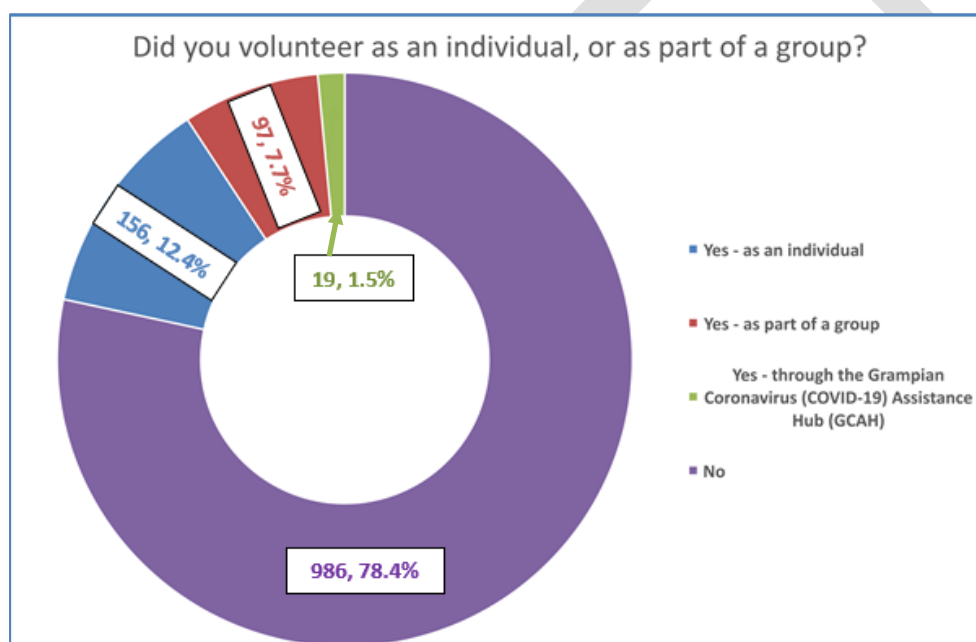


3.2 VOLUNTEERS AND VOLUNTEER GROUPS

Amongst the respondents to the survey there were 272 (approximately 22% of the people who answered this question) who had volunteered as an individual, as part of a group or who helped-out at the Grampian Coronavirus Assistance Hub (GCAH)

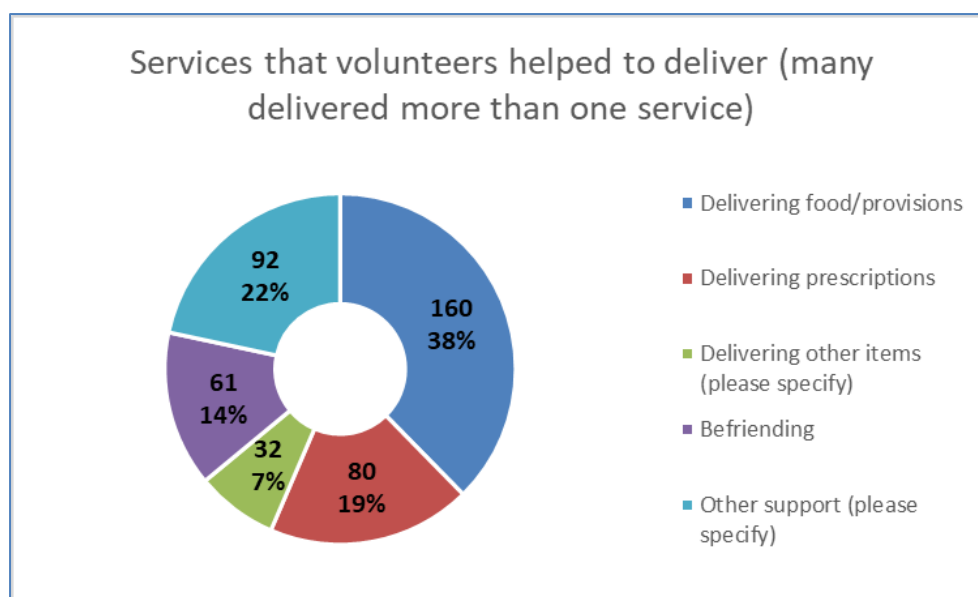
Most volunteers provided support as individuals (12.4%), some within a group (7.7%) and some as part of the GCAH (1.5%) (Figure 16). Volunteers came from every part of Moray with an average of 19% of respondents in each community saying they had volunteered. Areas with particularly high levels of volunteering (50% or more of respondents) included *North Speyside; Rural Keith and Strathisla; Cullen, Portknockie, Findochty, Drybridge and Berryhillock; Burghead, Roseisle and Laich; Forres Central East and seaward; and Findhorn, Kinloss and Pluscarden Valley.*

Figure 16: Breakdown of volunteers: individual, group, GCAH or did not volunteer



The delivery of food and provisions was the most popular form of support provided by volunteers, alongside delivering prescriptions and befriending (Figure 17). Many other services were provided across Moray including preparing and delivery of meals, shopping, gardening, dog walking, providing financial support and support for carer to name just a few. Further examples are included at Table 3 below.

Figure 17: Services delivered by volunteers



The wide range of support provided is a testament to the local communities who came together to support the most vulnerable in their time of need, and illustrated the community spirit that has been evidenced in previous work, including the Moray Community Planning Partnership locality profiles⁹. However, support in the future will have to be provided that meets the needs of all, regardless of age, disability, employment status or where they live. Although the proportion of residents with unmet needs was less than 1/2 of one percent of all responses received (0.4%), if this proportion were applied to the whole population of Moray there could be potentially by 300-400 residents with unmet needs.

Table 3: Examples of the support provided by volunteers across Moray

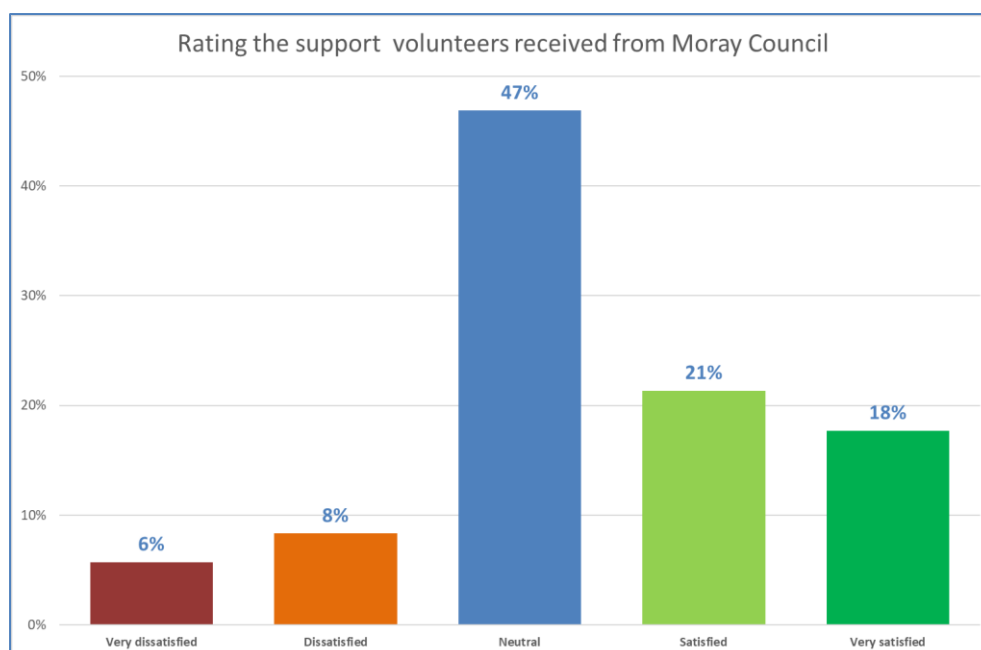
Support provided	Examples
Financial	Banking; Financial support; Money advice - signposted people to other agencies; As a member of Lossie Community Council was heavily involved in the coordination of support and acted as treasurer for grants we received; Financial support from a number of funding providers plus Wages of Hall keepers etc; Money for Aberlour school hub, Moray Handy Person Service, Aberlour Angling Club
Meals	Help send out meals to vulnerable, and fruit and vegetable boxes; School meals; Provide meals to relatives with dementia; Food bank collection; Set up and coordinated a fortnightly fresh meals initiative for the vulnerable through a local hotel and café; building of a temp food/ essential items parlour to support 24/7 access; Established larder and hot meal deliveries; Baked and delivered cakes to those living on their own and in vulnerable groups; Afternoon tea, Fun Goody Bag; Picked up food for food Bank from various pickup points; Provided meals 3 days a week for elderly relative with dementia who no longer got Shared lives support; Helping make and deliver food and drinks to prevent businesses closing permanently.

⁹ http://www.yourmoray.org.uk/ym_standard/Page_111096.html

Support provided	Examples
Shopping	Kept in touch and delivered shopping for any Duffus SWI members as required; Funded shopping for our Community Blessing Boxes which are placed outside the Free Church.
Scrubs/masks	Sewed scrubs as part of the Moray Scrubs group; Making face masks to be donated to those who can't afford them via Aberlour youthpoint Moray
Befriending	Setting up befriending and assistance groups/pages on social media
Health	Support mental health
Respite support	Get shopping, prescriptions and offer supervision support to enable carer of the relatives with dementia to get a break
Support for the vulnerable	Set up and advertised a Fone Friends scheme to contact the vulnerable people in the local area; IT support for families and shielding/isolated locals; Support and reassurance that I was available at any time night or day in the event anyone needed any help without having to go to an official group to ask for it, greatly put my neighbours at ease; Contact responder for falls alarms; iPads to vulnerable households and the care home in Aberlour.
Childcare	Working at hub with children whose parents were key workers, Care for school kids
Other	Dog walking and delivering dog food; gardening; Phone call assistant, spiritual assistance and practical support; Technical help; Started a free book and dvd swap; Held litter picks; Delivering information leaflets on help available and contact numbers; Household grants, lawn services; Delivered printed church services to those with no access to internet; News Papers; Taking broken glasses to the optician.

Volunteers were asked to rate the support they had been given by Moray Council, with almost half of those who responded to this question having a neutral opinion (90 respondents, 47%). More were positive than negative with 39% being satisfied or very satisfied (75 respondents) compared to 14% being dissatisfied or very dissatisfied (27 respondents).

Figure 18: How volunteers rated the support they had received from Moray Council



Examples of comments from volunteers who were very satisfied included:

"general thank you to moray council and the positive way the people assisted our community only negative would be your people were rushed off their feet."

"The DDCA received support with the purchase of IT equipment which has been issued within our community. We have also received PPE to support our activities."

"I received loads of support and advice from Moray Council on how I could support my neighbours and friends during this time."

"Cannot fault the support provided by line manager and colleagues who provided fabric and thread for making scrubs."

Most of the 11 respondents who were very dissatisfied with the support they were provided as volunteers provided very specific details of their issues, which also include allegations that cannot be readily substantiated. These comments will be made available to the relevant departments for their consideration. More general matters that caused dissatisfaction included:

"No support was given by the Moray Council to any of our volunteers"

"No support for the area of Lossiemouth until 7 weeks after lockdown. No support from local councillors except one."

"No support given in providing premises/room for food bank, care packs, meals, and other support and care packs. The group had to spend much needed volunteer hours locating and relocating through private and community premises..."

“There was no help given to our volunteer group given by the Moray Council. We have spent the last 6 months sourcing funding to help individuals and families in crisis”

“Due to confidentiality issues, which we respect, it has made it very difficult to target the right people and I suspect that many have fallen through the net, particularly in rural areas. It has been a guessing game. Neighbours do not always know who is struggling with finance or anything else. Many people do not like to reveal themselves as needing help. It has been very stressful to support people without this information.”

DRAFT

SECTION 4 – VIEWS ON THE FUTURE AND KEEPING INFORMED

4.1 OPTIMISM FOR THE FUTURE

Residents were asked how optimistic they felt about 6 factors and asked to rate each factor from “very optimistic” to “very worried”:

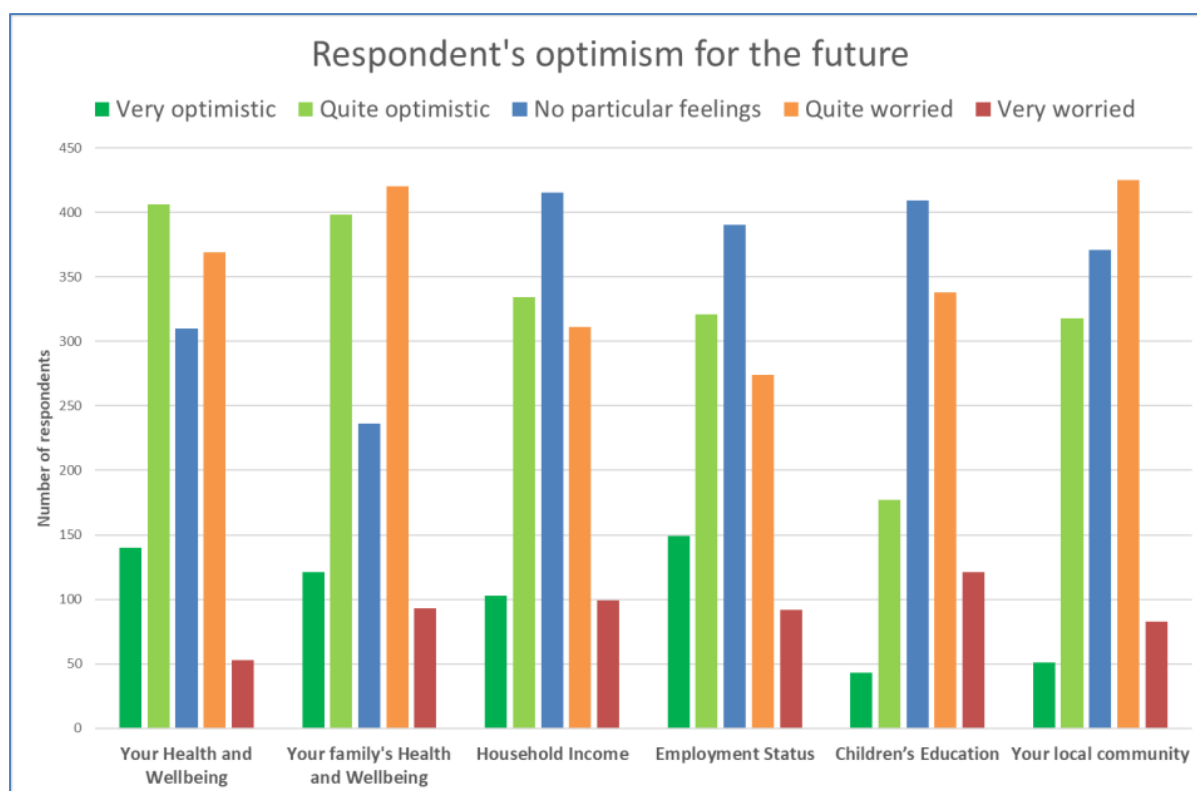
- Your health and wellbeing;
- Your family's health and wellbeing;
- Household income;
- Employment status;
- Children’s education; and
- Your local community

The responses can be put into 3 broad categories:

- Reasonably optimistic
 - The respondents’ health and wellbeing
 - Employment status
- Neutral
 - Household income
 - Their family’s health and wellbeing
- Some concern
 - Children’s education
 - Their local communities

However, as Figure 19 illustrates the responses are not as quite clear cut as that. There were a significant number of people “quite worried” about their health and wellbeing, and their future employment status. For each of the 6 factors there were on average over one-third of respondents who were “worried” or “quite worried” about the future. Ideally, the recovery plan would need to address these concerns and include provisions that would enable residents to have confidence that the future for Moray residents in the aftermath of the Coovid-19 pandemic will be promising.

Figure 19: Respondents' level of optimism for the future



4.2 OBTAINING INFORMATION ON COVID-19 GUIDANCE

The majority of respondents found it easy to obtain information about the Covid-19 response measures from their TVs or from social media. The Government and Council websites were also considered to be relatively easy ways to obtain such information, although more people accessed the Scottish Government website compared to the Moray Council website (Figure 20). People were less likely to access information from newspapers, leaflets, word-of-mouth, Moray Council employees or the GCAH.

Many people able to keep themselves abreast of the latest information using TV, social media and the radio, while others also received briefings from their children's school, the Care Inspectorate and their place of work; NHS Grampian was mentioned specifically. The Lossiemouth Community Council page on Facebook was mentioned, as were updates from local councillors, assistance groups and Richard Lochhead MSP, for example. Others obtained information from the World Health Organisation website, professional bodies and websites with a scientific background. The tsiMORAY website, ebulletin, forums and networks were also mentioned by one respondent.

