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## Corporate Committee

**Tuesday, 15 March 2022**

**NOTICE IS HEREBY GIVEN** that a Meeting of the **Corporate Committee** is to be held at **Various Locations via Video-Conference**, on **Tuesday, 15 March 2022** at **09:30**.

### **BUSINESS**

- 1 Sederunt**
- 2 Declaration of Group Decisions and Members Interests \***
- 3 Minute of meeting dated 1 February 2022** 7 - 10
- 4 Written Questions \*\***
- 5 Notice of Motion - Councillors Leadbitter and A McLean** 11 - 12  
Dolphin Grinds in the Faroes
- 6 Notice of Motion - Councillors Morrison and Leadbitter** 13 - 14  
Definition of Islamophobia
- 7 Financial Services Service Plan 2022-23** 15 - 24  
Report by Depute Chief Executive (Economy, Environment and Finance)
- 8 Education and Education Resources and Communities Service Plans 2022-23** 25 - 54  
Report by Depute Chief Executive (Education, Communities and Organisational Development)

<b>9</b>	<b>Allotment Policy</b>	55 - 70
	Report by Depute Chief Executive (Education, Communities and Organisational Development)	
<b>10</b>	<b>Employment Policy Framework Review 2021-22</b>	71 - 80
	Report by Depute Chief Executive (Education, Communities and Organisational Development)	
<b>11</b>	<b>Health and Safety Annual Report 2021</b>	81 - 102
	Report by Depute Chief Executive (Education, Communities and Organisational Development)	
<b>12</b>	<b>Mental Health and Wellbeing Survey 2021</b>	103 - 126
	Report by Depute Chief Executive (Education, Communities and Organisational Development)	
<b>13</b>	<b>Public Performance Report 2020-21</b>	127 - 160
	Report by Depute Chief Executive (Education, Communities and Organisational Development)	
<b>14</b>	<b>Question Time ***</b>	
	Consider any oral question on matters delegated to the Committee in terms of the Council's Scheme of Administration.	

### **Summary of Corporate Services Committee functions:**

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

**Moray Council Committee meetings are currently being held virtually due to Covid-19. If you wish to watch the webcast of the meeting please go to:**  
**[http://www.moray.gov.uk/moray\\_standard/page\\_43661.html](http://www.moray.gov.uk/moray_standard/page_43661.html)**  
**to watch the meeting live.**

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

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

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

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

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

# THE MORAY COUNCIL

## Corporate Committee

### SEDERUNT

Councillor Aaron McLean (Chair)  
Councillor Graham Leadbitter (Depute Chair)

Councillor George Alexander (Member)  
Councillor James Allan (Member)  
Councillor Frank Brown (Member)  
Councillor John Cowe (Member)  
Councillor John Divers (Member)  
Councillor Tim Eagle (Member)  
Councillor Claire Feaver (Member)  
Councillor Donald Gatt (Member)  
Councillor Shona Morrison (Member)  
Councillor Amy Taylor (Member)  
Councillor Sonya Warren (Member)  
Councillor Walter Wilson (Member)

Clerk Name:	Lindsey Robinson
Clerk Telephone:	07966 120593
Clerk Email:	committee.services@moray.gov.uk



**Minute of Meeting of the Corporate Committee****Tuesday, 01 February 2022****Various Locations via Video-Conference****PRESENT**

Councillor George Alexander, Councillor Frank Brown, Councillor John Cowe, Councillor John Divers, Councillor Tim Eagle, Councillor Claire Feaver, Councillor Donald Gatt, Councillor Graham Leadbitter, Councillor Aaron McLean, Councillor Shona Morrison, Councillor Amy Taylor, Councillor Sonya Warren

**APOLOGIES**

Councillor James Allan, Councillor Walter Wilson

**IN ATTENDANCE**

Chief Executive, Depute Chief Executive (Education, Communities and Organisational Development), Depute Chief Executive (Economy, Environment and Finance), Head of Governance, Strategy and Performance, Head of HR, ICT and Organisational Development, Head of Housing and Property Services, Mr C Muir, Senior Officer (Economic Strategy and Development) and Mrs L Rowan, Committee Services Officer as Clerk to the Committee.

**1 Chair**

Councillor A McLean, being Chair of the Corporate Committee, chaired the meeting.

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

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

**3 Resolution**

The Meeting resolved 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 18 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.

Paragraph  
Number of  
Minute

Paragraph Number of Schedule 7A and reason

10 and 11      6, 8, 9      Information relating to terms proposed or to be proposed by or to the Authority and information relating to the financial or business affairs of any particular person(s).

#### **4      Minute of Meeting dated 30 November 2021**

The Minute of the meeting of the Corporate Committee dated 30 November 2021 was submitted and approved.

#### **5      Written Questions**

The Committee noted that no written questions had been submitted.

#### **6      Living Wage Accreditation Update**

Under reference to paragraph 9 of the Minute of the meeting of the Policy and Resources Committee dated 27 November 2018, a report by the Depute Chief Executive (Education, Communities and Organisational Development) informed the Committee of the current status of an application for Living Wage Accreditation and sought approval for the actions required to support pursuing an application in 2022.

Councillor Leadbitter welcomed the progress in the Council's application for Living Wage Accreditation and stated that it set a good example for other Employers in Moray to pay the National Living Wage and moved that the Committee agree recommendation 2.2 ii) that the Council apply the living wage locally with effect from 1 April 2022 if there is no national pay award at that time and make an application between April and November 2022 and iii) that the Council apply the living wage locally with effect from 1 April every year if there is no national pay award. This was seconded by Councillor Divers.

There being no-one otherwise minded, the Committee agreed to:

- (i) note the status of its Living Wage Accreditation application;
- (ii) apply the living wage locally with effect from 1 April 2022 if there is no national pay award at that time and to make an application between April and November 2022; and
- (iii) apply the living wage locally with effect from 1 April every year if there is no national pay award.

#### **7      Young Person's Guarantee Scheme Application**

A report by the Depute Chief Executive (Education, Communities and Organisational Development) informed the Committee of the Young Person's Guarantee Scheme (YPG) and requested approval to submit an application to be recognised as an employer committed to the YPG scheme which would raise the Council's profile with regards to ongoing work with young people.

Councillor Warren welcomed the report and moved that the Committee agree the recommendations as printed.



There being no-one otherwise minded, the Committee agreed to submit an application for the Young Person's Guarantee Scheme.

## **8 Procurement Process**

Under reference to paragraph 9 of the Minute of the meeting of the Economic Development and Infrastructure Services Committee dated 7 December 2021, a report by the Depute Chief Executive (Economy, Environment and Finance) requested amendments to the Council's procurement process to allow for the recording of data relevant to the Key Performance Indicators (KPIs) for the Economic Recovery Plan for Moray.

Following consideration, the Committee agreed the proposed changes to the procurement process as outlined in para 4.3 and 4.4 of the report to allow for capturing additional information from contracted suppliers.

## **9 Question Time**

Councillor Eagle made mention of the announcement from the Scottish Government to provide Local Authorities with a share of £120 million and sought clarification as to what share Moray would be entitled to.

In response, the Depute Chief Executive (Economy, Environment and Finance) advised that there had been no allocation made to Moray as yet however based on previous experience Moray should receive around £2 million. This was confirmed by the Council Leader.

## **10 9 Linkwood Place Elgin**

A report by the Depute Chief Executive (Economy, Environment and Finance) asked the Committee to approve the sale of 9 Linkwood Place, Elgin.

During discussion, Councillor Leadbitter welcomed the report and moved that the Committee agree the recommendations as printed. This was seconded by Councillor Brown.

Councillor Cowe was of the view that, as one of the offers to purchase the property was from an established local company who is a long term tenant of the Council, then the property should be sold to this person so that the Council can support this local business and moved an amendment to the motion in these terms. In failing to find a seconder, Councillor Cowe's motion fell.

The Monitoring Officer was asked for advice on risks associated with the nature of operations proposed on the premises by one interested party and gave legal advice which was, in his view, sufficient to enable the Committee to take a decision. It was noted by the Depute Chief Executive (Economy, Environment and Finance) that, while clearly the required standard of information was available, the Committee may nonetheless wish to have further information before they took a decision given the issue under debate.

Councillor Alexander, having considered the advice from the Monitoring Officer in relation to the issues raised surrounding the risk implications of the report, moved that the report be deferred to the next meeting of the Corporate Committee to allow for the provision of a fuller risk summary. This was seconded by Councillor Cowe.

On a division there voted:

For the Motion (8):	Councillor Leadbitter, Brown, Divers, Feaver, Gatt, A McLean, Taylor and Warren
For the Amendment (3):	Councillor Alexander, Cowe and Eagle
Abstentions (1):	Councillor Morrison

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

- (i) approve a sale of 9 Linkwood Place, Elgin as detailed in Section 5 of the report; and
- (ii) authorise the Estates Manager and the Legal Services Manager to finalise detailed terms and conditions and conclude the transaction.

## **11      6 March Lane Buckie**

Under reference to paragraph 4 of the Minute of the special meeting of Moray Council dated 15 December 2015, a report by the Depute Chief Executive (Economy, Environment and Finance) asked the Committee to approve terms for the sale of the Council's interest in the building at 6 March Lane, Buckie and main terms for a 99 year ground lease of the site.

Following consideration, the Committee agreed to:

- (i) approve the proposals detailed in section 5 of the report; and
- (ii) authorise the Estates Manager and the Legal Services Manager to finalise the detailed terms and conditions and conclude the transaction.

**NOTICE OF MOTION to Moray Council Corporate Services Committee  
Tuesday 15 March 2022**

**DOLPHIN GRINDS IN THE FAROES**

That Council considers the issue of Dolphin Grinds in the Faroe Islands, as detailed in submissions made to Moray Council by Bob Harper and provided as background to this motion, agrees whether or not to instruct the Council Leader to make representation to the Faroese Authorities on the issue and, if so, what those representations should be.

Proposer

Seconder

Cllr Graham Leadbitter

Cllr Aaron McLean



**NOTICE OF MOTION to Moray Council Corporate Services Committee  
Tuesday 15 March 2022**

**Definition of Islamophobia**

Council notes the request made to the Council Leader by Muslim Engagement & Development (MEND), backed by 32 community, charitable and religious organisations, that Moray Council adopt the All Party Parliamentary Group (APPG) on British Muslims definition of Islamophobia, which has also been accepted by all political parties in the Scottish Parliament.

Council considers that adopting the APPG definition of islamophobia will assist Moray Council in meeting all three elements of its public sector equality duties on the grounds of race and religion. It demonstrates a proactive consideration by the council of the need to:

- Eliminate discrimination, harassment, victimisation and other conduct prohibited by the Equality Act 2010 on the grounds of race and religion in relation to the Muslim population
- Promote equality of opportunity on those grounds
- Fosters good relations between the Muslim population and other groups in our community

Council therefore agrees to adopt the APPG definition of Islamophobia, which states:

***"Islamophobia is rooted in racism and is a type of racism that targets expressions of Muslimness or perceived Muslimness."***

Proposer

Seconder

Cllr Shona Morrison

Cllr Graham Leadbitter






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**REPORT TO: CORPORATE COMMITTEE ON 15 MARCH 2022**

**SUBJECT: FINANCIAL SERVICES SERVICE PLAN 2022-23**

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

**1. REASON FOR REPORT**

- 1.1 To invite the Committee to consider the Education and Education Resources and Communities services' Service Plans for 2022-23.
- 1.2 This report is submitted to Committee in terms of Section III (A) (40) to ensure suitable framework is in place for performance management across Council Services)

**2. RECOMMENDATION**

- 2.1 **It is recommended that Committee consider and approve the Service Plan for Financial Services (Appendix 1).**

**3. BACKGROUND**

- 3.1 Service planning is a key aspect of the Council's Performance Management Framework and is undertaken annually to set out the strategic direction for services over the coming months.
- 3.2 The service planning process focuses on forward planning for medium-term activities supporting delivery of the Local Outcomes Improvement Plan (Loip) and Corporate Plan. The Council planning process also includes team plans that focus on short term tactical and operational activities supporting delivery of the service plan and strategies and Employee Review and Development Plans (ERDP) provide individual planning for employees' activities and development.
- 3.3 As well as identifying service developments and improvements, the service plan framework requires an assessment of the output and outcome requirements for services based on the Council's priorities, statutory and regulatory requirements and other relevant factors and matching of resources to these priorities. Priority outcomes are those included in the Council's Corporate Plan that directly relate to the service or are influenced by the service and should be clearly identified.