Some comments were made about sources of information and their usefulness:

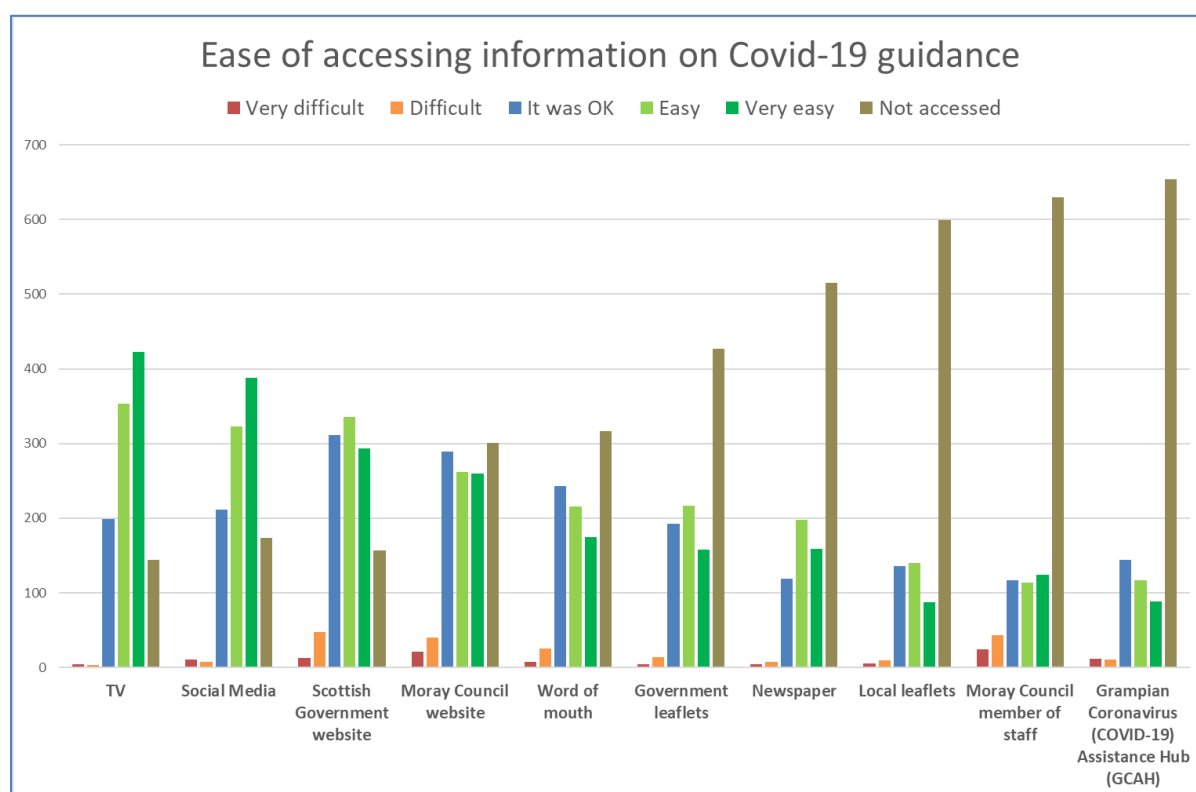
"The variety of information sources was adequate. The challenge for some is filtering out misinformation from various sources; especially social media and word of mouth."

“There are a lot of ways to access information so I don't think this could be done any better.”

“There were plenty of places to find information although many were contradictory at every level. Changes were quick and easy to understand.”

“... the daily briefings from the First Minister has been the most helpful of all.”

Figure 20: Ease of accessing information on Covid-19 guidance from various sources



Although relatively few people had difficulty with accessing information from any of the sources there were over 100 comments made on the problems that respondents encountered. The common themes included finding up-to-date, timely and clear advice on both the Scottish Government and Moray Council websites; difficulty in keeping up with changing guidance; sorting out the contradictory and misleading information especially on social media sites; and finding trustworthy sources. Some people felt they were being overloaded with information and struggled to find the particular guidance they were after, while 2 respondents highlighted the issue with broadband access in some parts of Moray and weren't able to access information by digital means. One person suggested information should be available in a child-friendly format, and there was one request for audio information to be posted to households who have learning disabilities so that they do not get left out.

The problem with misinformation on social media is not unique to Moray. For example, the *Glasgow Evening Times*¹⁰ reported that Glasgow City Council has said it will block any accounts from its social media channels that spread false information on the COVID-19 pandemic, lockdown rules, and the legitimacy of vaccines. The local authority's Facebook page reaches almost 2.5m people, as does its Twitter account, leading officials to conclude that if misinformation is not challenged it could cause damage.

There were a small number of comments about the difficulties of contacting staff during lockdown. These included being put on hold for over 15 minutes, not being able to contact staff who were homeworking but did not have access to Council IT and lack of responses to emails. Three people had difficulties contacting GCAH or were allocated tasks too far away for them to undertake.

Comments on information from websites included:

"Too many sites providing the same information yet all slightly different. Leading to confusion and people ending up with information overload."

"The COVID section of the Moray Council website was poor this should have been the main and only page of access on the website instead the general public could access all other pages on the web as normal which provided too much conflicting information. When emailing the Council the poor staff at times did not know about any changes or announcements that were on social media."

4.3 CONTACTING MORAY COUNCIL

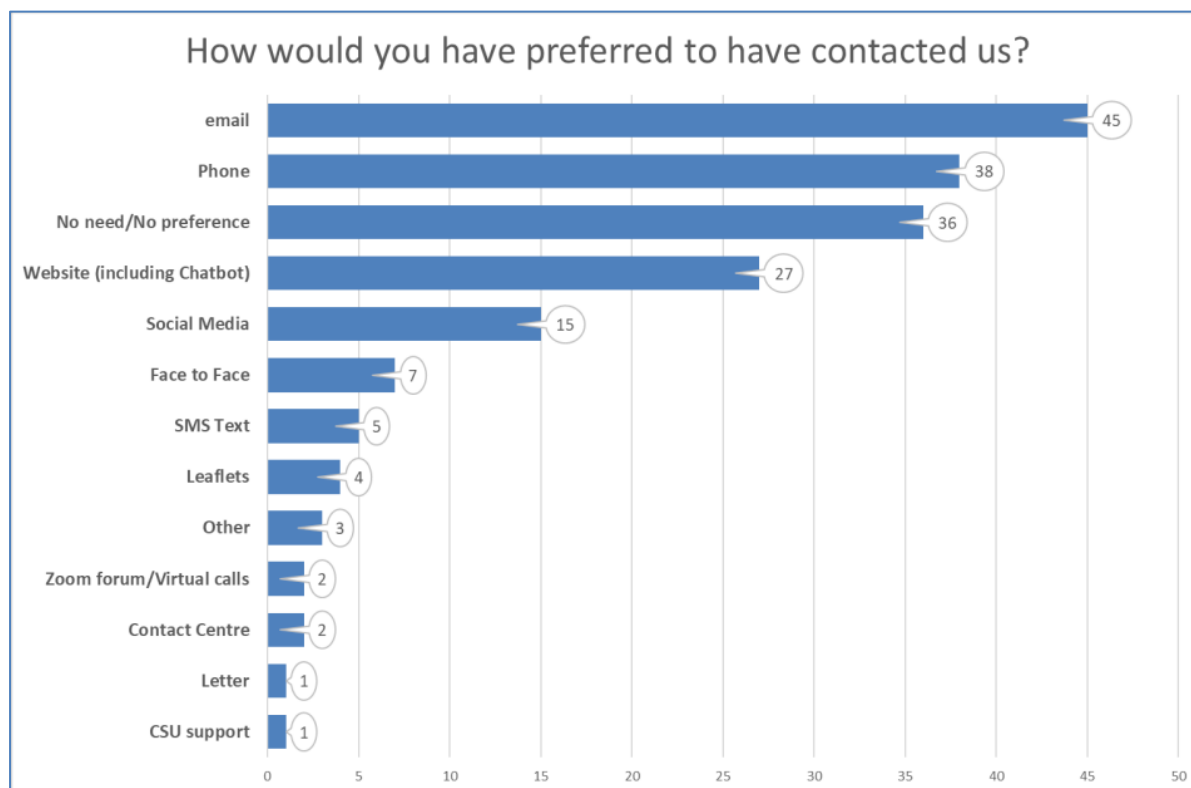
The final question in the survey asked residents how they would prefer to contact Moray Council, but only 258 people responded to the question (less than one-fifth of respondents). Some responses did not mention their preferred option but made comments on experiences that had happened to them or had suggestions for improvements in communication. Consequently, there were fewer than 190 responses to this question that provided the preferred method for residents to contact Moray Council. The results are summarised at Figure 21.

Email and 'phone were the most preferred methods accounting for almost half the responses (44.6%), while 19.4% either had no need to contact the Council or did not have a preferred method. The website and social media were also popular methods, but SMS text was less popular than face-to-face. One person requested "Audio cd through the post or

¹⁰ Cited by LGiU Scotland, Wednesday November 18th, 2020

email audio pdf”, which may indicate that our communication methods do not cover the needs of all residents.

Figure 21: Preferences for contacting Moray Council



Some respondents provided positive examples of good communication and enquiries being handled well:

“all contact with you was very professional and very helpful by your team that i dealt with via e-mail ,personal phone calls being direct with very good explanations ,advice and followed up with any outstanding issues with answers within a few hours ,i can't praise your team enough under the circumstances”

“As part of Forres Covid19 Mutual Aid, I attended a weekly meeting along with Sylvia Jamieson the Forres Community Support worker. She was a good liaison and helped to point us in the direction as needed.”

“I contacted you by my preferred way, e mail, and got quick and informative responses about the over 60 bus pass.”

“... social media announcements were good.”

However, there were some who did not have such a positive experience, and one person commented on their experience of the GCAH:

"Often telephones just rang or you got a message re covid and offices closed. If email sent often the reply was generic and matter of fact, not addressing actual complaint or enquiry."

"I find MC communications quite long winded & not that easy to pin down."

"On the one occasion I had need to contact the council (on non covid related matter) i did so by email which I thought would be best, however never received a response. This was to an email address in the Moray Council website."

"Grampian Hub seemed to disjointed and did not have awareness of Moray geography."

Three people provided some suggestions for improvements, including one looking for specific advice for businesses:

"I feel that due to the amount of technology available it was very easy and accessible for myself and household. However for older and more vulnerable people maybe they were not so able to access the correct details and may have had to rely others to let them know what was happening or were unable to ensure if they were accessing the correct information as there was a lot of incorrect information going around if you were unable to access the government or local council information."

"One sole team for contacting with up to date and correct advice. A uniform narrative that is given to both staff and the public."

"I would have preferred more detailed information about who business could contact for further information about how they should be running and how to set up etc and also what to expect when we go to hair and beauty premises etc and who to speak to with concerns ..."

There were also comments about the Moray Council website and the need for it to be easy to use, up-to-date and with the information available off-line for people without access to the internet:

"On the Moray Council website but make it easier to understand. Some parts have not been updated to reflect current circumstances."

"Have a really good, well made and easy to use and read section on your website which anyone can access by either app or non-app means, but also for non-computer users PLEASE have info points where needed info can be accessed and make these well known - advertise them."

As noted above at Section 2.1 around 20% of the respondents had a negative experience with not being able to contact the Council in person. The comments could be broken down

into 2 main categories. The first being issues with the technology and the virtual meetings application being used:

"Vscene meetings are useless, people get kicked off, they freeze, too much background noise!"

"Lack of fast connectivity in our area. Unable to access v scene at all by computer. using MS Teams also problematic. Frustrating when working from home."

"The platform used meant many people couldn't be heard or seen."

The other category was the negative impacts of the loss of face-to-face sessions, and one that demonstrated the problems of using technology inappropriately:

"As a foster carer to 15year old we all missed the face to face contact with our social workers during lockdown teenager didn't have any contact with family due to this became withdrawn and any progress that had been made was gone"

"The lack of contact & meetings for the care of my disabled brother has been horrendous. The policies adopted have made this period extremely damaging to his physical & mental well being."

"You tried to assess a deaf partially demented elderly woman on the phone. Ridiculous to think you could do that successfully."

One comment in particular on the difficulties and frustration felt by one family illustrated the potential longer-term impact of the lock-down with more residents requiring additional support in the medium-term:

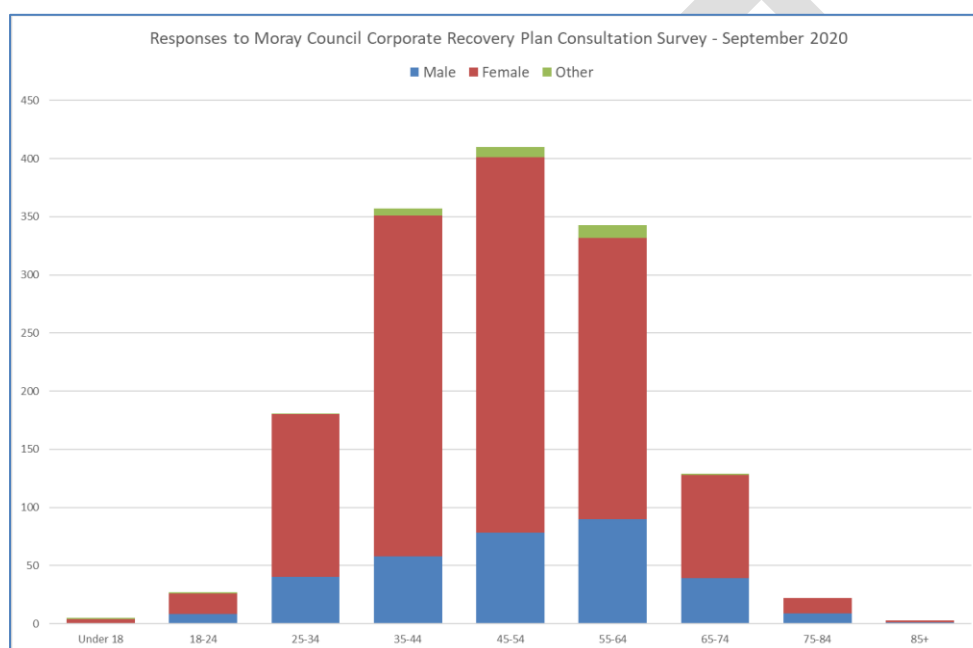
"None of this has been offered. A relative has been in hospital, can't be released until a care package is in place for them, why does it take so long. Only one visitor is allowed, the same visitor each time. Not seeing a parent for that long is unacceptable and as a result of being stuck with nobody they are suffering from depression now and not receiving the care they need. Updates have been poor, no virtual updates. Constant phone calls to try speak to someone. Poor communication. If masks and social distancing can be adhered to why is visiting so restricted."

SECTION 5 – DEMOGRAPHICS AND HOUSEHOLD COMPOSITION

5.1 SURVEY RESPONSES - DEMOGRAPHICS

Responses to the survey were submitted by 1,484¹¹ residents, three-quarters of whom were female. Similarly, around 75% of respondents were aged between 35 to 64 years old, although responses were received from all age categories. The survey respondents are not fully representative of the demographics of the Moray population with the older and younger members of the population being under-represented (Figure 12).

Figure 22: Demographics of respondents by age group and gender



To help put the chart above into context Figure 13 shows the split between males and females for the same age groups for Moray, based on the Mid-2019 population estimates published by the National Records of Scotland.

¹¹ Note that 3 of the respondents had not answered any questions and one had just entered their age group; making a total of 1,480 completed responses overall.

Figure 23: Moray population by age and gender - Mid-2019 estimate

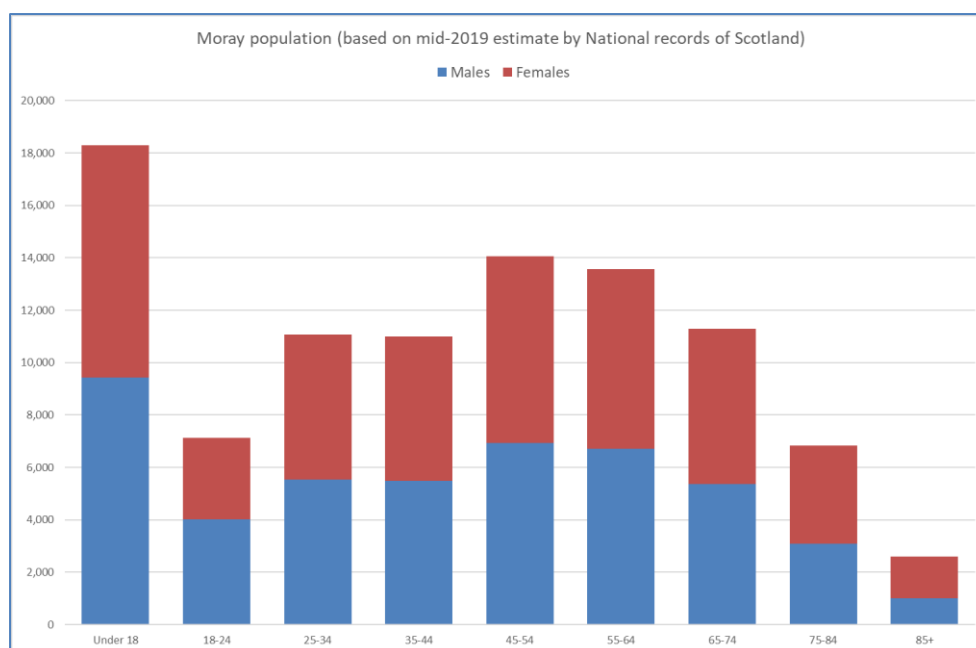


Figure 14 illustrates where the ages of the respondents differed from the ages of the wider Moray population. The greatest disparity was the under 18s with 0.3% of responses compared to over 19% of the population, followed by the 85-year olds and over (less than one-tenth of the responses to be truly representative). Similarly, the 18-24 and 75-84 age groups had responses that were between 4 and 5 times smaller than required to be representative. The 25-34 and 65-74 age groups were well-represented, and there were almost twice as many respondents in the 35-64 age groups compared to the make-up of Moray's population.

If further consultation is undertaken, then measures to consider how to reach the younger and older members of Moray's community would be recommended.

Figure 24: Comparing the demographics of respondents with the Moray population demographics



855 respondents included their full postcodes and base on this sample we were able to determine that responses were received from every data zone in Moray apart from *Buckie West and Mains of Buckie – 05*.

5.2 SURVEY RESPONSES – HOUSEHOLD COMPOSITION

Most residents who responded to the survey were living as a couple or as a couple with their family (over 77%). People living alone, including widows and widowers, with or without other family members accounted for 22% of the responses. The proportion living by themselves was just under 12%; a sizeable minority who might be at higher risk of isolation during the lock-down (Figure 15).

Respondents lived in households of up to 10 people with the average being 2.8 (Figure 16).

Figure 25: Composition of households

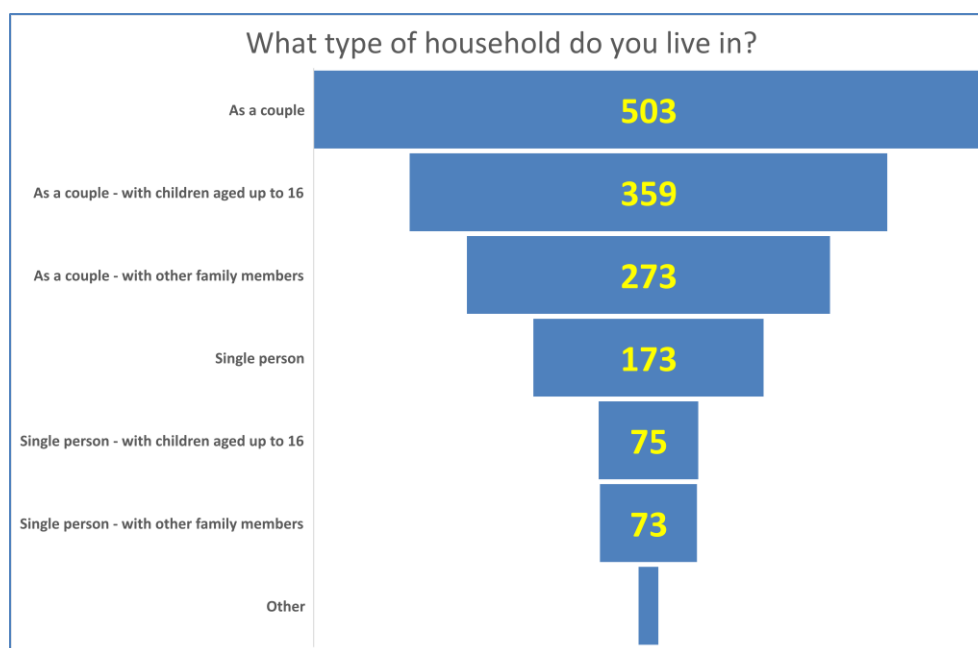
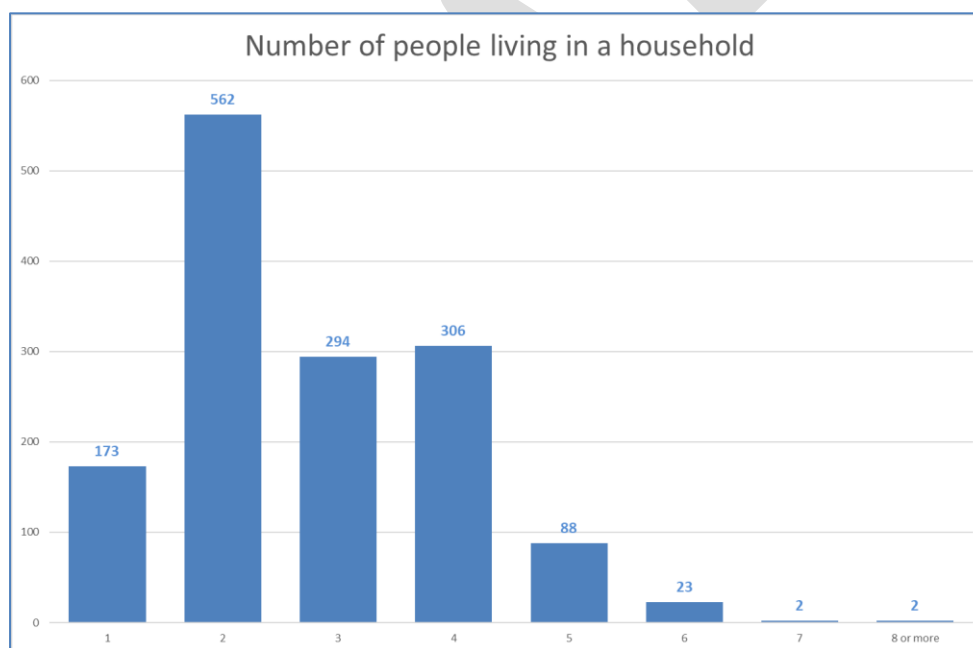


Figure 26: Number of people living in a household



CONCLUSIONS

At the population level the responses to the survey suggest that for many residents the impact of the lockdown on their employment status was relatively minor, with 89% stating they were in work or retired. However, this masks the impact at an individual level and extrapolating the findings of the survey suggests that in the region of 500 residents could have lost their jobs or been furloughed during the lockdown. Apart from the financial impact to those who had lost their jobs or were furloughed some respondents who remained in work noted the impact on their health and sense of wellbeing due to working at home for extended periods. Respondents missed the company and camaraderie of colleagues and feeling of being part of a team. There is likely to be an additional demand placed upon healthcare services and the benefits/money advice teams as the pandemic continues.

For those who had been made redundant almost two-thirds suggested they would look for work within Moray, and 40% would consider retraining. Almost half were not in a position to retire and would be looking for new employment opportunities. The most popular choice for retraining was Computer/Digital and Technology, which may cause difficulties for job-seekers wishing to remain in Moray as Information and Communication only accounts for slightly more than 1% of the Moray job-market. Another popular choice for retraining was in the Tourism and Hospitality, and the Food and Drink sectors, which are significant employers in Moray. However, to further compound the difficulties of potential job-seekers nationally both these sectors are facing higher levels of furlough. Consequently, the level of unemployment that Moray may face will need to be monitored closely so that Moray Council and partners will be prepared to meet the potential, additional demands for support.

Overall residents appeared to be reasonably happy with the changes that Moray Council introduced to reduce the spread of Covid-19. For the relatively small number of residents who experienced a major negative impact there were no obvious common factors, such as location, age or employment status. Although the numbers and proportions of respondents who reported major problems with the changes to the health and social care arrangements were low the impact on those involved were significant. Individual circumstances would appear to be the most significant factor, which suggests a potential concern for providing services that meet the needs of the most vulnerable.

However, although residents scored the overall impact of the changes there was concern expressed over the 3-weekly change to domestic waste collection and having to book an appointment for a slot at recycling centres. These 2 issues generated a considerable number of often passionate comments. While many people are able to cope with the 3-weekly waste collection cycle there were some with young children, babies, or family members requiring additional support who struggled with the timing. Similarly, larger households also found that their bins would be full before the next collection date. If the collection

schedules are reviewed then consideration of individual households' circumstances could be taken into account. It was not clear what the particular concerns were with the recycling centres' booking system, other than some people just didn't like it. It wasn't mentioned specifically, but responses to other questions indicate that some residents are still struggling to connect digitally, and this might be preventing a small number of people from being able to book a slot. It should be noted that for a small proportion of residents both these measures were seen to be positive (5% for 3-weekly collections and 7.5% for recycling centre appointments).

Relatively few people who responded to the survey requested support during the lockdown (Just under 1 in 10), and most of them received the support they needed. However, 6 respondents stated that they did not receive the support that they requested, with befriending being the largest unmet need. This highlights the impact of isolation for some individuals living in Moray and presents a challenge for Moray Council and its partners in creating services that can be delivered to individuals regardless of their circumstances.

A greater proportion of residents living in the more deprived areas of Moray requested support, but there were residents needing support in every SIMD 2020 decile, indicating that deprivation is not the sole contributing cause. The largest proportion of respondents needing support were recently unemployed or unable to work due to a disability, with around 15% of residents requesting support aged 65 years old and over. It is highly likely that more support is required than this survey suggests as the response rate for older people over 75 years old was much less than the demographics of Moray's population, and isolated residents who are unable to contact services are unlikely to have responded.

The responses to the support provided by Moray Council to volunteers was mainly neutral, but there were some very positive comments as well as negative criticisms. The positive comments appear to have come from individuals and groups that already had good links to the Council, through the Community Support Unit, TSI Moray and local community councils for example. The negative comments suggest that some individuals and groups received no support, which presents an opportunity to strengthen links to communities and raise awareness more widely of the support that is available.

Most people kept themselves abreast of the latest Covid-19 guidance from television, radio, social media and the Scottish Government and Moray Council websites. The majority were content with the information they received, but people raised concerns about finding up-to-date, timely and clear advice on both the Scottish Government and Moray Council websites; difficulty in keeping up with changing guidance; sorting out the contradictory and misleading information especially on social media sites; and finding trustworthy sources. Websites needed to be clearer and kept up-to-date. The problem of broadband access in some parts of Moray preventing access information by digital means was highlighted by 2 individuals.

Generally, people are happy to contact Moray Council by e-mail or phone, and there was reasonable support for using the website, with the addition of chatbots, and social media. Face-to-face is still preferred by some, and there are occasions when this would still appear to be the most appropriate method. One respondent noted the lack of information in a suitable format for people with disabilities.

A common recurring theme has been noted, which suggests that support is good where people know how to obtain services or have well connected networks in their communities. If individuals or groups are not aware of these channels or are isolated geographically or digitally, for example, they are less able to access the support they need.

There is some optimism for the future but there were still a high proportion of respondents who had concerns over their and their families', health and wellbeing, and the loss of employment in particular.

Major Engagement Issues (general data noted to inform service provision but not listed below)	Relevant RRSF Outcome 1-6 (see key)	Response
Public Survey		
Section 1		
Low levels of interest in starting a business	5	The Economic Recovery Plan sets out a number of actions to address this including start up grants for equipment and digital/e-commerce and small business support
Correlation between retraining areas of interest and job market regarding Computer/Digital Technology	5	The Economic Recovery Plan sets out a number of actions to address this including e-commerce and digital funding which will support local job creation. In addition, the transition to greater levels of automation in manufacturing(MGD project) together with increased online retail, reliance on online connectivity and cyber security will mean there will be increasing numbers of jobs in the local economy that require technology skills. This is being supported by Moray College UHI and partners who offer a range of courses in computing and digital media.
Significant negative impact of 3 weekly recycle collection particularly on people with disabilities, carers, those in the more deprived areas and larger households	2,3,5	Budget proposal for members but mitigation is available for those adversely affected who can request larger/additional bin
Significant negative impact of booking system for HWRCs particularly on those unable to work due to disability and larger households	2,3,5	When social distancing is removed the system will be removed from all HWRCs except Elgin where this helps to manage traffic issues. For the two groups identified as particularly impacted, special uplifts can be requested but it should be noted that physical access methods have not changed, only the times at which access may be taken.
Issues with access to health and social care particularly for the most vulnerable	1,2,6	Meeting critical needs maintained throughout. Individuals reassessed and threshold includes substantial needs being met. Reassessment can be requested outwith scheduled reviews. All children on the child protection register have

		continued to be seen on a weekly basis, fortnightly to monthly contact maintained by those families open to social work
Section 2		
Unmet need for befriending services	1,2,4,6	Loneliness has a big impact on people's health and wellbeing, and supporting people to connect will continue to need to be addressed. This is an area being considered in the context of social recovery and renewal.
Section 3		
Issues about access to accommodation for storage, GDPR barriers as below	3,4	Work is underway on this. However, difficult to maintain supply of unused facilities for emergencies See below
Some concerns about support for volunteers	3,4,6	Plan to develop this further as approach to community engagement and social recovery moves forward
Section 4		
Need for recovery plans to address health and wellbeing, economy, education and communities	1-6	Recovery Plans span these areas
Concerns that advice from Moray Council was not always accessible, timely and clear with difficulty keeping up with rapidly changing guidance (note: same comments for Scottish Govt advice)	3	Pace has been relentless but with no advance warning of changes the council is reacting as public announcements are made We have tried maintain up to date communications on our website as far as possible
Difficulties making successful contact with council staff/services	3	Moray council contact centre has been open throughout. It is recognised that as staff have moved to homeworking, the usual methods have not been available but e-mail and mobile contact is now in place and hope this has improved
Concerns that information held on the Council website not always easy to use, up to date and available offline	3	See above
Concerns about adequacy of technology and meetings software	3	Technology for virtual meetings is now well established
Willingness to use remote methods of contact but need for face to face for some	2,3,6	Covid Guidance has had to be followed. Face to face contact has therefore been minimised where appropriate, with services assessing individual cases when face to face consultation

		required, for example for mental health services, services supporting children and their families and our more vulnerable service users.
Ward Based Community Engagement (App1)		
Use of existing community anchor organisations worked well	3,4,6	Agree and plan to develop this further as approach to community engagement and social recovery moves forward
Support community networks that were established for future resilience	3,4,6	See above
GCAH did not understand Moray geography	4,6	Now have local Moray provision in place
GDPR - ask if person needing support agrees to data sharing	4	Officers are seeking legal advice and sharing within the community planning partnership to consider how could share data in crisis. Can also share information on future approach with community organisations
Communication and guidance slow to emerge at start of lockdown	1,2,4	Immediate priority was emergency response per legislation. Action and communications undertaken as soon as we could
IT - access to equipment and broadband	1,2,6	Council made IT equipment available to school pupils to support education, including mobile connectivity and put in place traditional materials for those with no access Council not able to address wider broadband coverage in Moray
Clear protocol re handover communications between volunteers and agencies	4	This appears to be linked to the point on GDPR above
Pre existing issues re poverty and mental health remained	1,2	acknowledged
Better partnership working particularly in multi agency settings	3,4	Welcome this comment and plan to build on this area. Work is already underway in relation to services for children Feedback has highlighted where health and social care should be more joined up- further work is taking place to accelerate the integration approach, particularly around hospital admission avoidance and discharge.
Need for Proactive approach to contacts	3,4	Contacts were issued for communities team and schools and children's services made

		contact with children and families on a prioritised basis
Clear pathways of support for the hardest to reach	1,2,4	HAC made proactive contact with all shielded people and provided a single point of contact.
Identify spaces that can be made available at short notice for community use	3,4	See above
Good information provided before furlough ends	5	Work is ongoing across agencies to ensure that information for employees and businesses is as up to date as possible and this will be reviewed when furlough is due to end.
Clear and consistent guidance with facility reopening	6	Communications have been issued to service users and general public to try to provide this information
Consider investment in infrastructure to deal with influx of UK tourists	5,6	Public toilets reopened at earliest opportunity, additional provision put in place to empty litter bins in tourist hotspots

Key:

1. Priority is given to groups and areas most affected by the pandemic Those who are vulnerable, experiencing financial hardship or are otherwise adversely impacted feel supported
2. Those who are vulnerable, experiencing financial hardship or are otherwise adversely impacted feel supported
3. The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”
4. Long term resilience, sustainability and capacity in communities is improved by building on community responses to the pandemic
5. The economy, businesses, partners and infrastructure of Moray achieve stability and support to recover and grow
6. The long-term impacts upon the people of Moray are mitigated and managed allowing wellbeing to be advanced

STRATEGIC	SERVICE	NEW – RECOVERY & RENEWAL
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Priority is given to groups and areas most affected by the pandemic						
Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Education Resources & Communities: (L) Empowering & connecting communities. (CP) Our Place: Empower and support communities to build capacity (CP) Improve our understanding of the issues in our communities based on the experience of local people	(CP) Enhance community participation in service delivery (e.g CATs)	(L) Develop stronger, more resilient, supportive, influential and inclusive communities (CP) Our communities' ability to address their own needs and aspirations is improved	CATS and other community empowerment mechanisms contained in the legislation (CP) 5 town halls/community centre CAT transfers complete 3 more completed CAT transfers	April 2021	Communities Team	1
	(CP) Develop and implement Participatory Budgeting	(CP) 1% of council budget allocated through PB by April 2021	(CP) PB Framework agreed (CP) % of council budget actively allocated through PB	March 2021 December 2021(TBC)		
	(CP) Develop engagement with the public on the future of council services	(CP) More of our activities, services and plans are influenced by the communities they serve	(CP) Council engagement strategy established for 2020/21 and corporate plan engagement complete	April 2022		
	(CP) Develop locality engagement – so that solutions are influenced by the experience of local people	(CP) We are more successful in developing a shared understanding between the council and communities that helps us to design the future together	(CP) Community action plans in place for 2 communities	October 2021		

Education: To respond to changes in advice for school and ELC recovery	Children's health and wellbeing are supported and safeguarded during the COVID-19 pandemic	Ensure Risk Assessments are updated to reflect Scottish Government guidance	<ul style="list-style-type: none"> Care Inspectorate scrutiny QI 5.1, 5.2 & 5.3 will evaluate how well an ELC setting is supporting the experiences of their children, families and staff ELC Health and Wellbeing Toolkit (currently being devised in consultation with managers) 	March 2021	VC	1
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Those who are vulnerable, experiencing financial hardship or are otherwise adversely impacted feel supported						
Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Housing & Property Services: Transform the approach to addressing homelessness in Moray	Deliver Rapid Rehousing Transition (RRTP) Plan 2019-2024	<p>Homeless people get a settled mainstream housing option as quickly as possible.</p> <p>Time spent in temporary accommodation is kept to a minimum.</p> <p>Reduction in repeat homelessness and tenancy breakdown for people with complex health and care needs.</p>	<p>Reduce the number of households in temporary accommodation by 10 in 2020/21.</p> <p>50% Council house allocations to Homeless List.</p> <p>Provide additional housing support for tenancy sustainment to 30 households.</p>	<p>31 March 2024 and annual monitoring</p> <p>31 March 2021</p> <p>31 March 2021</p>	Housing Needs Manager	1
Economic Growth & Development: Economic Recovery	We will progress employability and skills activities such as kickstart, youth guarantee scheme, parental employability support.	An increase in training and support to meet rising demand from COVID 19	Increase in the number of individuals supported into training or work	Ongoing and annual	Economic Growth and Regeneration manager	1

The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”						
Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Governance, Strategy & Performance: (CP) A Sustainable Council: that provides valued services to our communities	Continue to progress Governance Review to streamline processes including reviews of committee structures, schemes of delegation and reporting to committees (BV)	Business of the council is more strategic, corporate and efficiently progressed	<ul style="list-style-type: none"> Members and officers report more effective use of time on committee and related governance work. Reporting across multiple governance lines is reduced. Use of suitable alternative reporting methods including information reports and briefings increases. 	April 21	Head of GSP	2
	Look at alternative governance structures and review decision making processes to make them more efficient	Clearer focus on performance and priorities of the council as a whole	<ul style="list-style-type: none"> Committee business is completed in time allocated. Increased pace, depth and continuity of transformational improvement. 			
		Reduce bureaucracy, streamline decision making processes, reduce material going to committee.	Reduction in the number of meetings each year.			
		Meetings more focused on strategic issues	More information reports going as background papers.			
		Governance structure aligned to management structure.	Approval of revised Scheme of Administration			
	Refresh role of council leaders		Protocols revised			