- 3.4 Setting clear measurable outcomes and defining key indicators by which progress will be assessed is a recognised area for development within the Council and these Service Plans are part of the improvement journey to implement the Performance Management Framework. For some actions it can be difficult to identify a measurable outcome (e.g. a change in legislation that must be implemented, or updating a policy framework). It can also be challenging where there is currently no clear baseline or benchmarking from which informed targets and reasonable steps towards these can be developed. Therefore, as far as possible efforts have been made to set measurable outcomes for service plan actions but in some cases outputs have been used so that it is still possible to measure whether the action has been progressed as intended. In other areas, further work will be required to refine outcomes in future.
- 3.5 A summary of progress is given below based on the annual reviews carried out for each of the service areas.
- 3.6 For these service plans, the impact of the Covid-19 pandemic is also a factor. The Emergency Cabinet on 24 June 2020 (paragraph 3 of the minute refers) agreed a Recovery and Renewal Framework setting out the vision and priorities for recovery of council services and how they can support wider recovery and renewal in Moray. This has been taken into account in preparing Service Plans, as far as the impact is currently known. An indicator has been added to the Service Plan format to show where there is a contribution to recovery from a previously planned action (that may have been adapted in light of Covid experience). There is also a separate section in Service Plans for specific new recovery and renewal actions and these will be imported into the Council's Recovery and Renewal Action Plan to provide a comprehensive corporate document.
- 3.7 Reference is also made to the report to the Council on 19 January on the preparations for the review and update of the Corporate Plan following the local government elections in May 2022. The report noted that in addition to the election, there were emerging issues from the Covid-19 pandemic that will influence future actions and service requirements and that the Scottish Government programme for government contains a number of commitments that will require action by Council services that needs to be considered in the context of the Corporate Plan and Service Plans. Taking this into account, the Council agreed that Service Plans be prepared taking account of the known national and service driven issues and that they be further reviewed in 12 months to take account of the direction from the new Council in the revised Corporate Plan which will incorporate recovery (para 14 of the minute refers). Therefore, these plans focus on the period from April 2022 to April 2023.

## **2020/22 Updates**

### **3.4 Financial Services**

#### **3.4.1 Progress on planned work (success)**

- We said we would administer supplier relief (mainly to social care providers) – to beginning of December 2021, 230 claims have been processed and £2.7 million paid to providers of social care in Moray, supporting local services.



- Delivering various business grants schemes was not planned work but in response to Scottish Government initiatives - all schemes were implemented successfully and local businesses supported.
- We said that we would support Moray Growth Deal and we have been part of the team which achieved Full Deal sign off.
- We said we would refresh our financial strategies and a new emphasis on medium term financial planning by ear-marking reserves has been agreed by members and implemented.
- We said that we would include Community Wealth Building (economic recovery) and carbon reduction (Council priority) in our Procurement Strategy and we have done so.

#### 3.4.2 Progress on planned work (areas for development/not delivered)

- We planned to implement the Procurement Strategic Action Plan, but this was partially delayed due to response to the pandemic.
- We planned a LEAN review of processes within Financial Services but this was delayed due to lack of resource to support this.

#### 3.4.3 Planned focus in new plan (reflecting above and challenges to come)

- Revised medium to long term financial strategy.
- Moray Growth Deal reporting and monitoring.
- Implement changes in accounting requirements (IFRS 16).
- Work towards e-billing for NDR in response to customer requests.

### **Service Plans for 2022/23**

- 3.5 There has been a significant impact across services from the Covid-19 pandemic and continuing service pressures from Covid have given limited capacity for the development of new Service Plans. Therefore, some service plan actions are being carried forward and there has been a focus on essential changes and new actions given the planned review of the Corporate Plan. However, there are some significant emerging areas of work, for example, linked to legislation or the programme for government that have had to be incorporated to ensure that the council delivers on new commitments, e.g. implementation of IFRS 16. Looking forward it is anticipated that a significant amount of time will be spent on Covid recovery and that that the financial planning process will create significant workload pressures, all whilst new members become familiar with Council processes. Account has also been taken of these in order to be realistic about what can be achieved over the next 12 months and to concentrate service efforts on goals which align with the Council's priorities or improve efficiency.
- 3.6 Given the pressures across all services and the need to prioritise resources to the Council's priorities, services are focussing almost entirely on essential service delivery and developments and taking account of the planned review of the Corporate Plan to take a relatively light touch to service planning.

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

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

The Service Plan was informed by the Loip and the Council's Corporate Plan.

**(b) Policy and Legal**

Statutory requirements and council policies are considered by managers when preparing service plans for the year ahead.

**(c) Financial implications**

No additional financial resources are required to support the service plan.

**(d) Risk Implications**

Up to date risk registers are maintained and considered as part of the service planning process.

**(e) Staffing Implications**

Service plans are integral to good management practice including workforce planning and assisting with communication about work plans for staff, identifying priorities and matching staff time to the Council's priorities.

**(f) Property**

There are no property implications arising from this report.

**(g) Equalities**

Managers consider equalities issues for staff and service users when assessing current service delivery arrangements and future requirements.

**(h) Consultations**

The Head of Financial Services has worked with her management team to prepare the services plan attached as **Appendix 1** and has contributed to the updates in this report.

#### 5. **CONCLUSION**

- 5.1 A Service Plan has been prepared identifying the improvements targeted for the period up to April 2023. In preparing the plan managers have taken account of risk, performance data (including Best Value), the Loip, the Corporate Plan and other relevant factors such as audit and inspection outcomes. Consideration has also been given to the impact of the Covid-19 pandemic and recovery that is required to respond to that. The service plan identifies the resources allocated to Financial Services and how these will be utilised to deliver core service requirements and improvements.**

Author of Report:

Rhona Gunn

Background Papers:

Report to Council on 19 January: Corporate Plan Preparation

Ref:

SPMAN-1108985784-735 / SPMAN-1108985784-736

<b>1. Service Definition:</b>	<b>FINANCIAL SERVICES</b> Financial services provide the following support services across the Council, to Grampian Valuation Joint Board and – in partnership with NHS colleagues - contribute towards the support of Moray Integration Joint Board:  Accountancy, Accounts Payable and Accounts Receivable, Banking, Insurance, Procurement, Taxation (Council Tax and Non Domestic Rates), Treasury Management, VAT
<b>2. Service Resources:</b>	Fte 59.76 Budget £2,355,000

<b>3. What have we identified for improvement in 2022/25?</b>	<b>Recovery &amp; Renewal (tick if app)</b>	<b>What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.</b>
Strengthen the financial planning process: <ul style="list-style-type: none"> <li>Refresh the council's short term and medium to long term financial strategies</li> </ul>	<input type="checkbox"/>	Corporate Plan and BVAR action plan
Implement legislative / regulatory changes <ul style="list-style-type: none"> <li>IFRS 16</li> </ul>	<input type="checkbox"/>	A requirement with which the council has no choice but to comply and which will involve significant work to ensure compliance
Support Financial Governance Processes for Moray Growth Deal	<input checked="" type="checkbox"/>	A major project which the Council is leading with significant financial implications. Local economy recovery is a Recovery and Renewal project and the Moray Growth Deal will assist in this.

# COVID REVISED SERVICE PLAN

4. Strategic Outcome or Priority	Action	Planned Outcome	Recovery & Renewal	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
(CP) A Sustainable Council: that provides valued services to our communities	<p>Further develop the council's medium to long term financial strategy (BV)</p> <ul style="list-style-type: none"> <li>Review 10 year capital plan with a view to developing a cap on expenditure</li> <li>Review Transformation savings</li> <li>Look for small scale spend-to-save initiatives and review for possibility of upscaling</li> <li>Savings proposals developed for members consideration and public consultation and financial proposals linked to Corporate Plan</li> </ul>	<p>Affordable and achievable medium to long term financial strategy</p> <ul style="list-style-type: none"> <li>Agreed borrowing limit and consequent limit on financing charges</li> <li>Further savings targets developed for each strand of programme</li> <li>Further savings targets developed, linked to investment in change</li> <li>Potential service reductions / cessations identified assessed and quantified</li> <li>Budget more clearly aligned to council priorities</li> </ul>	Choose an item.	<p>Strategy agreed to address funding gap.</p> <ul style="list-style-type: none"> <li>PI for percentage financing costs to total spend</li> <li>Reduction in projected funding gap, linked to programme of transformative change</li> <li>Further reduction in projected funding gap without impact on services</li> <li>Further reduction in projected funding gap with clearly articulated impact on services</li> <li>Budget proposals themed around Corporate Plan and other cost drivers – Shift in resources to reflect priorities</li> </ul>	<p>February 2023</p> <ul style="list-style-type: none"> <li>July 2022</li> <li>August 2022</li> <li>August 2022</li> <li>November 2022</li> </ul>	LP	1

# COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
<b>Implement legislative / regulatory changes</b>	Implement requirements of IFRS 16 in tandem with implementing new Fixed Asset Register (Part carried forward from previous service plan)	Fully compliant accounts  Fully functioning and supported FAR	Choose an item.	Audit opinion	November 2023, unless implementation is further deferred	DO'S	1
<b>Scottish Government priority</b>	Develop mainstream Participatory Budgeting (Carried forward from previous service plan)	Successful implementation of PB projects within the community	Choose an item.	1% of budget (as defined by COSLA) allocated via PB process	February 2023	PC	2
<b>Implement the Procurement Strategic Action Plan</b>	Implement the actions identified as priorities in the Plan (Carried forward from previous service plan)	Various improvement to project outputs included in current plan but not progressed due to fully pandemic: includes communication, market engagement, contract management	Choose an item.	Increase in performance as measured by PCIP  (Scotland Excel reviewing how performance is to be measured)	Will be set by Scotland XL, likely 2023/24	DB	4
<b>Council attains Living Wage Accreditation</b>	Review contracted suppliers for compliance	Suppliers compliant and compliance recorded			September 2022	DB	1
<b>Support for MIJB</b>	Support and drive forward the working relationships required for effective procurement and commissioning  <ul style="list-style-type: none"> <li>Participate in work with Scotland Excel to ensure this action can be meant</li> <li>Agree roles of those involved</li> <li>Develop route map for Self Directed Support Option 2</li> </ul>	<ul style="list-style-type: none"> <li>Agreed output from exercise</li> <li>Agreed process</li> <li>Appropriate contractual arrangements in place for SDS Option 2</li> </ul>		<ul style="list-style-type: none"> <li>Documented output</li> <li>Documented process agreed by both services</li> <li>Contract documentation developed</li> <li>Contractual arrangements out in place</li> </ul>	<ul style="list-style-type: none"> <li>April 2022</li> <li>May 2022</li> <li>July 2022</li> <li>September 2023</li> </ul>	LP	1
<b>Increase Service Efficiency</b>	Automation of Council Tax back room processes  <ul style="list-style-type: none"> <li>Automated processes</li> <li>Promote availability</li> <li>Generate uptake</li> </ul>	Self-service for CT payers notifying changes	Choose an item.	Generate uptake of self-service (currently not available so baseline nil)	February 2023	JT	2  2

# COVID REVISED SERVICE PLAN

	CTX e-Billing <ul style="list-style-type: none"><li>Streamline sign-up process</li><li>Benchmark level of uptake with other local authorities</li></ul>	<ul style="list-style-type: none"><li>Improved e-Billing uptake by CTX payers</li><li>Increase target and research how others have increased uptake if benchmark low</li></ul>		<ul style="list-style-type: none"><li>Increased uptake of e-billing by 10%.</li></ul>	February 2023	JT	2
	NDR e-billing <ul style="list-style-type: none"><li>Develop process</li><li>Benchmark level of uptake with other local authorities</li></ul>	<ul style="list-style-type: none"><li>Introduce e-billing for NDR payers</li><li>Increase target and research how others have increased uptake if benchmark low</li></ul>		Generate uptake of e-billing	September 2023	JT	2
	CTX Direct Debit sign-up	Paperless direct debit sign-up		Offer online CTX direct debit sign-up option Generate uptake of direct debit sign-up option - 10% of all applicants	February 2023	JT	3
	Investigate workflow for accountancy processes	Introduction of workflow where appropriate to facilitate remote management of task		Consistent use of workflow across section and more timeous completion of routine tasks	Investigation Complete December 2022 Implementation commence June 2023 March 2023	DO'S	3
Automation of AP	Automated process used across all departments			DB	3		
Development of e-form for Accounts Payable							
Sound Financial Governance	Support the Financial Governance processes for Moray Growth Deal	System of financial monitoring and forecasting developed	The economy, businesses, partners and infrastructure of Moray achieve stability and support to recover and grow	Timeous, accurate and informative financial information provided to Board.	Monthly	LP	1
				Council spend reported to members on a quarterly basis	Quarterly	DO'S/PC	1
				Timeous and accurate returns made to Scottish Government and funding drawn down per forecast	Per agreed financial schedule (monthly / quarterly)	LP / PC	1
		Successful procurement meeting needs of project		As required	DB	1	
		Procurements compliant with regulations					

# COVID REVISED SERVICE PLAN

	<p>Budget Manager training</p> <ul style="list-style-type: none"> <li>Delivered timeously to new budget managers</li> <li>Refresher courses offered</li> <li>Content of training reviewed for continued appropriateness</li> </ul>	Budget Mangers given appropriate training		<ul style="list-style-type: none"> <li>New Budget Managers confident they understand their role – feedback from training sessions is good / very good</li> <li>Feedback from training sessions is good / very good</li> </ul>	<ul style="list-style-type: none"> <li>Within a month of Accountancy being notified of appointment</li> <li>Two year anniversary of training</li> <li>September 2022</li> </ul>	DO'S	1
<p>Workforce Planning</p> <p>Development - to meet demands and deliver priorities</p>	<p>The service improves the ERDP experience and holds accurate records, including continuous professional development (CPD) - from mandatory training through to service and job specific learning.</p> <p>Training posts created and filled in Accountancy</p>	<p>Staff are competent in their roles as a result of taking part in regular and appropriate continuous professional development opportunities, including digital and customer skills</p> <p>Suitably qualified staff brought on and retained</p>		<p>Evidence that all staff have undertaken mandatory training.</p> <p>Number of ERDPs completed 100% of ERDPs carried out within timescale</p> <p>% staff completing Customer Excellence e-learning module or digital standard training that could give %</p> <ul style="list-style-type: none"> <li>Post filled</li> <li>Achievement of CPS targets</li> </ul>	<p>March 2023 (and reviewed annually)</p> <p>March 2023 (measured quarterly)</p> <p>March 2023 (measured quarterly)</p> <ul style="list-style-type: none"> <li>September 2022</li> <li>Per scheme requirements, completion by end 2025</li> </ul>	Head of Service	1

## COVID REVISED SERVICE PLAN

6. New – Recovery & Renewal Outcomes	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
<b>Supplier Relief</b>	<p>Check and pay supplier relief claims</p> <p>(Brought forward from previous service plan as deadline for supplier relief extended by Scottish Government)</p>	Accurate payments of supplier relief to sustain suppliers according to guidance with audit trail	The economy, businesses, partners and infrastructure of Moray achieve stability and support to recover and grow	<p>Suppliers paid within 21 days of submission of claim and supporting information</p> <p>Supplier continues to provide service or supplier has revised service delivered as agreed with Lead Officer if appropriate</p>	31 December 2022	DB	1






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**REPORT TO: CORPORATE COMMITTEE ON 15 MARCH 2022**

**SUBJECT: EDUCATION AND EDUCATION RESOURCES AND COMMUNITIES SERVICE PLANS 2022-23**

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

## **1. REASON FOR REPORT**

- 1.1 To invite the Committee to consider the Human Resources, ICT and Communications and Strategy Governance and Performance services' Service Plans for 2022-23.
- 1.2 This report is submitted to Committee in terms of Section III (B) (50) of the Council's Administrative Scheme relating to ensuring that the organisation, administrative and management processes of the Council are designed to make the most effective contribution to achieving the Council's objectives and to keep these procedures under review.