Governance, Strategy & Performance: (CP) A Sustainable Council: that provides valued services to our communities	<p>Modernisation and Improvement – Customer Services Redesign of customer contact/face to face. (CP)</p> <p>Encourage “digital first” interaction with customers where possible.</p> <p>Use Forres access point as a model to review customer service provision in other access points.</p>	<p>Culture change in customer service delivery towards enabling approach for most customers with supported service delivery for those who need it</p> <p>Single service first point of contact</p> <p>Efficiency savings</p> <p>Improve online services available to customers.</p>	<p>Reduction in face to face contacts</p> <p>Increase in online contacts</p> <p>Budget savings in access points of £100k</p>	Dec 21	Customer Services manager	2
Education Resources & Communities: Ensuring Digital ways of working are embedded across our teams, maximising connectivity, collaboration and online service delivery.	<p>Development and Implementation of School Business Admin Review</p> <p>Roll out Digital Youth Work</p> <p>Implement Online Music Instruction</p>	<p>The benefits of digital administration approaches in schools are fully realised</p> <p>The youth work offer is accessible to all, despite Covid restrictions and including those living in our most rural communities.</p> <p>Children and Young People are able to continue with their music instruction through Covid restrictions. Opportunities for future service delivery (post Covid) are explored.</p>	<p>% Implementation</p> <p>100% of youth work staff are trained and effectively delivering digital interventions.</p> <p>Online service delivery is fully operational</p>	<p>April 2021</p> <p>April 2021</p> <p>December 2020</p>	<p>Business Support Admin</p> <p>Communities Team</p> <p>Instrumental Instruction Service</p>	2

	Improve Libraries digital offering (eResources, Libraries YouTube Channel, online Bookbug, online Learning).	Service users can continue to access library services. Residents are supported to 'get online' and learn new digital skills.	Numbers accessing: eResources Virtual learning sessions Online Tutorials		Library Service	
Governance Strategy & Performance: Improvement and Modernisation Programme – governance review	Work on remote committee meetings to improve quality meetings and access to them. Involve users in developing system and carry out satisfaction survey to gauge success.	Make it easier for Councillors and officers to participate. Ensure participants have suitable technology. Enable hybrid physical/remote meetings	Positive user satisfaction survey.	Feb 21	Democratic Services Manager	2
ICT: Corp Plan: Sustainable council RRSF: New Environment/Infrastructure strategic change	Transformation - Expand and enhance the provision of flexible and mobile working within the council.	Flexible by default approach established as the norm. Council has the capacity to flex and contract homeworking in line with organisational, national and regional requirements.	a) 80% office based staff utilising mobile devices b) 80% office based staff working flexibly c) Reduction in number of fixed workstation requirements.	Feb 2021	IS MGR (DM)	1
ICT: Corp Plan: Sustainable council RRSF: New Environment/Infrastructure	Transformation – Implementation and promotion of Video Conferencing	Staff communicate easily via video conferencing, are skilled in its use and use of this technology increases.	Transformation – Implementation and promotion of Video Conferencing	Staff communicate easily via video conferencing, are skilled in its use and use of this	Transformation – Implementation and promotion of Video Conferencing	Staff communicate easily via video conferencing, are skilled in its use and use of this technology increases.

				technology increases.		
ICT: Corp Plan: Sustainable council RRSF: New Environment/Infrastructure	Forward planning – Schools strategy development	Council has a clear strategy defining how the use of ICT will deliver improvements within schools.	Documented aims, objectives, investment requirements and benefits from the use of ICT in the schools environment.	June 2021	INF MGR (GC) IS MGR (DM)	1
Education: Build on developments undertaken through lockdown and beyond in order to enhance learning experiences for all (BV)	To reduce the impact of Covid on school communities	Ensure contingency planning and experiences of remote learning to date prepare for blended or further disrupted learning To minimise or mitigate wellbeing and attainment gaps	An evaluative report on progress from initial lockdown, through recovery to disrupted learning (remote/blended/digital/live)	March 2021	VC	1
Education: To respond to changes in advice for school and ELC recovery	To respond to changes in advice for school and ELC recovery	To respond to changes in advice for school and ELC recovery	To respond to changes in advice for school and ELC recovery	To ensure that there is compliance with expectation and legislation	To implement changes required as a result of change to tiering or scientific related advice	To respond to changes in advice for school and ELC recovery
Environmental & Commercial Services: Spaces for People	(6a) Deliver spaces for people action plan	Flexible interventions that can be introduced and removed as needed allowing for greater space for pedestrians to physically distance and	Positive feedback from public and stakeholders Increase cycling infrastructure	May 2021	Transportation Manager	1

		infrastructure to encourage cycling.				
ICT: No new COVID related work identified although increased requirement for online forms, pilots within Education and improved method of monitoring staff at work through Trace and Protect system						

Long term resilience, sustainability and capacity in communities is improved by building on community responses to the pandemic						
Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Education Resources & Communities: Empower and support communities to build capacity	Development of Community Resilience Plans	Community response to COVID is embedded for the future, ensuring readiness for any future crisis.	All communities have an identified community anchors, supported by Communities Team	April 2021	Communities Team	1
	Support for Community Anchor organisations	Community Councils are supported in line with the Moray Council scheme for Community Councils	Community resilience plans developed in at least 8 geographical communities.	December 2021		

The economy, businesses, partners and infrastructure of Moray achieve stability and support to recover and grow						
Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Env & Comm Svcs: Covid Service Delivery Recovery – Roads Maintenance	(5a) The capital and revenue programme for 2020/21 will be reprioritised with 60% of the programme to be	Priority projects across the roads maintenance, drainage and street lighting programme that were	60% of the reprioritised capital programme will be completed.	March 2021	Roads Maintenance Manager	1

	delivered by March 2021. (Subject to current Covid controls on construction work continuing)	delayed due to Covid will be completed.				
Economic Growth & Development: (L) Developing a diverse, inclusive & sustainable economy. (CP) Our Future: Create a vibrant economy	We will pursue the Cultural Quarter and other Moray Growth Deal projects led by the council	Economic growth and opportunity encouraging the retention and attraction of young people	Increase in 16-29 years olds living and working in Moray Increase in Tourism spend (note baselines will be taken before each project starts to reflect impact of COVID 19 and accurate measurement of change	10/15 year programme with annual reporting on measures	Depute Chief Executive Economy, Environment and Finance	1
Economic Growth & Development: Produce a Building Standards Annual Performance Report to be submitted to SG & to be used to promote the service and drive improvements	We will improve performance and reporting and enhance its submission by producing a comprehensive annual performance reporting document to obtain ongoing approval as verifiers. Improving engagement and consultation with customers.	To steer and provide a framework to deliver a higher quality of service	Building Standards Division & KPO's submitted quarterly to Scottish Government and continuous improvement in performance achieved	Annual performance framework produced	Principal Building Standards Officer	1
Financial Services: Update the Procurement Strategic Action Plan	Procurement Strategy to incorporate Community Wealth Building Procurement Strategy adjusted to support Climate Change Strategy	Increased use of locally based businesses Carbon impacts included in tender weightings	Increased spend with locally based businesses Strategy in place drive carbon reduction	March 2021 March 2021	DB DB	1 1

Financial Services: Sound Financial Governance	Support the Moray Growth Deal	System of financial monitoring developed	Timeous, accurate and informative financial information provided to Board. Council spend reported to members on a quarterly basis	Ongoing Quarterly	LP DO'S/PC	1
Housing & Property Services: Provide an adequate supply of affordable housing in Moray	Deliver the Moray Affordable Housing Supply Programme 2020/21.	Reduce housing need in Moray, including older people and those requiring specialist housing. Prevent and alleviate homelessness.	Achieve completion of 102 new affordable houses (102 Council). Deliver 30% of programme as specialist housing. Spend Scottish Government funding allocation of £9.633m. Deliver 50 new Council houses per annum over the next 3 years. Prepare Strategic Housing Investment Programme 2021-2026.	31 March 2021 31 March 2021 and annual 31 March 2021 31 March 2021 and annual 31 December 2020	Housing Strategy and Development Manager	1
Housing & Property Services: Reduce fuel poverty in Moray	Deliver Moray Home Energy Efficiency Programme (HEEPS)	As many households as possible live in a warm, comfortable home they can afford to heat; people live in energy efficient homes.	Spend Scottish Government funding allocation of £2.1m (2021/22) by 30 September 2021.	30 September 2021	Housing Strategy & Development Manager	2
Economic Growth & Development: Economic Recovery	We will progress the preparation and delivery of Elgin Town Centre Masterplan and complete	Economic growth, encouraging sustainable town centre living, through different approaches to	Reduce the Area of vacant/derelict land in Elgin Town Centre.	Plan out for consultation early 2021.	Strategic Planning and Development Manager.	1

	the carbon free place pilot projects. We will facilitate high street development through no fee pre application advice and fast track planning and building standards services	energy, transportation and green infrastructure.	Increase pedestrian footfall in the town centre over a 5 year delivery period. Number of business start ups.	5-10 year delivery programme with progress measured annually		
Economic Growth & Development: Economic Recovery	We will support business	An increase in training and support to meet rising demand from COVID 19 and BREXIT Business environment is improved in key respects	Increase in number of businesses supported and business survival rate. Take up of consultancy in procurement and export advice. Town centre funding and number of projects delivered Town centre footfall improved. Increase in local procurement spend	Ongoing and annual	Economic Growth and Regeneration manager	1
Financial Services: Supplier Relief	Check and pay supplier relief claims	Accurate payments of supplier relief according to guidance with audit trail to sustain suppliers	Suppliers still able to provide service. Supplier has revised service delivered as agreed with Lead Officer if appropriate	31 December 2020	DB	1
Housing & Property: Infrastructure Development	Work to progress provision of employment land and industrial units in Forres and expansion or development of industrial units in Speyside/east of Moray	Increased employment land in areas of need in Moray	Land Purchase Negotiations Business Cases Prepared Where Purchase Price Agreed	31 March 2021 31 May 2021 30 June 2021	Design Manager	2

			Business Cases Assessed by Asset Management Working Group	30 September 2021		
			Capital Plan Allocation Agreed	2 years from accepted Business Case		
			Employment Land in Moray Increases			

The long-term impacts upon the people of Moray are mitigated and managed allowing wellbeing to be advanced						
Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Housing & Property Services: (L) Growing, diverse & sustainable economy. (CP) Our Future: Create a vibrant economy	Prepare a Climate Change Strategy and Action Plan.	Achievement of targets, indicators and outcomes identified in Climate Change Action Plan.	Carbon neutral by 2030.	2030 Annual targets to be developed as part of Action Plan	Acting Head of Housing and Property	1
Education Resources & Communities: (CP) A Sustainable Council: that provides valued services to our communities	(CP) Tackle the affordability and standard of our schools and the buildings they operate from, deal with changing demographics and demands.	(CP)Transforming Education: To have high performing schools that are fit for the future and financially sustainable. Children and young people in Moray are learning in the best learning environments	Team in place Plan is developed and agreed	January 2021 December 2021	Head of Service Learning Estate Team	1
	(CP) Leisure services review. • Implementation of Business Plan for Sport & Leisure Service	(CP) Commercialisation and Alternative delivery options: Create a sustainable future for our services.	% implementation of Business Plan actions	April 2023	Sport and Leisure Service	1

	<ul style="list-style-type: none"> • Specification and implementation of Service Level Agreement (SLA) with Moray Leisure Centre • Development of Business Case for single management of Sport & Leisure services (MC & MLC) • Implementation of Sport & Leisure Business Case • Review of Adventurous Activities procedures and guidance 		<p>SLA agreed</p> <p>Business Case approved by Committee</p> <p>% Implementation</p> <p>Evolve handbook in place with improved use. Training programme delivered to core groups. Management information is transparent and robust.</p>	<p>April 2021</p> <p>December 2021</p> <p>December 2022</p> <p>April 2021</p>	<p>Communities Team</p>	
	(CP) Review of approach to additional support needs (ASN)	<p>(CP) Transformation of Children's Services: services are focussed on planned, early work with families to support better outcomes for children in their local communities.</p> <p>Children and young people with additional support needs are ambitious, confident, skilled and achieving</p>	<p>Business Case approved by Committee</p> <p>% Implementation</p>	<p>April 2021</p> <p>April 2024</p>	<p>ASN Services</p> <p>ASN Services</p>	
Economic Growth & Development:	Project plan and manage the expected changes to	A planning service engaged with the community and	Both Quality and Quantitative measures within the Planning	Rolling programme 2019/2020/2021	Development Management	2

Implement the secondary legislation and guidance issued by Scottish Government in relation to the Planning Scotland Act 2019	procedures and processes as a result of new legislation.	providing leadership for development, environment and public health.	performance framework maintained or improved with green ratings against performance	New legislation enacted within 6 months of commencement	and building Standards manager	
Economic Growth & Development: A sustainable Council that provides valuable services to our Communities	Adapt and reprioritise services to meet new demands of COVID 19 and Brexit, prioritisation will be on Public Health impacts and protecting the economy	A functioning Environmental Health and Trading Standards teams prioritising within resources to protect public health and the economy	Performance measures and national comparisons through APSE, this will include performance benchmarking and assessment of performance of new work related to COVID 19 and Brexit such as export certification, performance measures will include: <ul style="list-style-type: none"> • achievement of food standards inspections • private water supplies • export certification numbers COVID 19 inspection and enforcement.	20/21 and annually	Environmental Health and Trading standards Manager	1

Economic Recovery Plan Update

Action	Update
Revenue	
Small Business Support consultancy service (70k across two years) 35K from HIE in 21/22 subject to due diligence	Consultancy services procured and commenced in January giving SMEs access to one to one advice and support on Brexit issues and assistance in developing bids for procurement processes. See update below under Small Business Support.
Business Grants and Start up Support	
Young Company Capital Investment Scheme – Offering grants of up to £50k for investment in equipment (HIE funding £1m)	7 grants awarded under the YCIG totalling £139k.
Ecommerce Funding up to £25K (HIE Funding £500k)	30 HIE Digital Enablement Grants awarded totalling £397k in Moray. The scheme was granted a further £2m from the original £500k.
Digital Boost – Offering grants of up to £5k to support digital and ecommerce. (Government Funding)	DigitalBoost Grant Fund Suspended: 14/01/2021 The £10 million made available through the DigitalBoost programme following the successful £700k pilot phase last year was launched on 11 Jan and had 2,400 applications on a first come first served basis. It has been very quickly oversubscribed and DB have therefore paused additional registrations for the programme – additional funding may be made available from Scot Govt in due course once applications have been sifted for eligibility. We will keep businesses briefed on progress.
Small Business Support	
Consultancy provision to small business to support procurement and supplier development assisting companies in preparing bids. (Moray Council funding £25k, new request subject to SMART delivery plan approved by Council) HIE 25k funding subject to due diligence	This contract was procured and awarded in late Dec 2020. The council will shortly be publishing a PIN on PCS for the re-let of a Civil Engineering Small Works Framework – PIN includes info about procurement support through BG Moray for businesses seeking help to write tenders. This new support has been marketed and shared on social media platforms and also with stakeholder partners https://www.bgateway.com/local-offices/moray/local-support
Consultancy provision to local companies to provide import and export advice, this may well help to mitigate impacts of Brexit	This contract was procured and awarded in late Dec 2020 and support has already been sought in Jan 2021 by Moray businesses experiencing difficulties with Import / Export Documentation. Supplier Requests have already been raised by BG and the contractor is engaging with these business to assist. This new support has been marketed and shared on

<p>depending on the trade deal negotiated. (Moray Council funding £10k, new request subject to SMART delivery plan approved by Council and HIE £10k subject to due diligence by HIE)</p> <p>HIE general programmes of business support more widely available to businesses.</p> <p>HIE support for tourism Destination Management Organisations across Highlands and Islands (£3m)</p>	<p>social media platforms and also with stakeholder partners https://www.bgateway.com/local-offices/moray/local-support</p> <p>Review of account management underway. More companies assisted with young company and digital grants.</p> <p>Application from Visit Moray-Speyside currently under consideration.</p>
<p>Town Centres Town Centre Fund further grants for empty space to living space and 50% grant for alteration of large retail premises to smaller units in town centres. £433,000k (Government funding)</p> <p>Works to improve and adapt Town centres resulting from master planning and LDP delivery £200K (Moray Council Capital new request, subject to business case) (HIE £200k subject to due diligence)</p> <p>Pop up shop scheme in the main five towns of Buckie, Elgin, Forres, Keith and Lossiemouth and Speyside £50k (Moray Council funding, new request subject to SMART delivery plan approved by Council)</p> <p>Town Centre Start Up – Offering a 50% grant up to £10k maximum for individuals start ups following participation in the Pop Up Shop programme.£100k</p>	<p>Received 8 applications for transforming empty space to living space. 7 were approved at a grant value of £165,065 with £513,196 match funding. Received 6 applications for alteration of large retail premises to smaller units providing grants of up to £248,300 with £476,799 match funding.</p> <p>Draft Masterplan for Elgin being published March 2021. Projects will be refined, costed and prioritised following consultation which will run for 12 weeks March to end May 2021.</p> <p>Other Town Centre masterplans to be progressed late beginning Q3 2021.</p> <p>The pop-up scheme has been delayed due to COVID 19 level 4 restrictions.</p>

<p>(Moray Council funding , new request subject to SMART delivery plan approved by Council)</p> <p>Town Centre adaptation spaces for people £13k HIE</p> <p>New COVID 19 Fund potential for further funding for SME/Hospitality adaptation through newly developed fund in response to COVID 19 (450k Government/EU funding)</p> <p>Local Development Plan delivery programme including promotion of vacant and derelict sites, retail impact assessments, master planning for town centres and promotion of town centre living and adaptation for climate change and local place plans. (70k reported to Planning and Regulatory Services as a budget pressure, 15 September 2020)</p> <p>Development Management and Building Standards support for town centre development including free pre enquiry advice and ID with prioritisation of support from Transport, Environmental Health and Legal for town Centre proposals.</p>	<p>Funds have been approved but no project defined yet.</p> <p>Audit of vacant and derelict sites to be carried out Q2 2021 and used to inform an action plan and funding bids. A number of vacant and derelict sites will be progressed through the MGD Housing Mix Delivery project.</p> <p>Work to commission a new retail model for Moray is being progressed and quick quotes will be invited in April 2021.</p>
<p>Housing and Infrastructure Provision of employment land and industrial units in Forres. £1.5 million, and provision of £1m towards expansion or development of</p>	<p>New officer in post.</p>

<p>industrial units in Speyside/east of Moray (Moray Council Capital, new request, subject to business case)</p> <p>Accelerate Development of masterplan and site development costs for business and industrial areas at Mosstodloch as identified in the Local Development Plan to increase the effective employment land in Moray in conjunction with HIE with a view to developing a business case.</p> <p>Delivery of the Strategic Housing Investment Plan over the next 2 years will provide 224 affordable homes with a spend of £22.7 million (Scottish Government, HRA and RSL funding)</p> <p>Moray Growth Deal work is underway to complete outline business cases by December 2020 to try and achieve final sign off of the deal by March 2021 which would enable draw down of funding in 21/22 and early provision of capital spend on some projects including the cultural quarter, aerospace academy, business hub and housing mix.(current indicative spending for Growth Deal between 2021 and 2024 is £30 million including all partner contributions)</p> <p>Open new land to southern edge of Forres Enterprise Park and develop business units (900k HIE investment)</p>	<p>Early discussions have taken place with Crown Estate regarding developing a Masterplan.</p> <p>Moray Cultural Quarter Planning and Design – Procurement Underway by Moray Council – Expressions of Interest by 15.1.21 – HIE support of £175,000 towards £300,000 total project cost.</p> <p>Road project currently under construction.</p>
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<p>Procurement</p> <p>There is a need to review our procurement strategy and our approach and key objectives. Our current approach has been driven by the need for savings and compliance with relevant legislation and although the strategy includes objectives for wider community benefit progress on these issues has been slow and the proportion of local spend has been in decline over recent years.</p> <p>An alternative approach would be to place Community Wealth Building at the heart of our procurement strategy with a clear focus on increasing local spend and wider community and sustainability benefits, this is wider than our traditional approach to procurement as it would require closer analysis of local spend which can be difficult with limited data and spend out with the area and efforts to improve the local supply capacity to reduce spend out with the area and to create and retain jobs locally.</p> <p>This approach requires a culture change but will have a greater impact if it was adopted across all public sector partners in Moray, this level of change will require an additional staffing resource and budget it is wider than just procurement as it seeks to develop the supply chain in Moray including social enterprise and</p>	<p>Job description agreed for Community Wealth Building officer and is currently being graded by HR with a view to advertising the post late January/ early February.</p>
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<p>community provision (Est £35k, Moray Council new budget request, HIE £35k subject to due diligence) in addition the central procurement team is working beyond its capacity and with additional work associated with accelerating elements of the growth deal an additional member of staff is required. (Est £53k, Moray council new budget request)</p> <p>Proposal in principle subject to a separate report for Council and Community Planning Partners to consider before implementation.</p>	
<p>Social Enterprise/Community Support</p> <p>It is important to recognise that the community and social enterprise companies have an important role to play in the economic recovery. Many of these organisations have already played a central role in supporting communities through COVID 19, Community capacity building is an important part of the Local Outcome Improvement Plan delivery process and opportunities for communities to take on roles through Community Asset Transfers have been well received. There are further opportunities for communities through community benefit funding and potential investments. Communities and social enterprises will receive support where staffing resources allow from the Economic</p>	<p>HIE Update: January 2021</p> <ul style="list-style-type: none"> • On track with Covid 19 Supporting Communities Fund delivery, extensions, claims etc – 13 awards £429,039 • 6 Covid 19 Community Led Tourism Infrastructure Fund projects on track to deliver by 16 March 2021 – being closely monitored – 6 awards £182,541 • Tomintoul & Glenlivet Development Trust – Tomintoul Housing Project – Demolition of old Secondary School contract started 5 January on site. Completion of demolition by 31 March 2021 ready for development phase. £153K HIE support. • Place Based Engagement: Working closely with Forres Area Community Trust on the re-development of Forres Town Hall. Also considering support regarding feasibility for further asset acquisition to develop as hostel/tourist accommodation. Portgordon Community Harbour Group – Developing more intense engagement to support the group in considering acquisition of Crown Estate Scotland assets including Portgordon Harbour – in partnership with CES. Dufftown Community Association – Developing more intense relationship following on from engagement with Supporting Communities Fund. DCA has been successful in securing funds to create a Community Development Plan, which is currently underway. • HIE approved £50,097 to Elgin Town Hall towards £73,786 core costs November 2020-April 2021. Approved £30,000 towards £60,000 cost of 2 year Town Hall Manager post. • HIE approved £63,000 to tsiMORAY to contribute to 2 posts: Partnership Development Lead and Third Sector

<p>Development Team and HIE to develop capacity to operate social enterprise to support the local economy.</p> <p>Rural Tourism Fund BID to develop network of facilities for toilets and mobile home use match funding from HIE £30k, Moray Council £142K existing commitment which can be carried forward on a committed project.</p>	<p>Development Officer for 2 years Jan 2020 to December 2022</p>
<p>Moray growth Deal Business Hub</p> <p>We will explore how we can work in a way that public agencies are more accessible and cohesive in their communications and support for business bringing forward elements of the business hub project in the growth deal to provide effective support through current COVID 19 restrictions and as we recover to normal. This may include temporary premises but will also include accessibility through digital platforms and video conference.</p>	
<p>Employability and Skills</p> <p>Work in collaboration with local businesses [including 3rd Sector] to maximise opportunities via new and enhanced job creation schemes, this includes the Kickstart scheme for 16-24 year olds. The scheme provides minimum wage for 6 months employment to 16-24 year olds on universal credit. It is proposed the Council participates in this scheme using Moray Chamber of Commerce as the intermediary. As</p>	<ul style="list-style-type: none"> • Over 90 employers applied for Kickstart places, waiting on the vacancies going live on DWP system and batch number 2 being currently processed. Moray Council departments currently processing job vacancies, more promotion required to provide 15 X TMC places. • MERI Scheme – Applications now open offering employers equivalent to 50% wage subsidy for 12 months. A tiered process is in place for different levels of contracted hours, ranging from 16-40 hours. This is a wage incentive scheme offering a 12 month supported job placement for harder to reach 18-24 years. • Employers must outline the economic and employment benefits in their applications. This includes the sector based potential for growth.

<p>a living wage employer the Council could top up the money from the Kickstart scheme to meet the local government living wage for jobs created in the Council this would require a budget of up to £66k for up to 15 jobs although may be less depending on age (Moray Council funding for council posts, new funding, subject to SMART delivery plan approved by Council). Other community planning partners should be encouraged to apply the living wage to jobs they create.</p> <p>Encourage investment in local apprenticeships and training through future economic development and procurement contracts across the public sector</p> <p>Jointly plan and deliver an integrated approach to employer engagement with schools/post school employability team that ensures every young person receives an entitlement to work based learning</p> <p>Enhance keyworker support within the No One Left Behind model of delivery and enabling participation this includes funding from the youth guarantee scheme which is estimated at £570k government funding for Moray</p> <p>Enhance pipeline provision within the Moray Pathways Consortium and ensure commissioning</p>	<ul style="list-style-type: none"> • Additional boost for start up apprenticeships, increased from £2000 to £5000. Job incentive schemes are a pathway to apprenticeships and provides a trial period. • 4 X new DYW Co-ordinators recruited to support employer engagement in schools and deliver on the young person's guarantee commitment. • 2 X Keyworker vacancies to be advertised and a TSI development worker to increase the capacity of 3rd sector provision and employer support for young people • Moray Employer Recruitment Scheme (MERI) to be funded from the young person's guarantee funds • Young Persons Guarantee funds for 3rd and public sector provision – proposal to go to committee to match these funds to the ESF Challenge Fund.
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<p>framework is fit for purpose</p> <p>Deliver industry led employability provision for vulnerable young people. Including supported employment and volunteering.</p> <p>Develop a generic pre apprenticeship programme which compliments new interventions including the SDS Pathways to Apprenticeship and Kickstart</p> <p>Create a plan in partnership to support secondary schools curriculum to be responsive to the LMI and prepare young people for evolving opportunities</p> <p>All partners sharing job and training opportunities through the Moray Pathways site</p> <p>Parent Poverty employability project (government funding)</p> <p>In-work employability support</p> <p>Develop industry led sector based flexible short course provision modelled on existing Moray College UHI curriculum</p> <p>Identify sites that support delivery of education, skills and training – responds to C-19 environment. Online platforms and opportunities.</p> <p>Moray Pathways Community Hub (ICT</p>	<ul style="list-style-type: none"> • Employability procurement framework to be created by a sub group of the local employability partnership (LEP): Employability and Skills Group • Third and public sector providers to apply/scored and then be added to the new framework • TSI project officer to be funded by YPG funds to work with 3rd sector employers to enhance the offer to young people and focusing on growth sectors. • Co-produce sector based provision at stage 1 and 2 of the pipeline to support the harder to reach young people • Access to construction course running in March. • Pre apprenticeship programme has been developed and is currently being reviewed by DWP commissioning team. • Pathway Apprenticeship opportunities and are now currently available across 6 frameworks, mainly through virtual delivery • DYW team and Moray College UHI work in collaboration with education officers to develop the Curriculum to support vocational and work related opportunities. • Moray Skills Pathway is well placed to address LMI in the curriculum, the Skills Framework has been cross referenced with current skills frameworks and remains the agreed language. • Training menu of opportunities is being re-written within the Moray Pathways website to provide a comprehensive list of local and national training and learning opportunities. • PESF project officer and keyworker vacancies being created and to be advertised to launch the project • In-work keyworker support to be provided for all young people matched to MERI scheme • PESF project includes in-work support. • The keyworkers within the all age focused Moray Council employability team now provide end to end support and this includes in-work support. • Sector based flexible provision is one of the themes within the new employability procurement frame work and bidders will need to evidence the provision is co-produced with industry. • 3 week employability provision developed in partnership with industry, Moray College UHI, DYW and DWP is due to start 8th March 2021. This will be run as a pilot. Plans to run this type of programme on a quarterly basis.
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<p>Suite and support) for employability clients to ensure access to digital and internet and offer of ICT equipment</p> <p>Develop the digital skills environment through college and training e-learning to promote and enable development of skills to address an acceleration towards the digital/technological workplace.</p> <p>Develop. Enhance, and promoted PACE service to individuals and businesses at risk, and experiencing, redundancy.</p> <p>Transition training fund and North East Gas fund</p> <p>Adopt an Apprentice scheme</p>	<ul style="list-style-type: none"> • DWP funding secured to support a new employability and training hub at the Elgin Youth Café. This will support digital inclusion within the community and provide a welcoming environment to encourage the hardest to reach clients to access moray pathways providers. • DWP funding will provide Moray Pathways Project Officers, digital literacies worker and equipment for the hub. • PACE funding received from Scottish Government to provide a warm handover to Moray Pathways and enhance the keyworker support to those at risk and facing redundancy. National action plan to be rolled out. • NTTF fund in Moray managed through Moray College UHI has supported 47 individuals to date to retrain mainly within the wind farm sector. A further 20 places have been awarded taking the total to 67 individuals by the end of March 2021. • Adopt and Apprentice scheme is in place and ongoing for eligible Redundant Apprentices
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REPORT TO: SPECIAL MEETING OF MORAY COUNCIL ON 18 FEBRUARY 2021

SUBJECT: PUBLIC PERFORMANCE REPORT 2019-20

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

1. REASON FOR REPORT

- 1.1 The Council is asked to consider the Public Performance Report 2019-20 in its reporting of actions and performances of council services and progress on Corporate Plan priorities.
- 1.2 This report is submitted to Council in terms of Section III (A) (4) of the Council's Scheme of Administration relating to contributing to public performance reporting.

2. RECOMMENDATION

- 2.1 **The Council is asked to consider and approve the Public Performance Report 2019-20 in its reporting of council performance and progress against Corporate Plan priorities.**

3. BACKGROUND

- 3.1 The Corporate Plan 2019-2024 was approved by the Council on 3 March 2020 (para 6 of the Minute refers). The Plan provides clarity and direction on the council's priorities, values and plans for the future.
- 3.2 The Plan sets out priorities of Our Place, Our Future and Our People, with continued focus on financial sustainability.
- 3.3 Corporate Plan priorities are incorporated within Service Plans which are subject to reporting, as defined in the Council's Performance Management Framework.
- 3.4 The Annual Public Performance Report 2019-20 provides an overall appraisal of actions and performance of council services and shows areas of good performance, where these are improving or where more action is needed (**Appendix 1**).

4 **SUMMARY OF IMPLICATIONS**

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

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

(b) Policy and Legal

The council publishes an annual Public Performance Report to stakeholders.

“Public Performance Reporting should give stakeholders information that allows them to make informed judgements about public services, to contribute to decisions about what standards of service should be pursued, and to challenge performance in the interests of future service development. To be productive PPR has to involve the right information going in the right way to the right people at the right time.”

Source: Statutory guidance (The Local Government in Scotland Act 2003 Best Value Guidance)

(c) Financial implications

None from this report.

(d) Risk Implications

None from this report.

(e) Staffing Implications

None from this report.

(f) Property

None.

(g) Equalities/Socio Economic Impact

None.

(h) Consultations

The Corporate Management team and Head of Human Resources, ICT and Organisational Development have been consulted and are in agreement with the content of this report. Heads of Service have reviewed and contributed to the content of the public performance report in respect of their services.

5. **CONCLUSION**

5.1 The Public Performance Report 2019-20 reports on progress against Corporate Plan priorities. With the agreement of the Council, the report will be published on the council’s website.

Author of Report: Louise Marshall, Strategy and Performance Manager and Sharon Dunbar, Senior Communications Officer
Background Papers: Held by Communications
Ref:



Public Performance Report 2020



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Graham Leadbitter
Council Leader



Roddy Burns
Chief Executive



Moray Council launched its corporate plan for 2019-2024, committing to a set of priorities to improve the lives of the area's residents.

These priorities are under three headings: **our people**, **our place** and **our future**. The council's first objective is to provide opportunities for people to be the best they can be throughout their lives, with a strong and sustained focus on those individuals and groups in our society who experience the most disadvantage and discrimination. It also commits to empowering and supporting communities to build capacity and have a greater say in their local services. The third element of the corporate plan is to drive economic development to create a vibrant economy for the future. While delivering these priorities we will also work towards creating a sustainable council that provides valued services to our communities.

To see how Moray Council is performing on all services, follow this link:

<https://scotland.mylocalcouncil.info/>



Our place, people and future

Moray is a largely rural area covering a land mass of 2,238km². It has a long coastline on the Moray Firth with harbours, fishing villages and some world-class beaches. The area's population is 95,520, rising from 91,000 in 2011. The main centre of population is Elgin, which is home to more than one quarter of the people living in Moray. Other main towns are Forres, Buckie, Lossiemouth and Keith, which each have populations of between 5,000 and 10,000.

The area's population is represented by 26 councillors, currently led by a minority SNP administration. The 26 members of the council are divided into four groups, these are SNP (eight councillors), Conservative (nine councillors), Moray Open Group (four councillors), Moray Alliance Group (three councillors), one Labour councillor and an Independent councillor.

The council's corporate management team (CMT) work with councillors to establish priorities for services and a programme of continuous improvement. Following an independent analysis in 2019 the council's senior management structure was reviewed to provide more focussed strategic leadership and direction to meet the challenges of the future as effectively and efficiently as possible.

The new structure, approved in September 2019, reduced the previous CMT of five officers to the current team of four: the chief executive, two deputy chief executives and the chief officer of Moray Integration Joint Board.

They in turn are supported by 9 permanent heads of service (also reduced by one) and a workforce of around 4,700, equivalent to around 3,500 full time staff. Delivering the wide range of services we're responsible for is assisted by a range of contracts with both the private and third sector.

Planning for the best possible outcomes

Moray Council's priorities on behalf of the area's residents are set out in our Corporate Plan. Overarching these themes is the continued focus on financial stability. The Corporate Plan for 2019 – 2024 was developed and shaped following wide community engagement.

Our strategic approach to financial planning is aimed at achieving financial stability. General funding from Scottish Government has been reduced over the past 10 years and in recent budgets we have increasingly used reserves accrued over the last 15 years to cushion the effect on services of this reduced funding. However, during this year this trend was reversed and we are now in surplus having added £6.8m to the general fund, with the Accounts Commission reporting on our "effective" financial management.

To create a sustainable operating model the council recently agreed an Improvement and Modernisation Programme. This programme aims to reduce costs by changing the way in which we operate, along with a slimmer, more flexible senior management structure.

In addition to general grant funding from the Scottish Government, we get specific grant funding for certain government priorities, such as the national programme of enhanced Early Learning and Childcare. The council's core funding is increasingly ring-fenced and linked to the current Scottish Government's priorities. This impacts on those services not identified as a priority by Scottish Government – such as road maintenance, waste collection and public toilets – which have to bear the brunt of any savings. However, the council has managed its resources to continue to provide the highest level of service possible within our finite resources.

To offset the impact of reduced funding and ring-fencing, the council can charge for some of the services we deliver. Income generation from this area is seen as an increasingly important means of protecting essential service delivery.

In a challenging environment, Moray Council achieved much for the residents of the area in 2019/2020. Some of the highlights that improved living, working and learning in Moray are these:



Our People

Working in partnership with other social landlords, the council began building 250 affordable homes in Moray – a £9.7m investment funded by Scottish Government at sites in Elgin, Keith, Buckie, Mosstodloch, Hopeman and Aberlour.



More than £160,000 was awarded in grants to help the council's private sector partners in Moray's Early Years provision to prepare for expansion of the service.

Over 40 new Early Years staff taken on at council nurseries.