## **2. RECOMMENDATION**

- 2.1 **It is recommended that Committee consider and approve the Service Plans for services within Human Resources, ICT and Communications and Governance, Strategy and Performance.**

## **3. BACKGROUND**

- 3.1 Service planning is a key aspect of the Council's Performance Management Framework and is undertaken annually to set out the strategic direction for services over the coming months.
- 3.2 The service planning process focuses on forward planning for medium-term activities supporting delivery of the Local Outcomes Improvement Plan (Loip) and Corporate Plan. The Council planning process also includes team plans that focus on short term tactical and operational activities supporting delivery of the service plan and strategies and Employee Review and Development Plans (ERDP) provide individual planning for employees' activities and development.

- 3.3 As well as identifying service developments and improvements, the Service Plan Framework requires an assessment of the output and outcome requirements for services based on the Council's priorities, statutory and regulatory requirements and other relevant factors and matching of resources to these priorities. Priority outcomes are those included in the Council's Corporate Plan that directly relate to the service or are influenced by the service and should be clearly identified.
- 3.4 Setting clear measurable outcomes and defining key indicators by which progress will be assessed is a recognised area for development within the Council and these Service Plans are part of the improvement journey to implement the Performance Management Framework. For some actions it can be difficult to identify a measurable outcome (e.g. a change in legislation that must be implemented, or updating a policy framework). It can also be challenging where there is currently no clear baseline or benchmarking from which informed targets and reasonable steps towards these can be developed. Therefore, as far as possible efforts have been made to set measurable outcomes for service plan actions but in some cases outputs have been used so that it is still possible to measure whether the action has been progressed as intended. In other areas, further work will be required to refine outcomes in future.
- 3.5 A summary of progress is given below based on the annual reviews carried out for each of the service areas.
- 3.6 For these Service Plans, the impact of the Covid-19 pandemic is also a factor. The Emergency Cabinet on 24 June 2020 (paragraph 3 of the minute refers) agreed a Recovery and Renewal Framework setting out the vision and priorities for recovery of Council services and how they can support wider recovery and renewal in Moray. This has been taken into account in preparing Service Plans, as far as the impact is currently known. An indicator has been added to the Service Plan format to show where there is a contribution to recovery from a previously planned action (that may have been adapted in light of Covid experience). There is also a separate section in Service Plans for specific new recovery and renewal actions and these will be imported into the Council's Recovery and Renewal plan to provide a comprehensive corporate document.
- 3.7 Reference is also made to the report to the Council on 19 January 2022 on the preparations for the review and update of the Corporate Plan following the local government elections in May 2022. The report noted that in addition to the election, there were emerging issues from the Covid pandemic that will influence future actions and service requirements and that the Scottish Government programme for government contains a number of commitments that will require action by council services that needs to be considered in the context of the Corporate Plan and Service Plans. Taking this into account, the Council agreed that Service Plans be prepared taking account of the known national and service driven issues and that they be further reviewed in 12 months to take account of the direction from the new Council in the revised Corporate Plan (para 14 of the minute refers). Therefore, these plans focus on the period from April 2022 to April 2023.

## 2020/22 Updates

### 3.8 Human Resources, ICT and Organisational Development

#### Progress on planned work (success)

##### 3.8.1 ICT

- Implementation and promotion of video-conferencing – MS Teams now available to all members of staff with a flexible/mobile workstyle, circa 1300 in total.
- Flexible and Mobile Working progressing to include hybrid working and suitable for the new ways of working required by the Council.
- Essential upgrades work has ensured all systems remain at a supported level.
- Parents Portal is available to all schools with uptake sitting at around 50% with further promotion planned through the Schools Business Admin Project.

##### 3.8.2 HR

- Regular strategic Trades Union and Officer meetings have been reinstated during this period in addition to the frequent Covid related meetings.
- Normal business workforce change and absence management activity has continued.
- Vacancy management has increased significantly with resources diverted to focus on the quick release of vacancies to cover emergent need within services.
- Living Wage consolidation progressed with a joint set of proposals developed for formal consultation.

##### 3.8.3 OD

- Digital champions initiative underway and digital skills audit completed.
- MS Teams support, hybrid working resourced and guidance, monthly Managers' Forum.
- Interim Leadership Development programme refreshed through blended approach including development of outcome based planning.
- Mental Health and Wellbeing Survey completed with actions being finalised with services.
- Kickstart programme implemented.
- Flu vaccination pilot introduced.
- Elected Member Development Strategy launched.
- Policy review and development work progressed.
- Risk Assessments reviewed and updated on an ongoing basis, with particular emphasis on Covid-19 and the changes in guidance, mitigations throughout the year.

## **Progress on planned work (areas for development/not delivered)**

### **3.8.4 ICT**

- Implementation and promotion of Video Conferencing – work has still to be done to implement MS Teams for fixed users. Although this is a much smaller proportion of the workforce, it will be far more challenging than the rollout to the flexible / mobile staff.
- Cyber Resilience – although a lot of effort has gone into business as usual cyber security work (e.g. responding to the ever increasing number of incidents and upgrades / renewals for the security infrastructure), work on the Cyber Essentials and PSN accreditation is behind schedule. Accreditation work will be a priority for Quarter 4.
- Online services for Children's Services – due to lack of capacity in service.
- Schools ICT Strategy – beginning to move forward with Transformation support – also impacted by service resources.

### **3.8.5 OD**

- Leadership Development future requirements.
- Information Management - enhanced use of management information and information systems – impacted by volume of processing work by Payroll and HR Admin teams and resource issues.
- Elected Member scrutiny workshop and developing relationships activity - timeframe impacted by the re-scheduled consideration of the Scrutiny Charter by elected members.
- Responsibility for leading the work on managing challenging behaviour in schools has been passed to the Head of Education Resources and Communities. This work is now combined with the overall ASN review development work and being monitored via updates to the Central Health and Safety Committee.

## **Planned focus in new plan (reflecting above and challenges to come)**

### **3.8.6 ICT**

- Cyber Resilience (Raising Awareness) – solution for raising awareness on cyber security, is particularly relevant given the increased number of phishing emails that are currently being sent to Council staff.
- Cyber Resilience (Monitoring) –the implementation of enhanced monitoring tools will increase the capability to detect and respond to threats.
- Delivery of M365 suite of tools to allow full communication and collaboration opportunities to support hybrid working.
- Working with Transformation and Education to deliver technical solutions for the Business Admin review, Transformation projects, Early Years project and Schools Digital Strategy.
- Continued focus on essential upgrades.

### **3.8.7 HR**

- Supporting workforce change and transformation.
- Management of attendance to improve sickness absence levels.
- Systems/information management development.
- Corporate recruitment approach reviewed to address current challenges and identify effective deployment strategies.

### 3.8.8 OD

- Employee Engagement and Workforce Culture activity to be progressed incorporating workload management and mental health survey actions.
- Review and development of the Council's Workforce and OD Strategy and Plan.
- Future leadership development programme.
- Health and safety culture - review rolling programme, identify priority areas for policy review.
- Preparing the workforce for future requirements with regard to digital skills including cyber security awareness.
- Embedding hybrid working as part of the updated flexible working approach.
- Communications strategy and plan to be developed and implemented.

## 3.9 **Strategy, Governance and Performance**

### 3.9.1 **Progress on planned work (success)**

- Governance review substantially completed.
- Full cycle of revised Loip/Corporate Plan, Service Plan reporting in place.
- Complaints process was reviewed and agreed.
- Equality Outcomes were reviewed and agreed.

### 3.9.2 **Progress on planned work (areas for development/not delivered)**

- Progress has been made on outcome measures for the Loip but they would benefit from further refinement.
- Limited progress made on re-design of face to face customer contact due to Covid-19 restrictions although these restrictions have helped bring about an increased take up of digital customer contact.

### 3.9.3 A number of unplanned services have been successfully delivered, taking up a considerable amount of staff resource:

- Business grants;
- Food fund/Low income pandemic payments;
- Taxi grants;
- Operation of the humanitarian assistance phone service; and
- Online committees.

### 3.9.4 **Planned focus in new plan (reflecting above and challenges to come)**

- Roll out of Information Hubs through libraries and review Customer Charter.
- Review Loip and Corporate Plan priorities to take account of Covid-19.
- Enable hybrid meeting capability.
- Business continuity – establish staffing, do baseline review and ensure BC plans across services are up to date.
- Review of second tier governance documents.
- Look at options for future funding of Money advice Service.

## **Service Plans for 2022/23**

- 3.10 There has been a significant impact across services from the Covid-19 pandemic and continuing service pressures from Covid-19 have given limited capacity for the development of new Service Plans. Therefore, a number of Service Plan actions are being carried forward and there has been a focus on essential changes and new actions given the planned review of the Corporate Plan. However, there are some significant emerging areas of work, for example, linked to legislation or the programme for government that have had to be incorporated to ensure that the Council delivers on new commitments, e.g. universal free school meals. Looking forward it is anticipated that a significant amount of time will be spent on Covid recovery, that there will be constraints from the financial planning process and that there will be a period of induction for new members. Account has also been taken of these in order to be realistic about what can be achieved over the next 12 months and to concentrate service efforts on goals which align with the Council's priorities or improve efficiency.
- 3.11 Given the pressures across all services and the need to prioritise resources to the council's priorities, services are focussing on essential service delivery and developments and taking account of the planned review of the Corporate Plan to take a relatively light touch to service planning. On this basis, the three Service Plans are attached to this report as follows:

**Appendix 1:** Human Resources and Organisational Development

**Appendix 1a:** ICT

**Appendix 2:** Governance, Strategy and Performance

## **4. SUMMARY OF IMPLICATIONS**

- a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))**  
The Service Plans were informed by the Loip and the Council's Corporate Plan.
- (b) Policy and Legal**  
Statutory requirements and Council policies are considered by managers when preparing service plans for the year ahead.
- (c) Financial implications**  
No additional financial resources are required to support the Service Plans.
- (d) Risk Implications**  
Up to date risk registers and maintained and considered as part of the service planning process.
- (e) Staffing Implications**  
Service Plans are integral to good management practice including workforce planning and assisting with communication about work plans for staff, identifying priorities and matching staff time to the Council's priorities.

**(f) Property**

There are no property implications arising from this report.

**(g) Equalities**

Managers consider equalities issues for staff and service users when assessing current service delivery arrangements and future requirements.

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

There are no climate change and biodiversity impacts from this report.

**(i) Consultations**

Heads of Service have worked with their management teams to prepare the Services Plans attached as appendices and have contributed to the updates in this report.