Councillors endorsed a strategy and plan to tackle poverty this year. The Fairer Moray Forum is spearheading the action on behalf of Moray Community Planning Partnership.

1200 P6 pupils from every primary school in Moray learn about STEM in the workplace through council and RAF partnership.



Moray Leisure enjoyed impressive growth in 12 months since joining the Moray-wide Fit-Life scheme, with over 3,500 new subscriptions to the scheme and 100% increase in use of the facility. A new 100-station fitness suite was installed in April 2019 and additional fitness classes have been added to the programme, meaning Moray Leisure now offers more adult fitness classes per week than any other facility in the north of Scotland.



A pilot programme for gypsy / traveller stopover sites in Moray was approved as part of COSLA's Negotiated Stoppings pilot across five council areas.

Education

Within Education, attainment is a key priority and progress in this area is being monitored rigorously across Primary and Secondary using target setting approaches to progress this improvement priority.

Corporate Plan Priority: Provide opportunities where young people can achieve their potential to be the best they can be:

Achievement for Curriculum for Excellent Levels for Broad General Education Literacy and Numeracy

- There has been improvement across all stages for both Literacy and Numeracy, and in Moray we continue to progress towards 'stretch' aims and national rates.
- Primary 1, 4 and 7 Literacy has increased from 58% to 65% and Numeracy from 64% to 70%. The national averages are 72% and 79% respectively.
- For S3 pupils attainment at third level Literacy has increased from 79% to 83% and Numeracy from 82% to 92%; national averages being 88% and 90% respectively.
- Our Moray Learning and Teaching Strategy is supporting further work on moderation and improvement in these measures.

Key measure of pupils achieving 5 or more awards at SCQF level 5 or higher:

- Rate of pupils achieving 5 Level 5 increased by 4% to 61% (2018/19). Moray rank 19th (national average 63%, this is an improvement from 2017/18 attainment of 57%)

Key measure of school leavers with 1 or more qualifications at SCQF level 4 or better:

- Percentage of leavers achieving 1 or more awards at Level 4 or better increased to 96.4% (2018/19), up from 95.8%. Moray is above the national rate (96.3%).

Percentage of LAC leavers with 1 or more qualifications at SCQF level 4 or better:

- Percentage of LAC leavers achieving 1 or more awards at Level 4 or better increased to 76.9% (2018/19), up from 75%. Moray is above the national rate (76.1%).

Corporate Plan outcome: Young people are better prepared for life beyond school and for the workplace

- 92.8% school leavers entered an initial positive destination. This has decreased by 0.8% from the previous year.

We are improving administrative procedure to capture leaver data and are improving pathway planning, and expect our 2019/20 indicators to improve Moray's rank from the current 31 and to narrow the gap with national average of 95.1%.

In Moray, more young people leaving school enter employment (31.5%) than the national average (22.9%) and the curriculum offer in place supports destinations into employment, further and higher education as well as training and apprenticeship opportunities.

Percentage of leavers achieving 1 or more award at SCQF Level 6:

- The rate of leavers achieving 1 or more awards at level 6 decreased to 58.7% from 61% in previous year. The national rate is 66.2%.
- Schools are working collaboratively to increase the number of Level 6 courses for all pupils who stay in at school to support progression and achievement.

Percentage of leavers attaining literacy by SCQF level:

- School leavers attaining level 5 literacy was 80.5% (2018/19), up from 78.4%. Moray is below the national rate of 81.7%

Percentage of leavers attaining numeracy by SCQF level:

- School leavers attaining level 5 literacy was 63.9% (2018/19), up from 62.4%. The national rate is 68.8% which is above the Moray average.



Leisure Services

Due to the extensive marketing campaign deployed by the council, there was a notable increase at leisure centres across Moray.

Moray Leisure Centre

Swimming pool use: In 2018/19 – 133,627 sessions, increased in 2019/20 to 207,115.

Health & Wellbeing: (gym, exercise classes etc.) 2018/19 – 84,756 sessions, increased three-fold in 2019/20 to 235,035.

Moray Council-run facilities

Health & Wellbeing: (gym, exercise classes etc.) in 2018/19 was 118,091, increased to 123,217 in 2019/20.

Swimming pool sessions: in 2018/19 was 252,425, but decreased to 234,284 in 2019/20.

Corporate Plan Outcome: Councillors agreed a progressive, investment-driven £300m strategy for the future of Moray's learning estate.

Corporate Plan Outcome: Improved outcomes for our most vulnerable young people and families

The number of children on the Child Protection register is 47, while national data shows the total number of children on the Child Protection register is 2,599. The rate per 1,000 aged 0-15 by local authority shows a Scottish average of 2.8, with Moray recording a rate of 2.9.

Since a high in 2016/17 when 81 children were on the register, the numbers registered have fallen year-on-year to 47. This is due to the more coordinated work undertaken by the Child Protection Officer Group (CPOG), bringing together all agencies such as police, council, social work and the NHS.



Our Place

Corporate Plan Priority: Empower communities to build capacity by becoming more informed, involved and influential in service design and delivery.

The two-year programme of support for seven town halls and community centres undertaking a Community Asset Transfer (CAT) was completed, with six of the seven groups achieving Keystone awards. Continued support will remain in place for ongoing CATs

Moray Locality Plans are in place in both Buckie Central East and New Elgin East. Community participation in the development of these plans was significant. Action areas have been identified and agreed with the community for the plans, and monitoring systems have been established. The Community Monitoring Group in Buckie received praise in March from HMiE inspectors, describing it as an excellent example of positive community engagement.

Extensive community involvement with the Lossiemouth Community Development Trust to progress phase 1 of the replacement East Beach footbridge.

Development of engagement with the public on the future of council services and progress towards developing an engagement strategy has been slower than hoped as has the progress of the Corporate Plan engagement process. However, both are identified as priorities in the 2020-22 Service Plan.

Corporate Plan Outcome: 1% of council budget allocated through Participatory Budgeting Framework.

This action has been agreed and the percentage of the council's budget will be allocated to the community through Participatory Budgeting. As a result, more of our activities in Participatory Budgeting and other actions, services and plans will be more influenced by the communities they serve. To underpin and strengthen this, an engagement strategy was established for 20/21.

Extensive community involvement in replacing the East Beach footbridge.



£1.7m committed to stabilising works to coastal hillsides in Portknockie after a series of landslides.



Forres Town Hall transferred to Forres Area Community Trust (FACT) by the Community Asset Transfer process.



Major £1.8m refurbishment of Craigellachie Bridge on the A95 'whisky road' begins.



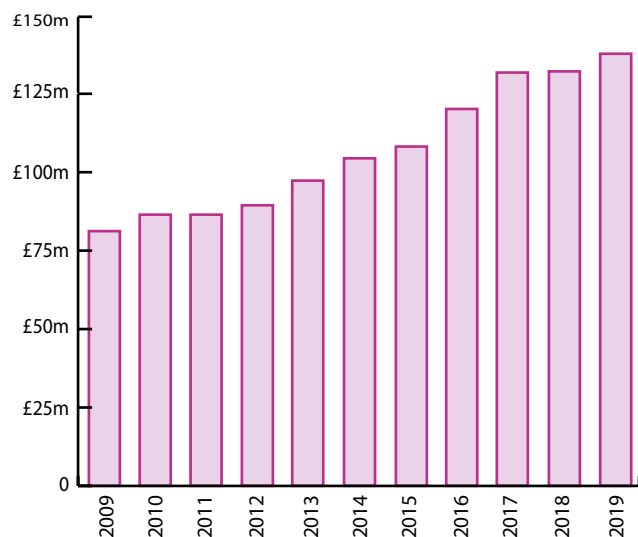
Our Future

Corporate Plan Priority: Working in partnership with other stakeholders, create a step change in the regional economy to enable inclusive economic growth.

Moray Council supported the establishment of a Tourism Bid in the area to fund the development of the tourism industry. In 2019 tourism in Moray was worth £134m, an increase of 3.5% on the previous year.

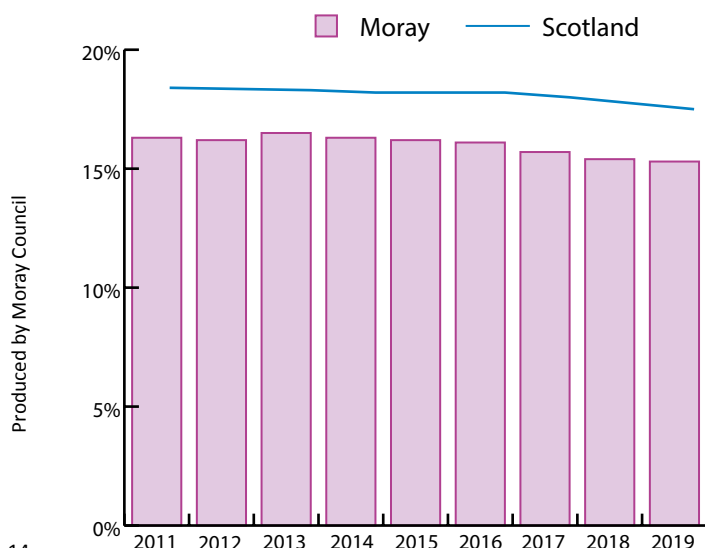
Corporate Plan Outcome: Increase economic impact of tourism in Moray.

Corporate Plan Measure: Economic impact of tourism by year.



Corporate Plan Outcome: Increase the number of 16-29 year olds living and working in Moray.

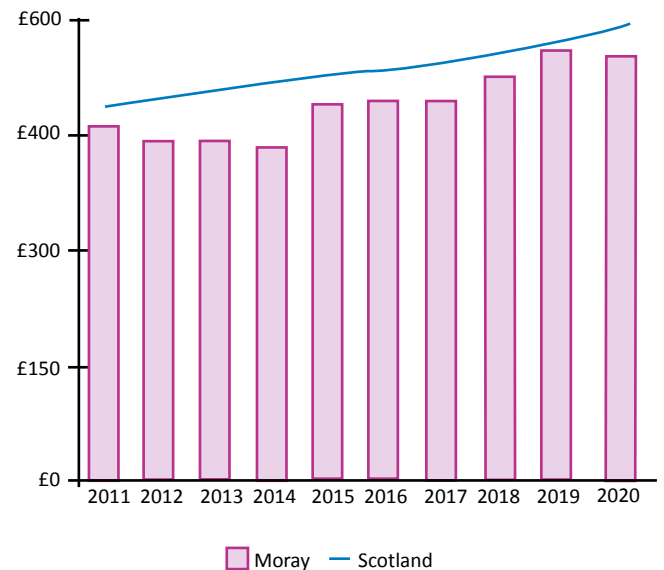
Corporate Plan Measure: Percentage of population aged 16-29.



Corporate Plan Outcome: Better employment, skills and earnings – increase in higher skilled jobs and wage levels.

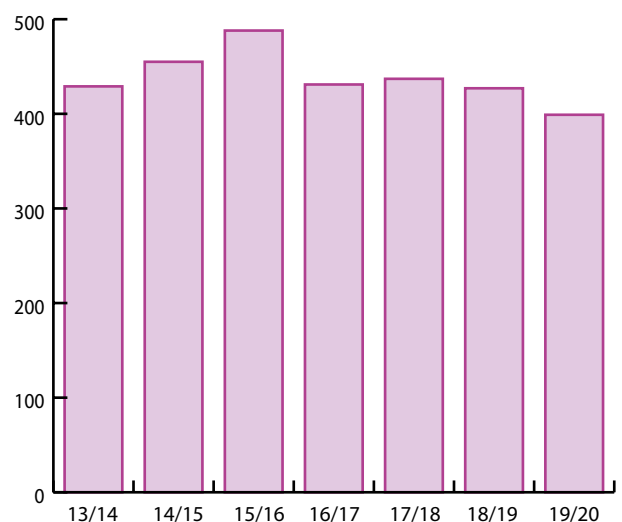
Corporate Plan Measure: Reduce the number of people earning less than the living wage. Increase in average pay levels.

Median Gross Weekly Pay (full time workers 16-64, excluding overtime)



Corporate Plan Outcome: Apprenticeships in key sectors are increased.

Corporate Plan Measure: Modern Apprenticeship starts by year.



Corporate Plan Outcome: Achievement of targets, indicators and outcomes identified in Climate Change Action Plan, and increased provision and use of electric vehicles and plan with supporting infrastructure.

Corporate Plan Measure: Moray Council to be carbon neutral by 2030. Number of electric car charging points to be increased by 3% per year from 2020; Annual CO2 vehicle output reduced by 14 tonnes per annum

Corporate Plan Outcome: Climate change strategy and action plan drafted and due to be undergo public consultation and approval in 2020/2021.

Corporate Plan Measure: Over a quarter of schools have delivered bikeability sessions in 2019/20. Provision will be increased over the next five years to ensure all primary schools deliver these sessions to level 2, with 50% of all secondary schools delivering level 3.



Investment of £1m sees more than 80 council services now accessible 24/7 online.



Scotland's first rural electric bus piloted in Moray on a hail-and-ride route between Aberlour and Forres.

A transformative Moray Growth Deal: Worth over £100m, with £32.5m each from UK and Scottish Government announced. To be bolstered with further investment from regional and private sector partners, the Growth Deal will make a huge difference to the area's economy over the next decade.



In a partnership with Highlands and Islands Enterprise and Business Gateway, locally-based SMEs engaged in the new Supplier Development Programme to assist in the securing of public sector contracts.



First steps taken towards replacing the iconic footbridge at Lossiemouth's East Beach.

Despite the tough financial conditions the council operates within, investment in Moray's infrastructure continued apace.

£56.7m was spent on new schools, road improvements, waste management facilities and other works. This compares with £26.8m the previous year.

We have continued to assess charges for non-statutory services, such as garden waste and car parks, to ensure they reflect the true cost of delivery, and review their efficiency in order that they remain competitive.



On behalf of the Moray community, we spent:



£34.5m

On new schools, improvements to existing schools and facilities for early learning and childcare.



£8.9m

On waste management facilities, including a joint project with Aberdeen City and Aberdeenshire councils to build an energy from waste plant in Aberdeen city.



£4.4m

On road improvements, better road safety measures and more sustainable travel facilities, such as cycle lanes and pathways.



£3.1m

On fuel-efficient vehicles and electric car chargers.



£1.6m

Various works at harbours and Portknockie landslip.



£1.5m

Repairing Moray's bridges.



£1.2m

Street lighting.



£0.9m

On ICT equipment to enable more efficient working.



£0.6m

On maintaining council-owned land and buildings.

2020/2021

We are all in uncharted waters; the pandemic and potential impact of Brexit on the local economy can only be guessed at, and it is local authorities across the UK that will be at the forefront of any efforts to maintain some balance in public life. In addition to these unknowns, the council expects to make more savings in order to balance our budget. But, inevitably, our forecasts have been completely changed by the onset of the COVID-19 pandemic.

Therefore, the council's main risks are:

- Uncertainty as to the impact on the COVID-19 pandemic on the council's finances, the local economy, the national economy and what this will mean for public spending generally.
- The local impact of Brexit.
- Our school estate requires an estimated £300m investment to bring facilities up to the Scottish Government's recommended 'B-B' standard.
- Managing the scale and pace of our programme of transformation.
- Delivering on our improvement journey to address issues identified in our Best Value Review.

The council is endeavouring to manage these risks by:

- Close financial monitoring and regular review.
- Working within the Moray Economic Partnership to support the local economy and maximise the early effect of the Moray Growth Deal.
- Assessing vulnerability issues regarding Brexit.
- Progressing implementation of our new Learning Estate Strategy.
- Implement our Improvement and Modernisation Programme, using lessons from the pandemic to redesign how we deliver services.
- Driving forward improvement through our Best Value Action Plans.





REPORT TO: SPECIAL MEETING OF MORAY COUNCIL ON 18 FEBRUARY 2021

SUBJECT: MORAY GROWTH DEAL – OUTLINE BUSINESS CASES (BUS REVOLUTION AND EARLY YEARS STEM)

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

1. REASON FOR REPORT

- 1.1 To inform Council of the progress on the Bus Revolution and Early Years STEM projects and next steps.
- 1.2 This report is submitted to Council in terms of Section (II) (20) of the Council's Scheme of Administration relating to a new policy matter which does not fall within the terms of reference of any Committee.

2. RECOMMENDATION

2.1 It is recommended that the Council:-

- (i) **consider and note the executive summaries from the outline business cases provided in Appendices 1 and 2;**
- (ii) **consider and note the governance process associated with Growth Deal Projects for which the Council is the Lead Partner, as set out in paragraphs 3.2 and 3.3; and**
- (iii) **agree the high level funding requirement for these projects of £1.6m in capital and £500,000 in revenue over the lifetime of the programme from the Council and note the overall project costs shown in the financial implications.**

3. BACKGROUND

- 3.1 The Moray Growth Deal Heads of Terms was signed on 24 August 2020. The projects included in the Heads of Terms are: the Moray Aerospace, Advanced Technology and Innovation Campus; Business Enterprise Hub; Cultural Quarter; Housing Mix Delivery; Early Years STEM; Bus Revolution; Manufacturing and Innovation Centre for Moray; and Digital Health.

- 3.2 Of these projects Moray Council is providing the programme lead and also project management support for the Cultural Quarter, Housing Mix Delivery, Bus Revolution, and Early Years STEM, each of which is led by a senior officer acting as Project Senior Responsible Officer (SRO).
- 3.3 For the projects in which the Council is the lead partner, project updates will be reported to meetings of Moray Council for approval as necessary and will be monitored through the Transforming the Economy Board. The Cultural Quarter, Housing Mix, Bus Revolution and Early Years STEM are all projects where the Council is a major stakeholder in terms of the provision of assets, service or resources in the project and the projects will need continued consideration and support.
- 3.4 At the Council meeting on 16th December 2020 two reports were considered regarding the Cultural Quarter and Housing Mix Delivery projects. This report provides a similar update for the Bus Revolution and Early Years STEM projects, with a further report covering overarching programme level planning.