**5. CONCLUSION**

- 5.1 Service Plans have been prepared identifying the improvements targeted for the period up to April 2023. In preparing the plans managers have taken account of risk, performance data (including inspections and Best Value), the Loip, the Corporate Plan and other relevant factors such as audit and inspection outcomes. Consideration has also been given to the impact of the Covid-19 pandemic and recovery that is required to respond to that. The service Plans identify the resources allocated to each service and how these will be utilised to deliver core service requirements and improvements.**

Author of Report: Denise Whitworth

Background Papers: Report to Council on 19 January: Corporate Plan Preparation

Ref: H:\Management\Acting Director\Reports\ECLS\Service Plan 2022-23 (09-03-22).docx  
SPMAN-1108985784-728 / SPMAN-1108985784-737 /  
SPMAN-1108985784-738 / SPMAN-1108985784-739





<b>1. Service Definition:</b>	The HR and OD Service provides professional advice to ensure compliance with relevant legislation, best practice and industry standards to support the council in delivering its corporate priorities. The six main functions are: HR professional advisory service, corporate employment administration function, payroll, corporate communications, corporate health and safety and organisational development.
<b>2. Service Resources:</b>	<b>Service Resources: 47.43 FTE</b> <b>Budget: Capital £000: Revenue £000: £2,603k</b>

<b>3. What have we identified for improvement in {Financial Year}?</b>	<b>Recovery &amp; Renewal (tick if app)</b>	<b>What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.</b>
Health and Wellbeing	<input type="checkbox"/>	Anecdotal and evidence based impact on health and wellbeing of the workforce (e.g. sickness absence levels, Mental Health and Wellbeing Survey results, workforce and TU feedback).
Workforce Transformation and Change	<input checked="" type="checkbox"/>	1. Best Value Audit Review 2. Corporate Plan: Working towards a sustainable council that provides valued services to our communities 3. Corporate Workforce Strategy and Plan 4. Improvement and Modernisation Programme 5. Management of workforce implications of revenue budget savings 6. Feedback from Trades Union representatives, workforce and managers 7. 2021 Mental Health and Wellbeing Survey results 8. Feedback from Engagement and Culture work
Employee Engagement and Culture	<input type="checkbox"/>	
Leadership Development and Capacity	<input checked="" type="checkbox"/>	
Workforce/Employee Development	<input checked="" type="checkbox"/>	

# COVID REVISED SERVICE PLAN

4. Strategic Outcome or Priority	Action	Planned Outcome	Recovery & Renewal	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
(CP) A Sustainable Council: that provides valued services to our communities	Developing Workforce – Review and develop the Council's Workforce Strategy and Plan	Workforce planning set in context to take account of Council priorities and requirements	Choose an item.	Workforce Strategy and Plan reviewed and approved	June 2022	H/HR, ICT & OD	2
(CP) A Sustainable Council: that provides valued services to our communities	Developing Workforce – transformation and change Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes	Employee relations aspects of managing change at service and corporate level are undertaken effectively and in good time	Choose an item.	Workforce changes completed in accordance with agreed policy and procedure  Satisfaction with change management from employee and trade unions for each change	Per planned changes	H/HR, ICT & OD	1
(CP) A Sustainable Council: that provides valued services to our communities	Develop and implement redesigned leadership development to ensure it develops the skills and behaviours necessary for the corporate and strategic direction and leadership the council requires	Revised leadership development programme that meets organisational requirements implemented  The Council makes sustained progress in its improvement and transformation work with managers developed and confident to lead challenging agenda and council prepared for the future	Choose an item.	Leadership development approach defined and agreed. Assessment of individual need identified through 100% completion of ERDPs for Tiers 1, 2 and 3. Learning and development opportunities in place via planned programme of activity Implementation of learning and evidence of impact monitored through workplace discussions and appraisals	March 2023	ODM	1
				% of 1/2/3 tier managers who have attended training and show improvements in awareness of key learning priorities after 3 months	Sept 2022	ODM	2
				Attendance rates increase to 75% by Sept 2022	Sept 2022	ODM	2
				Evaluation programme of impact on practice is developed and implemented			

# COVID REVISED SERVICE PLAN

4. Strategic Outcome or Priority	Action	Planned Outcome	Recovery & Renewal	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
(CP) A Sustainable Council: that provides valued services to our communities	Recruitment and Retention: review and refresh recruitment and retention activities to deploy appropriate recruitment strategies that promote employment opportunities and raise the profile of Moray Council as an employer of choice, including establishing pathways for professional development for internal candidates	Recruitment attracts high calibre candidates and council services are well-resourced	Choose an item.	Increased number of high calibre candidates for council vacancies in hard to fill posts – to be developed further per service requirements  Attrition rates improved (lowered) for areas with high turnover – to be developed further per service requirements	March 2023	H/HR, ICT & OD / HRM and ODM	1
(CP) A Sustainable Council: that provides valued services to our communities	Communications: development of a pro-active, planned and managed approach to communications activity	Council communications are clear and effective, with insight and impact in the delivery of key corporate messages and information, both externally and internally		To be developed	October 2022	H/HR, ICT & OD	1

## COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
(CP) A Sustainable Council: that provides valued services to our communities	Support the implementation of the Council's Health and Work Policy in order to deliver ongoing improvements in absence levels	To achieve a sustained reduction in absence levels as measured through the Local Government Benchmarking Framework PIs	Choose an item.	0.25 day per fte reduction in sickness absence levels per annum	March 2023	H/HR, ICT & OD / HR Mgr	2
		To improve the awareness and management of mental health and wellbeing as a main cause of absence within the workforce		Positive anecdotal feedback from trade unions, managers and workforce  0.25 day per fte reduction in absence due to mental health and wellbeing reasons per annum  Improved survey results on relevant questions  Mental health awareness training rolled out		ODM	1
(CP) A Sustainable Council: that provides valued services to our communities	Manage risks well by implementing the Council's health and safety system effectively	Improved quality and practical usability of risk assessments in higher risk services  Rolling programme of audits of the health and safety arrangements in the higher risk services or services with specific safety problems (as determined by the corporate H&S team)	Choose an item.	Positive anecdotal feedback received on quality and usability of risk assessments  90% completion of rolling programme of review of risk assessments, toolbox talks and internal safety inspection arrangements from each of the higher risk areas with audit findings showing improved completion and quality of risk assessments, toolbox talks and safety inspections.	March 2023	H/HR, ICT & OD / ODM / SHSA	1
(CP) A Sustainable Council: that provides valued services to our communities	Prepare the workforce for future requirements	Digital Skills developed in appropriate areas of the workforce  Digital champions programme developed further to provide informal network of support	The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the "new normal"	Digital skills of the workforce improved beginning with establishing baseline through SCVO digital skills survey with improvement targets established  Digital champions network in place with increased use and positive feedback received	March 2023	ODM	2

## COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
		Workforce awareness and understanding of cyber security risks increased and mitigated with learning and development activity		100% Completion of cyber security development programme of activity across online workforce			
(CP) A Sustainable Council: that provides valued services to our communities	Transformation: enhance the provision of flexible working within the Council	Hybrid working established as the norm and the Council has the capacity to flex and contract homeworking in line with organisational, national and regional requirements	The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the "new normal"	80% of office based staff working flexibly  80% of managers trained in hybrid ways of working and managing	March 2023	ODM	1
Workforce Development to meet demands and deliver priorities	The service improves the ERDP experience and holds accurate records, including continuous professional development (CPD) - from mandatory training through to service and job specific learning.	Staff are safe and competent in their roles as a result of taking part in regular and appropriate continuous professional development opportunities, including digital and customer skills	Choose an item.	Evidence that all staff have undertaken mandatory training.  Number of ERDPs completed 100% of ERDPs carried out within timescale  % staff completing Customer Excellence e-learning module or digital standard training that could give % of – think could develop this into something more relevant once the SCVO digital skills survey results are back in?	March 2023 (and reviewed annually)  March 2023 (measured quarterly)  March 2023 (measured quarterly)	HoS	2

COVID REVISED SERVICE PLAN

6. New – Recovery & Renewal Outcomes	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
			Choose an item.				
			Choose an item.				
			Choose an item.				
			Choose an item.				
			Choose an item.				

## COVID REVISED SERVICE PLAN

### Appendix 1a

<b>1. Service Definition:</b>	The service focuses on leveraging the maximum benefits from our ICT investment and ensuring that we have a sound ICT infrastructure in place to support the Council's strategic and service priorities. The service provides procurement of systems/services, provision of equipment, such as desktop PCs desktop, laptops and smartphones, implementation of solutions, compliance, application and infrastructure support.
<b>2. Service Resources:</b>	<b>Service Resources: 51 FTE</b> (4 x Temp – 2 x 2 year, 2 x 1 year) <b>Budget: Capital £000: £553k Revenue: £3266k and additional 386k from Committee Report on ICT Resources:</b>

3. What have we identified for improvement in {Financial Year}?	Recovery & Renewal (tick if app)	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
1. Transformation of Council Services	✓	Best Value Audit Review Corporate plan – Work towards a financially stable council that provides valued services to our communities ICT & Digital Strategy Response and recovery strategic framework Improvement and Modernisation Programme Strategy for use of ICT in schools Emerging national direction for ICT
2. Decision Support Solutions	✓	
3. Legislative Compliance	✓	
4. Forward Planning	✓	

## COVID REVISED SERVICE PLAN

4. Strategic Outcome or Priority	Action	Planned Outcome	Recovery & Renewal	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
(CP) A Sustainable Council: that provides valued services to our communities	Modernisation and Improvement: Developing digital services  - Review, develop and implement ICT Digital Strategy	ICT Strategy set in context to take account of council priorities and requirements	Choose an item.	ICT Strategy approved  Progress per ICT action plan	April 2023	H/HR, ICT & OD	2
	- Support Education to increase uptake and usage to make the Parents Portal the standard solution.	Parents Portal become standard solution for parents to access online services for school related activities		Support Education to demonstrate an increased use of the following online services a. Absence reporting b. View attendance c. View timetable d. Report cards e. Annual data checks f. Parents evening bookings	March 2023	Info Systems Mgr	2



## COVID REVISED SERVICE PLAN

4. Strategic Outcome or Priority	Action	Planned Outcome	Recovery & Renewal	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
	Extend the availability of online services with greatest scope for efficiency, including Children's Social Work Services and provide improved access to services via the council web site	Implementation of online services for staff and clients to deliver improved outcomes		Demonstrate a channel shift of from face to face to telephone and online b) Reduce the volume of white mail c) Reduce the travel costs associated with staff meetings and client visits d) Consistent approach across the service area	March 2023	Info Systems Mgr	2

## COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
<b>Compliance</b>	Cyber Resilience - accreditations	Implement measures to ensure the Council achieves Cyber Essentials plus accreditation for the corporate network and Cyber Essentials for the schools network		a) Cyber essentials plus accreditation achieved for corporate network	March 2023	TL (MA)	1
				b) Cyber essentials achieved for schools network.	March 2023	TL (MA)	1
	Cyber Resilience – monitoring	Enhanced monitoring arrangements explored and options for improvements identified		SMART Plan developed and implemented for enhanced risk based approach	March 2023	Infr Mgr and TL (MA)	1
	Cyber Resilience – Awareness Raising	Improved awareness of cyber security and resilience risks in online workforce	Choose an item.	80% of online workforce completed e-learning modules  Phishing campaign completed with subsequent direction to learning where required	March 2023	Infr Mgr and TL (MA) with ODM	2

## COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
CP: Sustainable Council  RRSF: New environment/infrastructure strategic change	Transformation: Expand and enhance the provision of flexible and mobile working within the council	Hybrid working established as the norm.  Council has the capacity to flex and contract homeworking in line with the organisational, national and regional requirements	The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the "new normal"	a) 80% office based staff utilising mobile devices  b) 80% office based staff working flexibly  c) Reduction in number of fixed workstation requirements.	March 2023	Infr Mgr (GC)	1
	Transformation: M365 developed and implemented	Collaborative working fully facilitated through implementation of M365	The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the "new normal"	a) 90% online staff with access to M365 suite  b) 90% online staff using M365 suite  c) Increase in number of staff that feel they have the communication tools they require for hybrid working	March 2024	Info Systems Mgr	2

## COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
	Forward Planning – schools digital strategy	Council has a clear strategy defining how the use of ICT will help deliver improvements within schools	The benefits of initiatives and development s created in the response phase are embedded in resilient service delivery in the “new normal”	Documented aims, objectives, investment requirements and benefits from the use of ICT in the schools environment and in support of specific improvement and modernisation projects			
Workforce Development to meet demands and deliver priorities	The service improves the ERDP experience and holds accurate records, including continuous professional development (CPD) - from mandatory training through to service and job specific learning.	Staff are safe and competent in their roles as a result of taking part in regular and appropriate continuous professional development opportunities, including digital and customer skills	Choose an item.	<p>Evidence that all staff have undertaken mandatory training.</p> <p>Number of ERDPs completed 100% of ERDPs carried out within timescale</p> <p>% staff completing Customer Excellence e-learning module or digital standard training that could give % of – think could develop this</p>	<p>March 2023 (and reviewed annually)</p> <p>March 2023 (measured quarterly)</p> <p>March 2023 (measured quarterly)</p>	HoS	2

## COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
				into something more relevant once the SCVO digital skills survey results are back in?			
			Choose an item.				

## COVID REVISED SERVICE PLAN

6. New – Recovery & Renewal Outcomes	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
			Choose an item.				
			Choose an item.				
			Choose an item.				
			Choose an item.				
			Choose an item.				

<p><b>1. Service Definition:</b></p>	<p><b>Services to the public:</b> Customer Services (Contact Centre and Access Points), Revenues, NDR, Benefits, Money Advice, Licensing, Registrars Service, Elections</p> <p><b>Support services:</b> Legal (inc Monitoring Officer), Licensing, Committee services. Elected Members Support, Mail room, SharePoint and Customer services Support, Strategy and Performance, Audit and Risk</p>
<p><b>2. Service Resources:</b></p>	<p>135 FTE            Budget: Capital £0.005 million            Revenue £5.9 million</p>

3. What have we identified for improvement in {Financial Year}?	Recovery & Renewal (tick if app)	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
Redesign of customer contact, digital first, access point service review and e forms,	✓	Ongoing digital transformation/Improvement Modernisation Programme.
Review of governance arrangements	✓	Improvement and Modernisation Programme
Review of business continuity/ risk management		Management restructure
Corporate Plan and Loip reviews to take account of Covid, new council and national directions	✓	

**COVID REVISED SERVICE PLAN**

<b>4. Strategic Outcome or Priority</b>	<b>Action</b>	<b>Planned Outcome</b>	<b>Recovery &amp; Renewal</b>	<b>Outcome measures</b>	<b>Completion target</b>	<b>Lead</b>	<b>Priority Rating</b> (1 high 3 low and 4 for ongoing, 5 for on hold?)
(CP) A Sustainable Council: that provides valued services to our communities	<p>Final element of the Governance Review, role of the Audit and Scrutiny committee is to be agreed.</p> <p>Refresh role of council leaders</p>	<p>Business of the council is more strategic, corporate and efficiently progressed</p> <p>Clearer focus on performance and priorities of the council as a whole</p> <p>Reduce bureaucracy, streamline decision making processes, reduce material going to committee.</p> <p>Meetings more focused on strategic issues</p> <p>Governance structure aligned to management structure.</p>	<p>Choose an item.</p> <p>The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”</p>	<ul style="list-style-type: none"> <li>Members and officers report more effective use of time on committee and related governance work.</li> <li>Reporting across multiple governance lines is reduced.</li> <li>Use of suitable alternative reporting methods including information reports and briefings increases.</li> <li>Committee business is completed in time allocated.</li> <li>Increased pace, depth and continuity of transformational improvement.</li> </ul> <p>Reduction in the number of meetings each year.</p> <p>More information reports going as background papers.</p> <p>Approval of revised Scheme of Administration</p>	September 22	Head of GSP	2
(CP) A Sustainable Council: that provides valued services to our communities	<p>(BV) <u>Improve the quality and clarity of service performance reporting:</u></p> <p>Refine new format service performance reports to continuously improve the outcome focus and identification of key performance measures in service plans per PMF</p>	<p>Change the focus of service reporting to concentrate on indicators which contribute to the strategic and service priorities.</p>	<p>Choose an item.</p>	<p>Service plans show outcome focus with measures that aid performance monitoring and drive improvement.</p> <p>Each service has set of core performance measures /indicators linked to priorities.</p>	March 23	Strategy and Performance manager.	2



**COVID REVISED SERVICE PLAN**

<b>4. Strategic Outcome or Priority</b>	<b>Action</b>	<b>Planned Outcome</b>	<b>Recovery &amp; Renewal</b>	<b>Outcome measures</b>	<b>Completion target</b>	<b>Lead</b>	<b>Priority Rating</b> (1 high 3 low and 4 for ongoing, 5 for on hold?)
Choose an item.	Maintain capacity to support the performance framework		Choose an item.	Agreed timing for service performance reports to committee are met	March 23	Strategy and Performance manager.	2
(CP) A Sustainable Council: that provides valued services to our communities	(BV) Roll out of Performance Management Framework:	Continuous improvement based on evidence.	Choose an item.	Review of core performance measures linked to corporate plan priorities in place.	March 23	Strategy and Performance manager	2
Choose an item.	Refine key corporate indicators that reflect strategic priorities and corporate plan.	Open and clearly understood performance reporting that enables improvement to be strategically driven.	Choose an item.	Committee reports on wider corporate performance include external benchmarking data and identify opportunities for improvement at least annually.	March 23	Strategy and Performance manager	2
(CP) A Sustainable Council: that provides valued services to our communities	(BV) Continue working with Community Planning Partners to determine clear outcomes and milestones and performance reporting  Continue work to implement robust performance management  Review indicators for LOIP and a mechanism for reporting these to the Board under Performance Management Framework	Robust performance management and reporting framework in place for LOIP.  Progress is made in delivering the planned priorities and outcomes in the Loip  Community planning partners and Councillors will be able to monitor progress in relation to this plan.	Choose an item.	One annual cycle of reporting of new indicators to CPP  Improved set of core performance measures linked to LOIP priorities in place.  Increased number of evidence based indicators in LOIP Annual Report to the CPP Board.	=Dec 22  Dec 22  Apr 23	Strategy and Performance manager.	3

**COVID REVISED SERVICE PLAN**

<b>4. Strategic Outcome or Priority</b>	<b>Action</b>	<b>Planned Outcome</b>	<b>Recovery &amp; Renewal</b>	<b>Outcome measures</b>	<b>Completion target</b>	<b>Lead</b>	<b>Priority Rating</b> (1 high 3 low and 4 for ongoing, 5 for on hold?)
(L) Improving Wellbeing of our population (CP) Our People: Provide opportunities for people to be the best they can be	Review Money Advice Service to establish sustainable funding model for service beyond March 2023	Sustainable service which is able to cope with demand.  Establish needs/demands of the service  Identify funding sources.	Choose an item.	Options report to committee  Explore future funding sources  Identify legacy provision	June 22  Dec 22  March 23	Benefits and Money advice manager.	2
(CP) A Sustainable Council: that provides valued services to our communities	Modernisation and Improvement – Customer Services Redesign of customer contact/face to face. (CP)  Encourage “digital first” interaction with customers where possible.  Expand library information hub model from Forres to other locations.	Culture change in customer service delivery towards enabling approach for most customers with supported service delivery for those who need it  Single service first point of contact  Efficiency savings  Improve online services available to customers.	Choose an item.  The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”	Staff consultation complete.  Roll out walk in information hubs in libraries.  Training for libraries staff.  Re purpose Elgin access point as appointment only with Covid mitigation measures.  Downward trend in in face to face contacts and increase in online contacts budget savings in access points of £100k	April 22  May 22  April –Dec 22  April 22  Measured as trend	Customer Development manager	2
(CP) A Sustainable Council: that provides valued services to our communities	Review the Council’s Customer Charter when new model has been rolled out.	Customers are clear how to get in touch with the Council and any expectations on them.	Choose an item.  Start afresh with the new model when we come out of Covid restrictions.	Charter drafted consulted on.  Consultation used to inform final version published on Intranet and wider Comms.	Dec 22	Customer Development Manager.	
(L) Improving Wellbeing of our population (CP) Our People: Provide opportunities for people to be the best they can be	Investigate future funding for Money Advice Service	Future financial stability for Money advice service	Choose an item.	Report to committee to summarise current funding model and potential options  Investigate potential funding sources  Report back to Ctee with outcome and options	Jun 22  Nov 22  Feb 23	Benefits and Money Advice Manager	

**COVID REVISED SERVICE PLAN**

<b>5. Service Level Outcomes or Priorities</b>	<b>Action</b>	<b>Planned Outcome</b>	<b>Recovery &amp; Renewal</b>	<b>Outcome Measures</b>	<b>Completion Target</b>	<b>Lead</b>	<b>Priority rating</b>
<b>Ongoing digital transformation</b>	Complete benefit e-form	Efficiency saving through increased use of online self-service and eforms.	Choose an item.	10% increase in use of automated forms	Apr 23 Was originally April 21 however no capacity to progress given additional workload due to covid-19.	Benefits and Money Advice Manager.	2
<b>National requirement</b>	Training for staff in new Customer Complaints policy and process.	Current procedures are reviewed and updated.  Widespread knowledge of the new system and adherence to it.	Choose an item.	Fewer complaints upheld up by SPSO for failure to follow procedure—monitored in annual Complaints Report.	Action complete annual review to determine whether target met.  Annual review	Strategy and Performance Manager	2
<b>National requirement</b>	Re-establish EDCAF to refine and develop Equality Outcomes	Measurable outcomes agree for relevant services and reported through ctee.	Choose an item.	Equality outcomes agreed reported through performance reporting.	Annual reporting by Apr 23.	Strategy and Performance Manager	2
<b>Ongoing digital transformation</b>	Reflect revised structure in Pentana and further develop system design and functionality for users	Performance monitoring software used to its full potential	Choose an item.	Increased use of software by users to monitor performance	March 23	Strategy and Performance Manager	
<b>Ongoing digital transformation</b>	Review content and design of Your Moray	Community Planning webpages refreshed and promoted	Choose an item.	Increased hits	March 23	Strategy and Performance Manager	

**COVID REVISED SERVICE PLAN**

<b>5. Service Level Outcomes or Priorities</b>	<b>Action</b>	<b>Planned Outcome</b>	<b>Recovery &amp; Renewal</b>	<b>Outcome Measures</b>	<b>Completion Target</b>	<b>Lead</b>	<b>Priority rating</b>
<b>Strategic Planning</b>	Mid-point review of Local Outcome Improvement Plan	LOIP reset to take account of Covid impacts and recovery and potentially a response to SG National Covid Recovery Strategy for a community recovery plan	Choose an item.	Reset LOIP agreed by CPP	March 23	Head of GS&P, Strategy and Performance Manager	
<b>Strategic Planning</b>	Revisit Corporate Plan priorities drawn out from LOIP review	Corporate Plan reflecting council issues and priorities from LOIP review	Choose an item.	Corporate Plan approved and embedded in performance reporting framework	March 2023	Head of GS&P, Strategy and Performance Manager	
<b>Improvement and Modernisation programme – governance review</b>	<p>Enable hybrid committee meetings to improve quality meetings and access to them.</p> <p>Update Virtual meetings protocol and train Chairs in new way of working.</p> <p>Involve users in developing system and carry out satisfaction survey to gauge success.</p>	<p>Make it easier for Councillors and officers to participate remotely</p> <p>Ensure participants have suitable technology.</p> <p>Enable hybrid physical/remote meetings</p>	<p>The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”</p> <p>Choose an item.</p>	<p>A number of meetings have been successfully held.</p> <p>Aug 22</p> <p>Positive user satisfaction survey.</p>	September 22	Democratic Services Manager	2
<b>Management restructure</b>	Integrate Business Continuity under management of Internal Audit management processes.	Business Continuity embedded within our risk management processes so the Council is better prepared for future risks.	Choose an item.	Updated business case plans within services	Slippage in deadline due to changes in personnel May 22	Audit and risk manager.	3
	Progress the transition of information Governance team from ER&C to GSP	Ensure sufficient staffing and reporting for Heritage and Archives to stay with ER+C.	Choose an item.	<p>CMP finalised.</p> <p>Staff transferred.</p>	May 22	Head of GSP in consultation with Head of ER+C	

**COVID REVISED SERVICE PLAN**

<b>5. Service Level Outcomes or Priorities</b>	<b>Action</b>	<b>Planned Outcome</b>	<b>Recovery &amp; Renewal</b>	<b>Outcome Measures</b>	<b>Completion Target</b>	<b>Lead</b>	<b>Priority rating</b>
<b>Ongoing digital transformation</b>	Registrars: transfer of administration of burial grounds records to the Land and Parks service.	Reduce double handling and allow funerals to be arranged more quickly with a view to useable records for all cemeteries online	Choose an item.	Calls will be transferred from registrars to Lands and Parks.	Dec 22	Democratic Services Manager.	4
<b>Ongoing digital transformation</b>	Increase number of services using digital document management system	This longer term outcome will bring benefits with homeworking and remote access to documents.  Improved records management procedures	Choose an item.	Less paper records being stored	Currently no timeframe as team are engaged in Covid humanitarian assistance calls	Customer Services manager	2
	Review money advice team	Viability of future funding source	Choose an item.				
<b>Workforce Development to meet demands and deliver priorities</b>	The service improves the ERDP experience and holds accurate records, including continuous professional development (CPD) - from mandatory training through to service and job specific learning.	Staff are safe and competent in their roles as a result of taking part in regular and appropriate continuous professional development opportunities, including digital and customer skills learning.	Choose an item.	Evidence that all staff have undertaken mandatory training.  Number of ERDPs completed 100% of ERDPs carried out within timescale  % staff completing Customer Excellence e-learning module or digital standard training that could give % of – think could develop this into something more relevant once the SCVO digital skills survey results are back in?	March 2023 (and reviewed annually)  March 2023 (measured quarterly)  March 2023 (measured quarterly)	HoS	2

COVID REVISED SERVICE PLAN

6. New – Recovery & Renewal Outcomes	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
			Choose an item.				
			Choose an item.				
			Choose an item.				
			Choose an item.				
			Choose an item.				




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**REPORT TO: CORPORATE COMMITTEE ON 15 MARCH 2022**

**SUBJECT: ALLOTMENT POLICY**

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

## **1. REASON FOR REPORT**

- 1.1 To inform the Committee of the requirement to update the Council's Allotment Policy and to seek approval of the revised policy.
- 1.2 This report is submitted to Committee in terms of Section III (B) (41) of the Council's Scheme of Administration relating to formulating and reviewing Council wide policy, strategies, priorities and objectives in standards and levels service.

## **2. RECOMMENDATION**

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

- (i) consider and approve the revised Allotment Policy as set out in Appendix 1; and
- (ii) delegate the duty to maintain waiting lists, make allotment site regulations and progress the provision of allotments in line with the legislation to the Head of Education Resources and Communities.

## **3. BACKGROUND**

- 3.1 The current council allotment policy was approved by the Policy and Resources Committee at its meeting on 25 May 2010 (para 5 of the Minute refers) and has not yet been adapted to reflect Part 9 of the Community Empowerment (Scotland) Act 2015, which came into effect on 24 July 2015 and updates and simplifies legislation on allotments and allotment sites and places certain duties upon local authorities. These include the requirement to maintain waiting lists, take reasonable steps to provide allotments if the waiting list in a community reaches 15 and to make allotment site regulations.
- 3.2 This policy sits alongside the [Moray Food Growing Strategy 2020](#) which aims to increase the number of food growing areas across Moray and identifies potentially suitable land for allotments and other food growing areas in Moray.