4. BUS REVOLUTION

- 4.1 The Outline Business Case (OBC) for the Bus Revolution project was submitted to Scottish and UK Governments for review on 16 December 2020. The OBC executive summary is given in **Appendix 1** and the preferred option is outlined below.
- 4.2 The Bus Revolution project proposes to:
- Increase the fleet of vehicles to enable bus services to operate an on-demand service 4am to midnight (Mon-Sat) and 7am to 10pm (Sun) for anyone travelling to or from the Moray area, and upgrade the fleet quality in line with the brand development set out below – including consideration of facilities such as on board Wi-Fi
 - Provide a flexible demand responsive service, operating when and where needed in an easy to use way
 - Innovate to create app based technology that will allow real time journey bookings ‘uber’ style
 - Embrace low carbon technology, ideally with fully electric vehicles to provide an environmentally sustainable service
 - Build on the existing brand identity of Dial M to create an engaging and responsive public transport identity for all customer groups, and use intelligence led marketing to generate business and communicate with customers
 - Have excellent customer service at the heart of the operation
 - Retain the current customer base which has a large proportion of elderly customers, but use the above principles to target the youth and working populations of Moray to provide a real rural alternative to the private car

4.3 The project has 2 key elements:

1. The development of an “uber-style” app to enable customers to track the position of buses and book journeys within a reasonable response time (max. 1 hour).



2. An investment in quality green fleet (electric buses), to increase the flexibility and hours of operation of on-demand bus provision across Moray, with additional facilities such as on board Wi-Fi, charging facilities etc.



- 4.4 The overall capital cost is estimated at £4.3 million, with £4 million being provided by Scottish Government and £0.3 million by Moray Council.

5. **EARLY YEARS STEM**

- 5.1 The Outline Business Case (OBC) for the Early Years STEM project was submitted to Scottish and UK Governments for review on 16 December 2020. The OBC executive summary is given in **Appendix 2** and the preferred option is outlined below.
- 5.2 The solution is to offer specialist bespoke facilities and environments in the 8 Associated School Groups. This will facilitate STEM learning while engaging with the wider stakeholder group to change attitudes towards STEM and eventually the culture around how STEM is perceived in the region. These facilities will have core learning equipment that will be updated periodically and will allow inter-generational learning to take place. Through a Moray wide approach, a distinctive feature of this project is the intent to address rurality as a barrier to participation in relation to STEM activities.
- 5.3 Each ASG will be assessed for need to identify where investment is required to unlock the greatest benefits and deliver the greatest impact. This recognises that the geography and STEM provision in each ASG is different and a one size fits all approach will not work. As part of the development of the Full Business Case, the project team will engage with stakeholders in relation to determining the most appropriate and cost effective way of delivery the STEM project in their area.
- 5.4 This could mean for example renovating existing space, partnering with other growth deal projects, using vacant units in towns and villages or new builds.

- 5.5 A mobile solution will be developed to allow the latest innovations to be showcased around the region. STEM content evolves and develops quickly and this solution allows these innovations to be showcased around the region as they happen for one eighth the cost.
- 5.6 With our public and private sector partners, industry facilities and events will be developed to allow STEM learning to happen on site, providing an inspiring environment for children and adults to learn in while allowing them to see STEM in practice. These innovative facilities could then attract further investment that would allow the offering to be expanded to other learners. The project will look to work with other Moray Growth Deal Projects to unlock mutual benefits for example the Moray Aerospace, Advanced Technology and Innovation Campus.
- 5.7 The rationale for focusing on early years STEM is that the evidence tells us that attitudes towards STEM are formed at a younger age than when most STEM activity begins in education.
- 5.8 The overall capital cost is estimated at £4.8 million, with £3.5 million being provided by Scottish Government and £1.3 million by Moray Council. In addition revenue funding to support specialist STEM staffing over the lifetime of the deal of £500,000 is estimated.

6. NEXT STEPS

- 6.1 All Outline Business Cases (OBCs) were submitted to government officials in December. It is expected that feedback will be received in early February and that each business case will require one final iteration before it can be agreed.
- 6.2 In parallel the remainder of the final deal documentation is being prepared and is the subject of a separate report to the Council. This documentation will include the Implementation Plan and Financial Profile.
- 6.3 Once the Outline Business Cases have been agreed project managers/leads will be provided with a list of tasks which will need to be undertaken before the Full Business Case can be approved. This approval will be required before any monies can be drawn down against the projects. Full Business Cases are normally completed as close to project commencement as possible in order to ensure that all costs, risks, etc. are as accurate as possible.
- 6.4 Project planning will continue in the background to ensure that momentum is maintained.

7. SUMMARY OF IMPLICATIONS

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

The growth funding bid provides a unique opportunity to work in partnership with key stakeholders in the Moray economy to review the supports and stimuli in place already, the gaps and how best to fill these. If this process is completed in a robust and collaborative way, Moray will be able to leverage in significant funding from across the public and private sectors in addition to funding from the UK and Scottish Governments. Sustainable economic development is a priority in both the LOIP and Corporate Plans.

(b) Policy and Legal

The Project Management Governance Policy and support mechanisms will be invaluable in driving this programme forward.

(c) Financial implications

As part of the partner contributions to the deal Moray Council has committed £8 million in capital funding across the 4 projects in the deal being managed by the Council. The Council is also the accountable body for the deal and will be responsible for monitoring expenditure and draw down of grant funding from the Scottish Government. The specific financial implications for the Council are; for Bus Revolution a £300,000 capital contribution to cover project management costs during the delivery phase; for Early Years STEM there is a capital commitment of £1.3 million again to help with project management costs but also to fund some refurbishment of buildings and supply equipment. Early Years STEM also requires revenue support in the form of a STEM officer post (£60,000 per annum) to continue and accelerate the process of changing the culture around STEM and setting up a network of STEM ambassadors in each ASG. This represents a significant revenue ask to Moray Council and other revenue streams will be explored through Moray Council's external funding team. This post would however be critical to unlocking the benefits of the project.

(d) Risk Implications

The main risk to the deal at present is the deal signing being postponed until the summer of 2021 (after Scottish Parliament elections) which would result in delays to current proposed project start dates. These projects are seen as very significant to aiding the economic recovery in Moray following the Covid-19 pandemic and every effort is being made by local partners to ensure that we meet all deadlines set by government officials.

(e) Staffing Implications

There are no further staffing implications at present. Business cases include costing for project management throughout the delivery stage of projects with funding for an additional STEM officer included.

(f) Property

There are no property implications at this time.

(g) Equalities/Socio Economic Impact

Inclusive growth is a key concept in growth funding development and in terms of the overarching policies. One of the key objectives of the proposals is to reduce the gender pay gap in Moray. This reflects one of the main themes of the Moray Council's Equality Outcomes which were approved by Council on 29 March 2017 (para 16 of the minute refers). All OBCs submitted to government contained detailed Equalities Impact Assessments and positive actions are being captured.

(h) Consultations

An equivalent to this report has been considered and approved by the Community Planning Board following consultation with partner agencies. Consultation with key business representatives and the public has also

been an integral part of developing the deal to date. This report has been circulated for comment to CMT, the Head of Legal and Democratic Services, the Head of Financial Services, the Equal Opportunities Officer, and Tracey Sutherland, Committee Services Officer; any comments received have been considered in writing the report.

8. CONCLUSION

- 8.1 This report outlines the progress made on the Bus Revolution and Early Years STEM projects and the next steps towards conclusion of the final deal.**

Author of Report: Rhona Gunn
Background Papers:
Ref:

Bus Revolution

What are Moray's challenges?

To enhance inclusive growth and tackle inequality by removing barriers to employment and access to services in an environmentally sustainable manner.

It is an integral part of a whole-system approach to inclusive growth, providing the physical infrastructure to connect people to quality jobs as per the Inclusive Growth Commission's recommendations. There is substantial evidence that 'those lacking the resources and transport options required for being able to move become deprived from interacting with the opportunities offered by society'. This is through the effects of those who have financial resources moving to areas that are 'resource rich' meaning that jobs, services and transport provision become detached from lower income households (spatial mismatch and entrapment). Further it is compounded by the social exclusion that transport deprivation creates.

In rural communities the accessibility and connectivity challenges are exacerbated – the Department for Transport's White Paper in 2011 stated '20% of our population lives in rural areas where there are higher levels of car dependence (including for lower income households) coupled with a lower availability of public transport'. Household expenditure on transport is approximately 1/3 higher in rural areas than urban areas.

As commercial bus routes are not viable for many parts of Moray the Council set up Dial M for Moray, which is our award-winning accessible door-to-door bus service for those unable to use existing forms of transport, or who do not have a regular scheduled bus service. This service is for everyone, regardless of age or disability. Unfortunately at present routes are still limited, with service provision only available when vehicles are not being used for other local authority purposes (school and social care transport) and demand far exceeding supply in many areas.

The recent community engagement online survey identified Public Transport as one of the key areas people would most like to see improved in Moray, and this statistic was reinforced by students at the local college, who took part in workshops relating to their post-college plans, where issues with rural transport were cited as causing difficulties in job accessibility and studying locally..

The Transport (Scotland) Act 2019, which is designed to help make Scotland's transport network cleaner, smarter and more accessible than ever before, and the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 mean that we need to do something radical to change the reliance on private cars in our rural areas and drive down carbon emissions by increasing the availability of greener travel solutions.

How will we meet these challenges?

By building on the existing innovative on-demand bus services to provide comprehensive and cohesive public transport links tailored to the region's largely rural economy, but also to convert the extended fleet to non-fossil fuel vehicles.

The purpose is not to compete with scheduled services but to fill the gaps in provision in rural areas and to encourage more people to use public transport rather than use private cars in line with the Scottish Government priority to reduce carbon emissions.

To meet this need the Bus Revolution was identified as a project within the Growth Deal with three clear aims:

1. Increase the number of people using public transport to get to and from rural areas to places of work, education, etc.
2. Reduce the environmental impact of transport in the area
3. Reduce the number of people facing transport barriers to employment, education or recreation.

Who is involved?

In order to develop the Outline Business Case a stakeholder analysis was undertaken to identify the key groups and individuals to form a project board to direct this work. The board consists of representatives from Moray Council, Highlands and Islands Enterprise, Moray Chamber of Commerce, Highlands and Islands Transport Partnership (HITRANS), and Walkers Shortbread Ltd.

How did we identify the solution?

A benefits identification and mapping workshop was held in May 2020 to serve three purposes;

- to align stakeholder views and ensure that everyone was working to the same aim;
- to identify inputs, activities, outputs, outcomes and impacts to enable the logic model to be developed;
- to identify the key benefits to be measured in order to demonstrate success.

Following on from these a number of options appraisal workshops were undertaken with a wider range of stakeholders to identify the options to be appraised during the economic case.

The results of economic appraisal were considered by the board who made the final decision on the preferred option in October 2020.

What is the solution?

The Bus Revolution project proposes to:

- Increase the fleet of vehicles to enable bus services to operate an on-demand service 4am to midnight (Mon-Sat) and 7am to 10pm (Sun) for anyone travelling to or from the Moray area, and upgrade the fleet quality in line with

Appendix 1 – Executive Summary – Bus Revolution

the brand development set out below – including consideration of facilities such as on board Wi-Fi

- Provide a flexible demand responsive service, operating when and where needed in an easy to use way
- Innovate to create app based technology that will allow real time journey bookings 'uber' style
- Embrace low carbon technology, ideally with fully electric vehicles to provide an environmentally sustainable service
- Build on the existing brand identity of Dial M to create an engaging and responsive public transport identity for all customer groups, and use intelligence led marketing to generate business and communicate with customers
- Have excellent customer service at the heart of the operation
- Retain the current customer base which has a large proportion of elderly customers, but use the above principles to target the youth and working populations of Moray to provide a real rural alternative to the private car

The project has 2 key elements:

1. The development of an “uber-style” app to enable customers to track the position of buses and book journeys within a reasonable response time (max. 1 hour).



2. An investment in quality green fleet (electric buses), to increase the flexibility and hours of operation of on-demand bus provision across Moray, with additional facilities such as on board Wi-Fi, charging facilities etc.



How much will it cost?

The project is currently estimated to cost £4.3 million. This covers the capital investment required to set-up operational systems, branding and marketing, the purchase of electric vehicles, and provision of charging infrastructure.

How will it be delivered?

Implementation will be phased, with existing vehicles being replaced / rebranded in line with fleet renewal programme. This will allow lessons learned from each phased implementation to be applied to planning of forthcoming phases and maximise the impact of the project.

It is intended to create a bus partnership with other providers in the area to ensure comprehensive coverage and a seamless service from the customer's perspective. This partnership will recognise the existing timetabled 'fixed links' in the bus network, and provide additional timetabled fixed links to create a skeleton structure, around which flexible demand responsive services will operate.

The development of new technology will allow a customer to plan a door-to-door journey, even if this involves changing from one bus service to another, so that the network can operate as efficiently as possible.

How will the benefits accrue?

By increasing the number of passengers on local buses the number of journeys by private vehicle will reduce. This will result in savings in carbon emissions as the new fleet will be non-polluting.

Longer operating hours (including peak hours) will increase mobility and access to work, education and recreation for all residents regardless of economic status, geography, age or ability. This will also contribute to reducing social isolation.

Is it financially sustainable?

The financial case projections were prepared on the basis that costs were estimated at the highest level and benefits generally understated to ensure that results were realistic and achievable.

Discussions are ongoing with some of the larger employers in the area regarding workplace transport partnerships and potential for season ticket employee benefits.

An online survey is currently gathering residents' views on the proposals: early indications are that a significant percentage (40%) of respondents would be interested in using the service on a regular basis.

How does the project fit in the strategic landscape?

The project is in line with growth strategies guidance and will enable the delivery of a number of key regional growth priorities including:

- Industrial Strategy
- Scotland's Economic Strategy
- Moray Economic Strategy
- Local Outcomes Improvement Plan

- The Transport (Scotland) Act 2019 which is designed to help make Scotland's transport network cleaner, smarter and more accessible than ever before - aiming to empower local authorities and establish consistent standards in order to tackle current and future challenges, while delivering a more responsive and sustainable transport system for everyone in Scotland.
- Protecting Scotland's Future: the Government's Programme for Scotland 2019-2020 "Rural Scotland makes a vital contribution to our national economy. We know that more young people want to stay in the areas where they grew up, but we need to do more to stem rural depopulation and attract more people to live and work in rural and island communities."
- Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 with Moray Council leading by example to provide green bus services and encourage residents to migrate from private car use.

What else is happening in the region?

In general scheduled bus services have been in decline regionally and nationally for a number of years and public satisfaction with local transport has decreased mainly due to the lack of service in many areas.

What else needs to be done?

The following work has been identified to be completed nearer to any potential project start date and as part of full business case development.

- Online public survey results to be analysed, and data from the survey used for implementation planning.
- Discussion with larger employers in the area to look at partnership arrangements for workplace travel, included the potential use of season tickets as employee benefits.
- Early notification to suppliers of potential procurement activity to ensure no delays in lead times for vehicle provision.
- Establish local bus partnership.

What has been the impact of the Covid-19 pandemic?

Along with the rest of the world the project will be affected by the global coronavirus pandemic. The full business case will detail specific mitigations to address the situation during the delivery phase but current considerations include;

- Impacts on customer confidence, travelling on public transport
- Potential for changed ways of working altering the need for travel

In order to address these issues the full business case will detail specific marketing to ensure it addresses the issue of customer confidence and a follow-up survey will be conducted to ascertain the impact on demand.

Design work for vehicles will also take account of issues identified during the Covid-19 outbreak and include contingency arrangements where possible to account for any future pandemics of this nature.

What are the implications of Brexit for the project?

There is a limit to what can be done at the moment on Brexit. Uncertainty around the potential deal and the consequential effects on sectors, regions and communities make practical intervention to prepare businesses and communities difficult at the moment.

However the situation will be monitored and considerations will include:

- effects on visitor economy
- international supply chain disruption
- the impact on EU migrant workforce.

Again mitigation will be considered in future iterations of the business case and opportunities arising will also be explored.

Early Years STEM

What are the issues?

The future of the Moray economy is at risk from 4 challenges relating to skills.

1. The evolution of the skills required by the future jobs market.
2. The continuing challenge in raising STEM attainment levels at both primary and secondary school levels in Moray.
3. The gap in salaries and opportunities between men and women
4. Ensuring that STEM subjects are perceived and are accessible to all.

These challenges are not independent of each other and to enable the economy of Moray to flourish in the future, all must be addressed together.

The UK economy is changing. According to research from the World Economic Forum Assembly and Factory Workers, Accountants and Customer Services Workers are in the top 10 roles which are increasingly redundant. These are to be replaced by Artificial Intelligence and Machine Learning Specialists, Process Automation Specialists and Digital Transformation Specialists.

These changes will not apply to specific regions. With 20% of employment in Moray coming from manufacturing, automation is a high risk to our Moray workforce. Furthermore, the use of financial technology will eliminate the need for whole departments in every company, not only ones operating at the high end of the technological spectrum, and it is clear that the direction of travel in the economy is towards STEM skills.

In order to adapt and benefit from these changes, the Moray workforce must be prepared in advance, which requires challenge 2 to be addressed. Attainment at broad general education and at a senior phase in Moray is lower than the Scottish average. Attainment is a key strategic focus for the authority since young people in Moray leave primary and secondary school with less of the fundamental building blocks for STEM attainment than their peers out with Moray.

While there is evidence of improving trends, it should be noted that in 2018 70% of Moray children achieve the expected levels in numeracy while the national average is 79%. Numeracy is a basic enabler to achieving qualifications in STEM and if children are behind in this by the time they reach secondary school then this makes attainment in line or above the Scottish average ever more challenging.

Also in 2018, this is reflected in the passes achieved at national 5 and Higher. 50% of students obtain 6 passes at national 5 in Moray, nationally this is 57%. 37% of students achieve passes in 4 Highers in Moray, nationally this is 44%.