- 3.3 Allotments can provide people with an opportunity to produce their own good quality healthy food which in turn benefits their physical and mental wellbeing.
- 3.4 Part 9 of the Community Empowerment (Scotland) Act 2015 defines allotments as land that is owned or leased by a local authority and used wholly or mainly for the cultivation of vegetables, fruit, herbs or flowers and not for profit.
- 3.5 Currently, Moray Council does not own or manage any allotment sites in Moray but does lease land in Cullen to the Cullen Community Allotment Association for the provision of allotment sites. However, in the event that there is sufficient demand (15 or more people in a locality), but no recognised community group, then there is a requirement for the local authority to actively look at direct provision.
- 3.6 This policy update provides guidance and principles that will allow the Council to work with all stakeholders to identify and develop allotment sites in line with the requirements of Part 9 of the Community Empowerment (Scotland) Act 2015. It also provides information on responsibilities and guidance to support partnership working between Moray Council, allotment community management groups and other stakeholders in managing allotment provision.

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

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

This report links to the LOIP outcomes:

- Empowering and Connecting Communities

And the Corporate Plan Priority:

- Empowering and supporting communities to build capacity

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

The Council is required to produce an updated policy under the terms of the Community Empowerment (Scotland) Act 2015 - Section 9 Allotments

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

Financial implications will be dependent on the future demand for allotments in Moray.

Where council owned land is required for the provision of allotments there may be capital implications in terms of developing the land for allotments, and ensuring the land is accessible and serviceable.



If the demand for allotments increases there will be implications across the services where there isn't currently sufficient resource to carry out the tasks highlighted in the policy (section 12). Additional staffing resource may be required to ensure we are able to meet the policy obligations within the required timescales.

#### *Corporate Management Team Additional Expenditure Warning*

*When the Council approved the budget for 2021/22 on 3 March 2021 (paragraph 3 of the Minute refers) it balanced only by using one-off financial flexibilities. The indicative 3 year budget showed a likely requirement to continue to make significant savings in future years. All financial decisions must be made in this context and only essential additional expenditure should be agreed in the course of the year. In making this determination the committee should consider whether the financial risk to the Council of incurring additional expenditure outweighs the risk to the Council of not incurring that expenditure, as set out in the risk section below and whether a decision on funding could reasonably be deferred until the budget for future years is approved.*

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

If the Policy is not approved the Council will be in breach of its statutory requirements under the Community Empowerment (Scotland) Act 2015.

Officers have received requests for allotment provision from individuals and community groups. Without an updated, approved policy officers are unable to respond to requests in a timely and satisfactory manner.

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

There will be demands on staff time if community waiting lists exceed 15, and the council is required to identify and develop allotments, and potentially manage allotment sites until a Community Group can be supported to become established.

There will be a further report to Committee should the demand for allotments start to exceed the capacity of officers within the different teams to meet the obligations as set out in the policy document.

#### **(f) Property**

The Property implications are as highlighted in this report and the draft Allotments Policy, with the Council required to identify, develop and lease or manage allotments sites on Council owned land where there is a demand for allotment provision within a specified community.

The requirement for the Council to own or lease allotment sites will need to be taken into account when considering potential Community Asset Transfer requests for land falling into the category of allotment, or identified in the Council's Food Growing Strategy or Local Development Plan as suitable for allotments or food growing, as agreeing to such requests would restrict the Council's ability to carry out its functions under the Community Empowerment Act.

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

This policy will support equitable access to allotment provision across all Moray communities. There is a requirement that all allotment sites have suitable access, and can be accessed by individuals within protected groups if required.

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

This policy helps the climate emergency by supporting biodiversity, and local food growing. Local Food Growth can support the reduction in carbon emissions associated with importing and transporting food.

**(i) Consultations**

Head of Housing and Property, Head of Economic Growth and Development, Head of Environmental and Commercial Services, Chief Financial Officer, Legal Services Manager, Lissa Rowan, Committee Services Officer, Paul Connor, Principal Accountant, the Human Resources Manager and the Equal Opportunities Officer have been consulted and the comments received have been incorporated into the report.

**5. CONCLUSION**

**5.1 The Committee is asked to consider and approve the updated policy on Allotments as required under Part 9 of the Community Empowerment (Scotland) Act 2015.**

Author of Report:	Jo Shirriffs, Head of Education Resources and Communities Dawn Brodie, Community Learning and Engagement Manager
Background Papers:	
Ref:	SPMAN-1315769894-267 SPMAN-1315769894-266

## Appendix 1



## Moray Council Allotment Policy

### 1. Introduction

- 1.1 Allotments can provide the people of Moray with a number of benefits and can contribute to a number of objectives of Moray Council and its partners. They can produce good quality food which will contribute to food security planning; reduced carbon emission associated with importing foodstuffs and help meet the Climate Change challenge. They provide a healthy activity benefitting people's physical and mental wellbeing and the food produced can encourage healthy eating and help tackle obesity. They contribute to the partnership aim of building strong and sustainable communities by encouraging community engagement, through opportunities for lifelong learning and developing the capacity of local communities to contribute and respond to health, food security, environmental and community issues.
- 1.2 The Community Empowerment (Scotland) Act 2015 Act updates and simplifies legislation on allotments and allotment sites and places certain duties upon local authorities. These include the **requirement** to maintain waiting lists, take reasonable steps to provide allotments if the waiting lists exceed certain trigger points and develop allotment site regulations.

- 1.3 The meaning of 'allotment' and 'allotment site' are defined within the act as;

Allotment means land that –

Is owned or leased by the local authority

Is leased or intended for lease by a person from the authority,

AND

Is used or intended for use –

Wholly or mainly for the cultivation of vegetables, fruit, herbs or flowers,

AND

Otherwise than with a view to making a profit

Allotment site means land that –

Consists wholly or partly of allotments, AND

Land owned or leased by a local authority that may be used by tenants of allotments in their use of allotments

Community Management Group –

A group who represents the interests of all or the majority of the tenants of the allotments on a particular site. The 2015 Act sets out the management functions that are permitted to be delegated to an individual or group.

## 2. **Policy Statement**

- 2.1 This policy is to provide guidance and principles that will allow the Council to work with all stakeholders to identify and develop allotment sites. It also provides information on responsibilities and guidance to support partnership working between Moray Council, voluntary sector agencies, Community Management Groups, and other stakeholders in managing allotment provision.

## 3. **Policy Objectives**

- 3.1 The Council will work with voluntary sector agencies, Community Management Groups, individuals and statutory organisations to deliver allotments which are:
- Community led through Community Management Groups;
  - Valued and valuable local green spaces, which protect and enhance the environment and promote improved biodiversity;
  - Providing amenity;
  - Easily accessible for all;

- Well maintained;
- Well used, with a high rate of occupancy;
- Fit for purpose, with appropriate facilities;
- Managed consistently and well, in collaboration with empowered community groups;
- Economically sustainable

## 4. Policy

### 4.1 Waiting Lists

- 4.1.1 The Council will disseminate, and also display on the Council's website, information about all current allotment sites within Moray, including leased and privately managed sites.
- 4.1.2 Where allotment sites aren't currently available the Council has a duty to establish and maintain a waiting list of residents who have requested an allotment. The Waiting List will be recorded on a community-by-community basis.
- 4.1.3 Individuals who wish to have their name added to their local waiting list will complete an Allotment Application form, which will be available to download on the Moray Council website (or by hard copy available on request from the Moray Council Contact Centre), and submit it to the council. Once received it will be held on the relevant "Waiting List". Requests for allotments will only be accepted from persons over the age of 18 who are resident in Moray.

The Waiting List will include

- The name and contact details of the person making the request
  - Any special requirements;
  - The size of allotment requested, if specified but no more than 250 square metres (full plot size).
  - Information about the distance of the person from nearby allotment sites;
- And
- The date on which the person was added to the list.

- 4.1.4 The Council will publish details of length of waiting lists on a community basis.
- 4.1.5 Details of people on a waiting list held by a Community Management Group MUST be shared with Moray Council to enable the Council to meet the requirements set out in the Community Empowerment Act for managing waiting lists and providing sufficient space for allotments.

## **4.2 Allotment Provision**

The Community Empowerment (Scotland) Act 2015 Act, under Section 112, requires that once the waiting list within a particular community reaches 15 applicant, the Council takes reasonable steps to provide allotments including, but not limited to:

- Analysing demand
- Disseminating information
- Developing partnership working
- Identifying all land in the area that is suitable for growing
- Ensuring there is sufficient suitable land to satisfy future demand
- Understanding individual needs of those on the waiting list

### **4.2 Analysing Demand**

- 4.2.1 The Council will consult with a wide range of stakeholders when carrying out an analysis of demand for allotments within a community and use on-line consultations and other methods to obtain the views of local residents. The analysis should identify local residents' needs in terms of the growing space that they need and want, and where that demand is located.

### **4.3 Disseminating information**

- 4.3.1 The Council will advise communities once a waiting list has reached 15 applicants and clearly communicate next steps for that community.

### **4.4 Developing Partnership Working**

- 4.4.1 Services across Moray Council will work together and with voluntary sector agencies, Community Management Groups, individuals, and other stakeholders in the design and delivery of new allotment sites.
- 4.4.2 The Council will work with partners to identify and support the establishment of Community Management Groups. Where these groups are suitable and willing they can apply to have management responsibilities for allotment sites delegated.
- 4.4.3 In order to be considered suitable a Community Management Group must:
- a) Have a suitable constitution;
  - b) Be able to show it is representative of at least a majority of tenants/residents;
  - c) Show an understanding of the regulations relating to the management of allotment sites in Moray.

#### **4.5 Identifying all land in the area that is suitable for growing**

4.5.1 The Community Empowerment (Scotland) Act 2015 requires each local authority to prepare a food growing strategy.

4.5.2 [The Moray Food Growing Strategy](#) aims to ensure there are more opportunities for people who would like to grow their own food to do so. A variety of different community food growing spaces including allotments have been identified in towns and villages across Moray.

4.5.3 The Council will engage with communities, Council Services and other stakeholders to identify potential allotment sites within Moray.

4.5.4 Where Council-owned land has been identified by the Council for provision of allotments, and a Community Management Group is available, the Council will ensure the land is accessible and serviceable and lease the land to the Community Management Group who will be responsible for developing and managing the allotments.

4.5.5 The Council will support Community Management Groups by obtaining planning permission for identified allotment sites.

4.5.6 The Council will work with partners to support Community Management Groups to develop allotment sites by signposting resources and sharing best practice.

#### **4.6 Ensuring there is sufficient suitable land to satisfy future demand**

4.6.1 Where there is an unmet demand for allotments and there is no suitable Council owned land available, the Council will work with partners to approach private landowners to discuss options for making additional land available for allotments provision and support Community Management Groups to agree lease arrangements with the relevant landowner.

4.6.2 If there is sufficient demand but no current Community Management Group then the council should consider direct provision, with ongoing capacity building support provided to the allotment users to develop into a management group, at which point the council can lease to the Community Management Group.

#### **4.7 Understanding individual needs of those on the waiting list**

4.7.1 The Council will work with partners to offer allotments of the size requested as reasonably close to a person's place of residence as possible (where possible within a 3 mile radius of the person's residence or within a 20 minute journey on public transport).

4.7.2 If the closest available size of allotment to that which was requested is offered and rejected, the person shall remain on the list until an allotment of the size requested is offered and accepted.

- 4.7.3 To ensure those on the list have the best chance of obtaining the size of allotment requested, the Council will signpost individuals to private sites in the area, and remove the individual from the waiting list if they subsequently accept such an alternative arrangement and formally withdraw their request for an allotment from the local authority.

## **5. Lease Arrangements**

- 5.1 Leases between the Council and Community Management Groups will take into consideration the relevant provisions of the Community Empowerment Act.

## **6. Allotment Site Regulations**

- 6.1 The Council will make allotment site regulations which provide for all allotments within the local authority area, which may include different provisions for different areas or allotment sites. The Council will consult widely with a wide range of stakeholders (e.g. allotment holders and persons on the waiting list) and take their views into consideration when preparing regulations.

## **7. Delegation of Management of sites**

- 7.1 Where a site is leased by a Community Management Group they have the right to request delegation of management functions (to the extent of the functions listed in section 123(3) of the Community Empowerment Act. Delegation of functions is not a substitute for local authority duties regarding the management of allotment sites and waiting lists, and the setting of regulations.

7.1.1 In this instance management functions relates to all actions regarding the management of allotment sites.

7.1.2 Requests must be made in writing (or email) and must include both the name and address of the person(s) making the request and any other information necessary to handle the request.

7.1.3 Once a request is made the Council will respond with its decision within 28 days of the initial request, unless further information is required.

7.1.4 Where the Council requires further information this will be made no more than 14 days after the date of the initial request.



- 7.1.5 Where there has been a request for additional information the Council will take no more than 56 days from the initial application to determine the outcome of the request.
- 7.1.6 If a request is approved then an agreement will be created in collaboration with the group making the request as to which duties will be delegated and when that delegation will be reviewed.
- 7.1.7 Where a request is refused the group will be informed as to the reasons why.
- 7.1.8 Where a subsequent request is made following a refusal the group is expected to outline any actions that have been taken to address the reasons for the initial refusal.
- 7.1.9 The Council will monitor the operation of delegated functions. Any material disagreement between the local authority and Community Management Group will be dealt with under the Councils existing complaints procedure.
- 7.1.10 The Council has the power to revoke delegated functions where it reasonably believes that they are not being carried out satisfactorily.
- 7.2 At the entrance to each allotment site a full list of all regulations relating to the allotment site will be displayed.

## **8. Use of Council and other premises for meetings**

- 8.1 A Community Management Group may request use, free of charge, of a Council premises, or a premises run on the Council's behalf, for the purposes of holding a meeting of the tenants of allotments on the site about the site.
- 8.2 The request must be made in writing, contain contact information and details of the proposed meeting and be made at least one month before the date on which the meeting is proposed to take place.
- 8.3 The Council must within 14 days of receiving the request
- Grant the request
  - Offer the person an alternative date, time or location for the proposed meeting, or

- Refuse the request.

## **9. Disposal of Allotment Sites Owned by the Council**

- 9.1 The Council may not dispose of, or change the use of, the whole or part of an allotment site without the written consent of the Scottish Ministers. Any transfer of ownership of whole or part of an allotment site without the consent of the Scottish Ministers will be of no effect.
- 9.2 The Council must offer the tenant of the affected allotment(s) a lease of another allotment of an area the same as or similar to that of the tenant's allotment on the same allotment site or within a reasonable distance of the allotment site, if practical and necessary.

## **10. Termination of lease of allotment or allotment site**

- 10.1 The Council may terminate the lease of the whole or part of the allotment or allotment site on a specified date but only if;
- 10.1.1 The tenant of the allotment or the allotment site has been given one month's notice of termination in writing where there has been a breach of allotment site regulations by the tenant.
- Or
- 10.1.2 The tenant of the allotment or the allotment site has been given notice of termination in writing at least one year before the specified date if the Scottish Ministers have consented to the disposal or change of use of the allotment site or the renunciation by the Council of lease of the site.

## **11. Resumption of allotment or allotment site by local authority**

- 11.1 Where a Community Management Group or other group of individuals leases an allotment or an allotment site from the Council, the Council may resume possession of the whole or part of the allotment or the allotment site only if
- (i) The resumption is required for building, mining or any other industrial purpose or for the construction, maintenance or repair of any roads or sewers necessary in connection with any such purpose

And

- (ii) The Council has given the required notice in writing at least three months before the date on which the resumption is to take place and it specifies that date

And

(iii) The Scottish Ministers have consented to the notice

11.2 The Council must offer the tenant of the affected allotment(s) a lease of another allotment of an area the same as or similar to that of the tenant's allotment on the same allotment site or within a reasonable distance of the allotment site, if practical and necessary.

## 12. Annual Allotments Report

12.1 By the 30<sup>th</sup> June each year, an annual report will be prepared covering;

For each allotment site-

- Location, size, and number of allotments
- Number of persons on waiting list as of last day of reporting year
- Number of persons waiting more than 5 years on list

Where the list is more than 15 or more than one person has been on list for more than 5 years-

- Any reasonable steps being taken to address the need of these person(s)
- Reasons why the duty to provide has not been met

General-

- Number of persons added/remove from lists
- Any other reasonable and relevant information relating to the performance of allotment sites

12.2 The report will be published on the Council's website.

## 13 Allotment Requests - Tasks and Responsibilities

Supporting the development of allotments requires work across several Council services. These are outlined in the table below.

	Task	Responsibility	Lead Officer
1	Point of contact for enquiries – through dedicated e-mail address	Communities Service	
2	Updating allotments page on Council website	Communities Service	
3	Management of waiting list	Communities Service	

4	Capacity building support for Community Management Groups to become established	Communities Service	
5	Identification of land suitable for allotments	Economic Growth & Development	
6	Provision of technical information on specific sites (access, utilities, basic infrastructure)	Economic Growth & Development	
7	Preparation and submission of planning application	Economic Growth & Development	
8	Undertaking works to ensure allotment site is accessible and serviceable	Housing & Property Services	
9	Drawing up of lease	Housing & Property Services	
10	Development of Allotment Site Regulations	Housing & Property Services	
11a	Annual report Information on waiting lists and actions taken to meet need.	Communities Service	
11b	Annual Report information on current sites and occupation levels	Economic Growth & Development	
11c	Annual Report – information on all available sites on website	Economic Growth & Development	
	<b>If the trigger number on the list is reached and a community management group cannot be established to develop and manage the site then there will be additional tasks to set up a site and manage the allotments on an ongoing basis</b>		
a	Identifying suitable sites for allotments	Economic Growth & Development	
b	Securing sites for allotments	Housing & Property Services	
c	Developing sites to create allotments	Housing and Property Services	
d	Setting of fees for allotment holders	Environmental & Commercial Services	

e	Administration work to collect annual fees for sites	Environmental & Commercial Services	
f	Inspection of sites	Environmental & Commercial Services	
g	Capacity building support for allotment management groups to become established	Communities Service	

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**REPORT TO: CORPORATE COMMITTEE ON 15 MARCH 2022**

**SUBJECT: EMPLOYMENT POLICY FRAMEWORK REVIEW 2021 - 22**

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

**1. REASON FOR REPORT**

- 1.1 The Committee is invited to consider and note the update on the employment policy framework for 2021- 22.
- 1.2 This report is submitted to Committee in terms of Section B (24) Section (a) to (c) and Section B (25) of the Council's Scheme of Administration relating to the formulation, implementation and review of policies and practices for Council employees.

**2. RECOMMENDATION**

- 2.1 The Committee is asked to consider and approve the update on the employment policy framework for 2021- 22 as follows:
  - i) **Secondment Policy – amalgamate the guidance and policy into one document for ease of reference.**
  - ii) **Lone Working Policy – Updated and refreshed to provide clarity of application and associated guidance.**
  - iii) **Flexible and Early Retirement –The flexible and early retirement policies have been combined into one policy each for teaching and non-teaching staff and the format updated.**

**3. BACKGROUND**

- 3.1 The Council's employment policy framework is reviewed regularly to ensure it remains up-to-date in terms of legislative requirements, good practice and operational relevance.

- 3.2 This year continued the previously agreed approach that due to continuing service pressures policy work would be taken forward on a minimal basis with only essential amendments or developments being undertaken. Policies are reviewed initially through a desk-top exercise to establish the level of review required: minimal for essential updates, mid-level for more in-depth amendments or full where a change of approach is being considered.
- 3.3 The policies referred to in this report have been reviewed as set out below and summary reviews are also attached for reference (**Appendices 1 – 3**). The revised policies and appendices with tracked changes are available via CMIS Background Papers.
- 3.4 Based on the desk top reviews referred to above, work required on policies for review was categorise as noted below:
- Minimal review: Secondment Policy  
Lone Working Policy
- Mid review: Flexible and Early Retirement Policy for Teaching and Non-Teaching respectively
- 3.5 Table 1 sets out the main amendments for the policies under review.

Policy Name	Description
Secondment Policy	Confirmation of eligibility and that it is open to all employees Clarification of the different types of secondment available (internal/ external/ inward) Removal of the separate Secondment Appointment for managers guidance ( <i>no requirement for a separate guide as it is incorporated within the policy</i> ) Clarification surrounding the actual secondment process, creating a staged approach Creation of a new section for internal/external secondments to differentiate between the two and the associated implications Creation of a template of secondment agreements for use, depending on the individual circumstances of the case Amended the wording & layout of the secondment procedural flowchart for ease of use
Lone Working	Updated and refreshed wording Updated examples of lone workers, Referenced further detailed guidance and training required. Reviewed structure Provided more detailed procedures and signposting Refreshed guidance
Flexible and Early Retirement Policies	Combined two policies into one for Teachers and SJC local government employees respectively and updated format Ensured the eligibility criteria is clear



Policy Name	Description
	<p>Inclusion of a section on early retirement and the options/implications</p> <p>Made a distinction between the different options available</p> <p>Inserted a table providing an overview of the options available (i.e. option, scope, definition, risks/implications)</p> <p>Made links to the Flexible Working Policy (where they do not want to access their pension) and Health At Work Policy (Ill health retirement)</p> <p>Added in links to support and further information (i.e. pre-retirement workshop from Employee Development, links to LGPS and SPPA, link to DWP page on calculating retirement age)</p> <p>Added in a flowchart outlining the process to ensure clarity</p> <p>Outlined the right of appeal and associated process</p>

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

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

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

**(b) Policy and Legal**

There are no policy and legal implications arising from this report other than those noted.

**(c) Financial implications**

There are no financial implications arising from this report.

**(d) Risk Implications**

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

**(e) Staffing Implications**

There are no staffing implications arising from this report.

**(f) Property**

There are no property implications arising from this report.

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

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

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

There are no climate change or biodiversity impacts arising from this report.

**(i) Consultations**

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

**5. CONCLUSION**

- 5.1 Each year the Council's employment policy framework is reviewed to ensure that the policies remain up to date and relevant based on the priorities within the Corporate Workforce Plan and the strategic direction of the Council. The policies referred to in this report ensure that the 2021-22 review has been undertaken in accordance with these priorities.**

Author of Report: Anne Smith, Senior OD Adviser

Background Papers: 1 Secondment Policy 2021

2 Lone Working Policy

3 (a) (i) Flexible & Early Retirement Policy – Teaching Staff

3 (a) (ii) Teachers Flexible Retirement Toolkit

3 (a) (iii) Teachers Early Retirement Toolkit

3 (b) (i) Flexible & Early Retirement Policy – Non Teaching Staff

3 (b) (ii) Flexible Retirement Toolkit

3 (b) (iii) Early Retirement Toolkit

Ref: SPMAN-1656699058-53

SECONDMENT POLICY	
<b>Background</b>	<p>A secondment is where a Council employee is temporarily transferred to a different post in the Council or to a different organisation, or where an employee of an external organisation is temporarily transferred to a post within the Council. This takes place over a predetermined period, at the end of which the employee returns to their substantive post.</p> <p>The Council recognises the value secondments can bring, supporting the Council to be agile and flexible by expanding capability, skills and knowledge across the business.</p> <p>Benchmarking against a number of other Local Authorities and NHS Trusts, along with general research into best practice has been carried out.</p> <p>Since its last review in 2018, there have been no legislative changes that would have an impact on the current policy. However, feedback has highlighted certain operational challenges and more detail was required, especially in relation to the different types of secondment available.</p> <p>Amendments to the policy have been identified and consideration was needed to be given to them to improve its effectiveness and provide clarification over the principles surrounding secondments.</p>
<b>Findings</b>	<p>Amendments/additions to the Secondment Policy included:</p> <ul style="list-style-type: none"> <li>• Confirmation of eligibility and that it is open to all employees</li> <li>• Clarification of the different types of secondment available (internal/ external/ inward)</li> <li>• Remove the separate Secondment Appointment for managers guidance (<i>no requirement for a separate guide as it is incorporated within the policy</i>)</li> <li>• Provide clarification surrounding the actual secondment process, creating a staged approach</li> <li>• Create a new section for internal/external secondments to differentiate between the two and the associated implications</li> <li>• Provide clearer guidance, and flexibility, over the associated terms &amp; conditions associated within external secondments</li> <li>• Create a template of secondment agreements for use, depending on the individual circumstances of the case</li> <li>• Amend the wording &amp; layout of the secondment procedural flowchart for ease of use</li> </ul> <p>It was therefore recommended that a low level review of the Secondment Policy is completed.</p>
<b>Implications</b>	<p>The above changes will improve the clarity and principles surrounding secondments, especially for those who require to follow the policy and guidance.</p>



**LONE WORKING POLICY**

<b>Background</b>	<p>The Lone Working Policy was introduced in 2007 to detail the roles and responsibilities of managers and staff in controlling and minimising the risks from hazards associated with lone working. All employees of Moray Council, regardless of position or grade, are covered by the requirements of the Policy. In addition all agency, contract, volunteers and those working on placement are expected to adhere to them.</p> <p>Research and benchmarking has been undertaken against NHS, other Local Authorities and professional bodies outlining best practice from the Chartered Institute of Personnel and Development (CIPD), Advisory, Conciliation and Arbitration Services (ACAS) and Health and Safety Executive (HSE).</p> <p>The Council's current policy meets all the standards and requirements in terms of both the legislation and is in line with the policies of other organisations.</p> <p>However, more work was required around the red flag/warning flag position and the arrangements for out of hours working/contacts. Whilst there is reference to both in the current Policy, consideration needed to be given as to whether a corporate position may be required in terms of the operation of both of these elements, which would apply across services.</p> <p>There also needed to be cross reference to service specific policies and arrangements that were already in place. For example, Health and Social Care Moray have in place a Policy which is a mirror of the Policy that is in place for NHS. However, consideration needed to be given as to whether this appropriately reflected what may be required to ensure the health and safety of lone workers in the parts of the service were there for Council employees.</p>
<b>Findings</b>	<p>Issues around lone working tend to be around the application of the policy in practice rather than issues with the policy per se.</p> <p>Given the diverse nature of Council services, roles and responsibilities, the main elements of the policy may have needed to be implemented in different ways according to the needs of the service, the way work is carried out and the systems and procedures that are already in place. There was unlikely to be a one size fits all solution to the range of issues that are encountered by lone workers.</p> <p>The particular issue of a "red flag/warning flag" system had been raised at Central Health and Safety Committee and is something that needed to be given further consideration in the context of lone working. There is reference in the current Policy to this matter, however, this section required to be updated and consideration given as to the specific parameters around how such a system could operate in practice.</p> <p>There are links with the work being carried out on the Standby/OOHS issues and any requirements in relation to lone workers needed to be taken</p>