Appendix 2 – Executive Summary – Early Years STEM

There is no one thing that can be addressed that will fix this issue and adequately prepare today's children to enter tomorrow's workplace. However, the foundation work is already being put in place which this Early Years STEM initiative can further build on. In line with Moray's STEM strategy for Education, activities to raise the profile, knowledge and understanding of STEM subjects have been undertaken in recent years in both primary and secondary schools.

While work in Early Learning and Childcare is further developing, a good start has been made with the implementation of Talking Tubs to stimulate discussion about different vocations including those STEM related. This links to early work with practitioners around gender imbalance training which ties in with the play pedagogy approach.

However, there needs to be further work undertaken to create a culture change to promote STEM working where children and their families see the opportunities in engaging with the STEM curriculum thereby removing the barriers to attainment.

For positive attitudes to be embedded in terms of STEM, this culture change needs to begin at a pre-school age and then sustained through the young person's progression through primary and secondary school levels. The incorporation and focus on early years STEM is a unique feature of this business case.

While this document draws upon a number of case studies of STEM activities at primary and secondary school levels, there are few case studies at the critically important Early Learning and Childcare phase. To further develop and embed the approach across Early Learning and Childcare (ELC), Moray Council (ELC) will work in partnership with RAF Lossiemouth to provide a STEM Hub as part of their expanded ELC support. This will consist of one room within their childcare facilities. The insights gained from this pilot will be used to inform the development and delivery of the Full Business Case and in particular how STEM will be embedded within each Moray Associated School Group (ASG).

Underpinning this business case is the issue of equalities (see challenge 4). In Moray there is a serious issue of female underemployment despite men being no better qualified. This highlights the stereotypical gendered subject choices made at an early age made by young people.

Stereotypes about what is a 'man's job' and what is a 'woman's job' are affecting the chosen career paths and these stereotypes are often established at a very young age. These barriers need to be removed and the culture changed from a pre-school age (as noted above). If this is not the case then we risk losing potential output to underemployment and out-migration.

Although in recent year years there has been some evidence of improvement, the horizontal and vertical gendered segregation of the local employment market was highlighted in a 2017 report by Ekosgen, prepared for Highlands and Island's Enterprise. This revealed that in Moray 68% of Managers, Directors and senior officials are male. The research also shows that men and women work in different roles to a greater extent than is found in the Highlands and Islands and Scotland. Women are more prevalent in education, health, hotel and restaurant work with men more prevalent in manufacturing, construction and professional services. The report states that subject choices through gender stereotyping have a role to play in this issue. The full report can be viewed [here](#).

The final threat to the skills make-up of the region is its rural nature. Children in all parts of Moray need to have access to the same or similar infrastructure and learning within a reasonable distance no matter their location. If children in the more rural areas do not have access to the same variety of experience as those in more urban areas then their view of the available opportunities will narrow and attitudes towards skills and employment will remain unchanged. The Early Years STEM initiative also provides a good opportunity to build on the exemplary work already undertaken by Moray rural schools in terms of promoting learning opportunities -including STEM- through digital connectivity.

To this end, the project must also be able to change attitudes towards STEM within the homes of young learners. The 2013 ASPIRES report by Kings College London found that the chances of a young person going on to study STEM are greatly influenced by the amount of STEM capital in the family. STEM capital is the qualifications, knowledge, understanding and interest in STEM a child is exposed to at home. The report overwhelmingly found that children with a high amount of STEM capital in the home are much more likely to aspire to a STEM career. The full report can be read [here](#).

How will we fix the issues?

In line with the Early Intervention approach taken across wider services in Moray, STEM learning activities will be initiated at the ELC stage. This acknowledges that to increase attainment in STEM we will need engage with children in the early years (ages 3 – 8) setting to generate interest in the STEM curriculum once the children are older.

To do this requires a multi-pronged approach beginning before children start school and sustained through primary and secondary school education levels. Capital investment will be made into facilities that are fit for purpose not only for teaching STEM but for inspiring learners to engage with the curriculum. It is recognised that there is not a one size fits all and each Associated School Group (ASG) areas needs will be assessed individually to decide what would unlock the greatest benefit in that ASG.

Appendix 2 – Executive Summary – Early Years STEM

It is acknowledged that to engage and inspire young people in STEM requires a whole system approach where parents, employers, siblings and teachers are all engaged with and supportive of the benefits a comprehensive education in STEM disciplines will bring.

This will require a culture change amongst all these groups and the investment in physical infrastructure that happens will reflect that the facilities should be scalable to allow all of these groups to engage with STEM.

To further embed this culture change the project will look create a STEM delivery post, which in turn will lead to the creation of STEM ambassadors. While the STEM ambassador role is currently Grampian wide, developing locally focused STEM ambassadors will give a stronger focus to developing outreach programmes to engage with parents in Moray. STEM training provided by the Scottish Government free of charge will form part of teachers CPD training to facilitate the roll out of new STEM activity, along with other training as necessary. Once again, our experience in promoting STEM to date in Moray gives a strong foundation to build on.

Working with partners such as developing the young workforce, Moray College UHI and the private sector, employers will be engaged to host STEM activities and facilities at industry sites to allow young people to see for themselves STEM activity being brought to life, generate excitement and interest in STEM and embed knowledge of the opportunities that are possible in Moray. In these locations inter-generational learning can be further enhanced by this initiative.

It is crucial that this STEM initiative is not viewed in isolation. It builds on the work already undertaken to date in Moray and should be considered in the context of the Council's STEM and Raising Attainment Strategies. Furthermore, its wider role in the growth deal should be recognised. Projects such as the MAATIC facility, Manufacturing and Innovation Moray and Digital Health initiative are all looking to deliver STEM subjects or create STEM jobs. This project is the one that enables young people in Moray to benefit from those projects by helping them obtain the qualifications required to do so.

As previously noted, the Project Board is delighted that we will be in a position to test our approach learning through the delivery of an ELC STEM Hub at RAF Lossiemouth. The learning from this pilot will inform our Full Business Case and the further development of our approach in relation to each of the Moray ASG's.

Who is involved?

The Project board is made up of the following organisations:

- Moray Council
- Highlands and Islands Enterprise
- Moray College UHI
- The University of the Highlands and Islands (UHI)
- Skills Development Scotland (SDS)
- Developing the Young Workforce (DYW Moray)
- NHS Grampian
- Boeing
- Gordon and MacPhail
- RAF Lossiemouth

How did we identify the solution?

An initial set of options was developed at the strategic outline business case stage. When the project board was formed to move to outline business case completion two workshops were held to revisit the investment objectives and options as per the guidance in the *HM Treasury Guide to Developing the Project Business Case, Supplementary Guidance to the HM Treasury Green Book*.

During the first workshop it was decided that the options were not sufficiently distinct from each other and should be amended to enable a more comprehensive cost benefit analysis to be undertaken. The project manager then further developed the options and engaged board members one on one before holding a second workshop where the options were presented, further refined and approved.

What is the solution?

The solution is to offer specialist bespoke facilities and environments in the 8 Associated School Groups. This will facilitate STEM learning while engaging with the wider stakeholder group to change attitudes towards STEM and eventually the culture around how STEM is perceived in the region. These facilities will have core learning equipment that will be updated periodically and will allow inter-generational learning to take place. Through a Moray wide approach, a distinctive feature of this project is the intent to address rurality as a barrier to participation in relation to STEM activities.

Each ASG will be assessed for need to identify where investment is required to unlock the greatest benefits and deliver the greatest impact. This recognises that the geography and STEM provision in each ASG is different and a one size fits all approach will not work.

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As part of the development of the Full Business Case, the project team will engage with stakeholders in relation to determining the most appropriate and cost effective way of delivery the STEM project in their area.

This could mean for example renovating existing space, partnering with other growth deal projects, using vacant units in towns and villages or new builds.

A mobile solution will be developed to allow the latest innovations to be showcased around the region. STEM content evolves and develops quickly and this solution allows these innovations to be showcased around the region as they happen for one eighth the cost. This will be further enhanced through digital connectivity.

With our public and private sector partners industry facilities and events will be developed to allow STEM learning to happen on site, providing an inspiring environment for children and adults to learn in while allowing them to see STEM in practice. These innovative facilities could then attract further investment that would allow the offering to be expanded to other learners. The project will look to work with other Moray Growth Deal Projects to unlock mutual benefits.

An example of good practice that the Moray STEM project has learned from is Raising Aspiration in Science pilot project (RAiSE) was launched in Moray. In 2016, the 23 month project was jointly funded by the Wood Foundation, Scottish Government and Moray Council. The total cost of the project was around £160,000 with the primary expense being employing a Primary Science Development Officer. The main focus of the programme was to increase competence and confidence in practitioners in the delivery of STEM curriculum.

Alongside this specific one off events and learning methods were trialled to engage pupils and parents in STEM. Further info of this activity in Moray can be found [here](#).

An external evaluation of the RAiSE programme at the national level (other Local Authorities also took part) was conducted by Glasgow University and found that of those children involved with RAiSE 87% had enjoyed more challenge and 77% had increased their STEM aspirations. The evaluation can be found [here](#)

This is a high impact for a relatively small project over a short timeframe and highlights that impacts can be made and attitudes changed. The Early Years STEM initiative intends to learn and build on this success thereby further embedding cultural change in Moray.

The Scottish Parliament Education and Skills Committee report on STEM in early years education (2019) heard from practitioners and experts in the field that these one off or add on events have a part to play in delivering STEM however by themselves will not embed STEM in learning as needs to be the case. Other topics in that report include the highlighting the importance of young people experiencing other environments and inter disciplinary learning, the Benefit of Science centres as part of the mix and how forming clusters can benefit knowledge exchange. The report can be found [here](#)

By having a mobile solution that provides additional, inspiring and one of events it will bring the benefits of a science centre to Moray. Providing the fixed facilities will embed the learning and give practitioners the opportunity to develop and enhance their skills over time and allow the benefit of knowledge transfer that clusters in each ASG will bring. The industry based sites will provide the inspiring environments that have been demonstrated to raise STEM aspiration in young people.

A key point of this initiative is that the examples and case studies of activities given in Appendix 5, which have been successful. These point to the further benefits of being able to scale up such initiatives over the long term allowing measurable, demonstrable benefits to be gained in an inclusive and equitable way benefitting all.

The RAiSE programme and the success of the facilitator in delivering the project demonstrate that the new permanent post is crucial to maximising the impact of the capital spend. However, the RAISE programme also demonstrates the importance of being able to sustain this role over an extended period of time.

Examples of activity that could take place at scale as part of the project for early years and primary children are given in Appendix 5. The focus on earlier years is a new field of investment and the STEM office if approved would be responsible for developing activities for roll out.

The rationale for focusing on early years STEM is that the evidence tells us that attitudes towards STEM are formed at a younger age than when most STEM activity begins in education. The ASPIRES report states that if a child is not interested in STEM by the age of 10 then their aspirations will not have increased in STEM by the age of 14.

Research from the University of Sheffield states that gender stereotype reinforcement has been found in children as young as 6. This shows that for young girls intervention must be made early. The full University of Sheffield report by Marsh et al can be read [here](#).

How much will it cost?

The capital budget for the project is £4.8 million. Part of this investment (£3.4 million) will be split amongst the 8 Associated School groups, not necessarily equally, but depending on need and existing space. The spend on this element will therefore be between capital build, renovation, training and equipment with a budget to update equipment during the life of the project. Where it is an option using partner space will be explored.

There will be an allocation to procure a mobile solution (£1 million) and to partner with public and private sector organisations (£400,000) to develop joint facilities at industry locations.

The project will look to gain leverage and additionality to the investment wherever possible by exploring partnerships with other Moray Growth Deal Projects to utilise space and sharing costs.

Moray Council will be asked to approve a STEM officer post (£60,000 per annum) to continue and accelerate the process of changing the culture around STEM and setting up a network of STEM ambassadors in each ASG. This post would also be responsible for the mobile solution and liaising with public and private sector partners to set up the industry focused network of sites. This represents a significant revenue ask to Moray Council and other revenue streams will be explored through Moray Council's external funding team. This posts would however be critical to unlocking the benefits of the project.

How will it be delivered?

The project will be delivered by Moray Council using a phased approach dictated by need and spend profile of the Moray Growth Deal.

The mobile solution and culture change aspects of the projects should be the first to be procured. The mobile STEM unit would provide an early opportunity to showcase a Moray Growth Deal project in 2021/22.

The sites in each of the 8 ASGs will be procured when budget allows and will be based on the need in that area and existing provision and geographical location.

The partnership industry sites will be developed alongside the sites being developed in each ASG as partnerships are formed and funding is available.

How will the benefits accrue?

To summarise how the benefits for this project will accrue it is easier to start at the end point, which is a workforce trained and qualified in STEM disciplines. This workforce will then be able to benefit from the opportunities of technological change and earn salaries that reflect the skilled nature of their jobs. This in turn increases the level of disposable income in the region and the well trained workforce makes Moray a place where businesses look to locate and invest.

This workforce is also able to benefit from the opportunities that will arise in the skilled workforce to work remotely allowing the benefits of well paid jobs located elsewhere in the world to be spent locally.

These benefits will however only be realised 10-15 years from the date the project begins. Before entering the workforce they will have had to go through further or higher education. A Moray College UHI curriculum that is aligned with the current and future needs of businesses in Moray will enable not only those coming through the Moray school system to study here but also attract students from out with the region.

Throughout senior phase qualifications will have been obtained in STEM subjects with students equalling or surpassing their peers nationally. This will have been enabled by the investment in interventions through broad general education that this project will make.

Throughout the life of the project improvement in core curriculum for excellence competencies will be monitored against the pre intervention baseline to ensure the intervention is responsive and dynamic to best practice and emerging trends.

While these benefits are for the end goal of providing well paid meaningful employment the benefit to the individual of improved education throughout early years to adulthood cannot be underestimate. By improving attainment at all levels young people will be more self-confident, have higher self-esteem and improved opportunities throughout their life.

Is it financially sustainable?

The capital elements of the project will be supported from a mix of funding from Scottish Government and Moray Council funding. With the capital elements a sustainability plan for the assets will need to be developed in conjunction with the Councils assets management project. By utilising existing space in some school settings, vacant units and new buildings joined to existing premises ongoing revenue costs should be minimised.

It is proposed to request revenue spending for a post to co-ordinate STEM activity within Schools settings, liaise with education on fit within broad general education, operate the mobile solution, create partnerships and develop opportunities with public and private sector partners and facilitate training of professional involved in the teaching of STEM, which will lead to series of STEM ambassadors.

The mobile solution will also require an ongoing revenue stream however it is projected that this element could attract private sector sponsorship and running costs will be low

How does the project fit in the strategic landscape?

At the local level the project aligns with the ambition of the Moray Economic Strategy outcomes of increased qualification levels, business growth and skills alignment. Specific KPIs in the strategy relate to increases in STEM qualifications and apprenticeships.

The Local Outcome Improvement Plan (LOIP) for Moray aims to increase skills and pay levels in the area to lead to higher skilled employment, with KPIs measuring qualification levels.

The Moray Council Corporate Plan looks to *create a step change in the regional economy to enable inclusive economic growth* which this project will contribute to through allowing young people to take up opportunities and participate fully in the labour market. This outcome is measured by an increase in higher skilled jobs and wage levels.

At the national level this project aligns Scottish Government STEM strategy, Scotland's Economic Strategy and the UK Governments Industrial Strategy.

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The below table shows how this project will deliver the 4 themes of the Scottish Government STEM Strategy

STEM Strategy Theme	How It Will Be delivered
To build the capacity of the education and training system to deliver excellent STEM learning so that employers have access to the workforce they need;	The project will invest in bespoke learning areas in the school environment, inside and outside, and at inspiring locations at industry sites in Moray. Linking the learning in schools at an early age with exposure to industry will help link labour supply and demand.
To close equity gaps in participation and attainment in STEM so that everyone has the opportunity to fulfil their potential and contribute to Scotland's economic prosperity	The rural nature of Moray means that there are inequalities in the opportunities available. This project will focus on ensuring that no matter where in Moray you live you have access to the same opportunity. The mobile solution will further enhance this.
To inspire children, young people and adults to study STEM and to continue their studies to obtain more specialist skills	By exposing children at a young age to business locations this will inspire them to undertake a STEM career by helping with their understanding of what STEM actually is. The project will also look to engage with parents to change attitudes and build STEM Capital in the home.
To connect the STEM education and training offer with labour market need – both now and in the future – to support improved productivity and inclusive economic growth	This project focuses on early years and primary therefore the benefits will not be realised for some time. The project does however have a wide range of bodies such as SDS and HIE that have an understanding of future labour demand and will guide the delivery of the projects towards that.

What else is happening in the region?

One of the largest developments currently taking place in Moray is the development of the growth deal itself. This project is integral to the success of other projects within the deal. The Moray Advanced Aviation, Technology and innovation Centre is to offer higher and further education qualifications STEM subjects unique to the Highlands and Islands. The Manufacturing Innovation Moray centre is looking to work with businesses to help introduce new technology which will require STEM skills. The Digital Health innovation is looking to pilot innovative technology to revolutionise rural health care, again requiring STEM skills to implement and grow.

Without this STEM project helping young people in Moray to obtain skills in STEM those projects won't be able to attract the talent they need from the region and young people in Moray will not be able to benefit from the opportunities of the growth deal.

STEM is the bedrock of opportunities that will arise from the Moray Growth Deal Investment.

Alongside this and benefitting the Moray Growth Deal and the region is the £400 million investment in RAF Lossiemouth that is bringing jobs and investment to the region and enabling some of the growth deal projects.

What else needs to be done?

At the Full Business Case stage, the sites will be identified with local stakeholders and appraisals undertaken to identify the needs in each Associated School Group. The project board will be expanded to include more private sector representation. A new member from renewable energy company Statkraft has been identified and will join the board in the New Year. Discussions have also taken place with the Education Scotland STEM Officer (North Region), who will be joining the board for full business case and will be able to bring the latest best practice to the project.

Approval needs to be sought from Moray Council for the revenue funding for the post. If approved, these posts will work on the development of the curriculum and start to change the culture around STEM with ELC, Primary and Secondary School practitioners.