	<p>account of.</p> <p>It was therefore recommended that a low level review of the Lone Working Policy was completed and that further work is undertaken to ensure the practical application and implementation of the Policy as appropriate across services.</p> <p><u>Suggestions for improvement included:</u></p> <p>Policy content:</p> <p>Update and refresh wording, update examples of lone workers, refer to further detailed guidance and training required.</p> <p>Structure:</p> <p>Short Policy Statement – generic and applies to all services  More detailed procedures – generic where applicable and signposting to other relevant procedures where appropriate and more specific, tailored procedures are agreed, e.g. HSCM (which mirrors NHS Policy) and Education.</p> <p>Refresh guidance for managers and employees</p> <p>Further considerations:</p> <p>It was considered that the Policy fundamentally remained fit for purpose, with a few amendments to bring it up to date. However, there are issues with ensuring that the Policy commitments are following through into practice on the ground and an outline action plan has been drafted to ensure that there is appropriate implementation of the Policy. This will involve auditing the current position, and enhancing practical guidance to managers and employees as well as ensuring appropriate training provision. In addition, the particular arrangements around a red flag/warning flag system required further detailed work and the out of hours issues required to be picked up in the review of out of hours provision across services.</p> <p>A short survey monkey survey of managers of lone workers was being considered to provide some base information for the audit of the current position.</p>
<b>Implications</b>	<p>The suggested changes will refresh the current Policy and ensure that appropriate protocols and safe systems of work are not only in place but are applied and implemented across services to ensure the health and safety of lone workers.</p>

<b>FLEXIBLE &amp; EARLY RETIREMENT</b>	
<b>Background</b>	<p>The Flexible Retirement Policy and Early Retirement Policy outline the principles and practices that govern the Council's approach to employee retirement.</p> <p>Since the last review, there have been no legislative changes that would have an impact on current policy.</p> <p>Benchmarking against a number of other Local Authorities, alongside general research into best practice has been carried out. Cases which had recently been taken to the Employment Appeals Tribunal demonstrated that there was a need to be particularly mindful of employees own flexibility over retirement and ensure there is not an expectation to retire once retirement age is reached.</p> <p>The policies required to be updated to bring them in line with current agreements, with scope to further improve their effectiveness and enhance their use within the workplace.</p>
<b>Findings</b>	<p>The Flexible Retirement and Early Retirement policies for Teaching and Local Government Employees respectively have the following amendments/additions included:</p> <ul style="list-style-type: none"> <li>• Combined the early and flexible retirement policies into one document</li> <li>• Ensured the eligibility is implicit (i.e. employees aged 55 years or over who have been a member of the pension scheme for at least 2 years)</li> <li>• Created a section on early retirement and the options/implications</li> <li>• Inserted a table providing an overview of the options available (i.e. option, scope, definition, risks/implications)</li> <li>• Made links to the Flexible Working Policy (where employees do not want to access their pension) and Health At Work Policy (Ill health retirement)</li> <li>• Added in links to support and further information (i.e. pre-retirement workshop from Organisational Development, links to LGPS and SPPA, link to DWP page on calculating retirement age)</li> <li>• Added in a flowchart outlining the process to ensure clarity</li> <li>• Outlined the right of appeal and associated process</li> </ul>
<b>Implications</b>	<p>The above changes enabled the application of a single policy to be more effective in offering a supportive and flexible approach to retirement. The changes will also make the documents more intuitive, simplified and condensed making it easier for managers and employees to understand and apply.</p>







**REPORT TO: CORPORATE COMMITTEE ON 15 MARCH 2022**

**SUBJECT: HEALTH AND SAFETY ANNUAL REPORT 2021**

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

## **1. REASON FOR REPORT**

- 1.1 To ask the Committee to consider the annual Health and Safety report and approve the progress noted, proposed future actions and carry forward of outstanding actions for the next year.
- 1.2 This report is submitted to Committee in terms of Section III (B) (24) (c) and (25) of the Council's Scheme of Administration relating to formulating, supervising the implementation of and review as necessary the policy and practices of the council for all employees in relation to the recruitment, training and development, health, safety and welfare and practices of the Council.

## **2. RECOMMENDATION**

### **2.1 It is recommended that the Committee:**

- i) **considers the content of the annual health and safety report, as set out in Appendix 1, and the progress towards the outcomes established in the last report;**
- ii) **approve the carry forward of outstanding actions and proposed future actions for 2022; and**
- iii) **note that the report will be presented to Corporate Committee on 15 March 2022 for consideration and approval.**

## **3. BACKGROUND**

- 3.1 The Health and Safety at Work Act requires that organisations ensure the safety of employees and others who may be affected by their actions.

The main elements needed to provide protection are:

- Making plain the organisation's commitment to have good standards of health and safety management;
- Defining the roles that people at all levels play in ensuring the good standards are maintained;

- Having systems in place to ensure awareness of hazards and assessment of risks to employees, customers, partners and others who may be affected by our activities;
  - Having in place effective arrangements to eliminate or control those risks;
  - Monitoring the system in place and reviewing it on an ongoing basis;
  - Providing access to health and safety advice and support;
  - Engagement with employees at all stages of the process to ensure adequacy.
- 3.2 As part of this process, a report is provided every year on the Health and Safety provision within the Council.
- 3.3 The Annual Health and Safety Report for 2021 is set out in **Appendix 1**. It summarises the Council's health and safety performance corporately and is based on statistics for the period 1 January 2021 to 31 December 2021. The report highlights the Council's safety performance and provides information on the types of accidents reported.
- 3.4 This report relates to the calendar year January to December 2021 and over this period, the organisation as a whole and the services within it continued to be affected by the response to the Covid-19 pandemic, through phases of emergency response, recovery and renewal and back to emergency response in the latter part of the year, due to the emergence of the Omicron variant. This impacted on health and safety at both a corporate level and within services to a significant degree. As in 2020, some services continued to operate in the usual workplaces, with appropriate advice and guidance provided on risk assessments, mitigation and control measures, resulting in different operating procedures to ensure everyone's health and safety, all in accordance with national guidance issued by the Scottish Government, Public Health Scotland and the HSE. Those services which were operating from home began to phase back in to the usual workplace environment within the parameters of the organisations policy and guidance on returning to the workplace, again with appropriate advice and guidance provided on risk assessments, mitigation and control measures. Then towards the end of the year, there was a need to revert to working from home again as the default position. The information provided in this report needs to be regarded within this overall context.
- 3.5 The report highlights that the number of accidents and dangerous occurrences reported in 2021 has decreased compared to the numbers reported in the previous three reports. Overall, incidents were down by 13% compared to 2020 and down 42% as compared to 2019. As in 2020, it is most likely that the reason for this is that there were fewer employees working in their usual workplaces as a result of the Covid-19 pandemic and the varying restrictions that have been in place again during 2021. However, within this, there is variation at departmental level. For the first time since 2017, Environmental Services recorded the highest number of health and safety incidents with total incidents during 2021 increasing by 31% compared to 2020. Education recorded a decrease in reported incidents, down by 37% compared to 2020 with those in Social Care down by 25%.

There is some concern that all incidents are not being reported, resulting in the data perhaps not being fully representative of what is actually happening across Council services. For example, there were only 12 Violence and Aggression incidents reported for all other Council Services (apart from the Care Facility and Education) when anecdotal evidence would suggest that this is an underrepresentation. Part of the planned work of the Health and Safety Team is to finalise improvement work around incident reporting including the development of an electronic form which will be launched, supported by a communications plan to heighten awareness and ensure as far as possible that all incidents are reporting in accordance with the required procedures. This work encompasses Violence and Aggression incidents as well as other types of incident.

- 3.6 Against the particular context within which services and the health and safety team were operating during 2021, the main areas of progress on planned work in 2021 have again been balanced with responding to the work required from specific issues arising throughout the year, in particular work related to the ongoing impact of Covid 19. Nevertheless, progress has been made on the issues reported on last year, including, for example, violence and aggression, lone working, vehicle incidents, health and safety culture. Work will continue on these areas in accordance with the plans in place which will be the subject of continual review, taking account of any competing priorities and demands. In addition, work has continued in accordance with the rolling programme of fire risk assessments, audits and inspections using the agreed risk based, priority approach.
- 3.7 Main themes arising from the report are the requirement to continue to ensure a safe return to work, particularly with the return of an increasing number of staff into, mainly office environments and supporting the requirement for hybrid work to become a more permanent feature, to continuing to focus on improving the health and safety culture across the council, to continue to target support in high risk areas, involving an OD approach as appropriate, to support the work on challenging behaviour in schools and reducing the number of incidents based on human error. The increase reported in Environmental Services will be a particular focus with more detailed work with the Waste Service being required.
- 3.8 The Annual Health and Safety Report for 2021 identifies the main areas for development and planned work over the next year as continuing to audit high risk area risk assessments, providing training and guidance to managers as appropriate; to implement measures required to ensure improvements in vehicle incidents/driver behaviour supported by a revision of the Council's Safety Management System (SMS) as regards Driving Safely Policy, progressing with actions to improve the behaviour challenges in schools, develop a joint inspection programme with Trades Unions, and continue to deliver on the rolling programme of fire risk assessments. Work will also continue with the OD team to support managers in targeted areas to monitor and raise awareness amongst their teams and on the implementation of revised working arrangements to support increased numbers of staff returning to, mainly office environments, and the more permanent move to hybrid working. This will include ensuring implementation of the agreed changes to,

for example, DSE and Lone Working Policies. A high level review of SMS and identification of priorities for the revision of policies, ensuring availability of up to date resources for managers is also proposed. In addition, the profile and awareness of normal health and safety risks both within and across the council activities will continue to be maintained.

- 3.9 Finally, further measures of improvement and progress will be developed over the course of 2022 with a focus on outcome based performance measurement.

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

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

This report provides information relating to Health and Safety activities within the Council to enable this learning and to ensure that the council continues to provide a safe and healthy workplace for employees to deliver services.

**(b) Policy and Legal**

Ensuring the health and safety of staff and service users is a statutory duty on the Council. An annual report is an effective method of recognising achievement and highlighting opportunities for further improvement.

**(c) Financial implications**

There are no financial implications arising directly from this report. Accidents can have implications for Council resources and may result in losses that are difficult to quantify.

**(d) Risk Implications**

Health and safety is included within all levels of the Council's risk register.

**(e) Staffing Implications**

Staff time will be required to implement the actions set out in the report. This will be accommodated within existing resources by adjusting the priorities to be worked on.

**(f) Property**

None.

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

None.

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

None.

**(i) Consultations**

CMT and the Central Health and Safety Committee have been consulted about the report at **Appendix 1**.

## **5. CONCLUSION**

- 5.1 The 2021 annual health and safety report shows that the Council continues to provide a healthy and safe environment for its employees and service users. Given the ongoing nature of the pandemic and the various phases that the Council had to operate within, it is possible that the decrease in incidents may again be attributed to the impact of the Covid-19 restrictions, rather than an indication that the incident rate across the Council has decreased as a result of other measures, although there has been significant progress in a number of areas that may be a contributory factor. There is a need to continue to build on the work that has progressed on the main areas outlined in previous reports, through to implementation stage and focus on developing improvements identified for 2022. In particular, it is planned to focus particularly on the Council's safety culture, supporting managers and employees to take responsibility for and give priority to the health and safety of themselves and others.**

Author of Report: Katrina McGillivray, Acting OD Manager (H & S and SWTT)  
Background Papers:  
Ref: SPMAN-1656699058-67 / SPMAN-1656699058-69



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APPENDIX 1

**MORAY COUNCIL  
HEALTH AND SAFETY ANNUAL REPORT  
(January 2021 to December 2021)**

**1 Purpose**

1.1 The purpose of this report is to provide information on the performance of the Council in ensuring the health and safety of the workforce and service users. This is done through the utilisation of monitoring data and includes recommendations for improvements required to procedures and/or systems.

1.2 The national context for similar organisations on incidents and enforcement action is also considered for the purposes of shared learning.

**2 Summary of Key Themes**

2.1 Covid 19 continued to have a significant impact on how the Council operated during 2021 and this is reflected both in the statistics that have been collected and the way that the Health and Safety Team has had to function.

Restrictions imposed by the pandemic resulted in reduced service activity and provision in some areas and this has resulted, as in 2020, in a lower incident rate than might have ordinarily been expected. There has also been an impact on the way the Health & Safety Team operated as the focus of work, at times, was on mitigating the risk of Covid which meant that less time could be spent on other planned work. Revised working arrangements and ensuring continual review and revision of risk assessments, particularly in light of changing guidance were key features.

2.2 Nevertheless, progress has been made, with a particular focus on safety audit activity and fire risk assessment, with a risk based, planned programme of work providing an important framework, particularly in ensuring that the backlog of overdue fire risk assessments were carried out.

2.3 Systems, process and format improvement has been a key focus of work in 2021 with incident reporting, risk assessment, accident investigation and safety training being reviewed and updated. This is a key area of focus to support the organisation in improving health and safety performance.

2.4 Health and Safety Culture is a continuing key theme where detailed actions and interventions have been planned and are beginning to be implemented. It is important that there continues to be a focus on this area of work which will be an ongoing project given the long term nature of implementing and sustaining culture change.

2.5 Incidents based on human error continue to occur, particularly in some safety critical services and work is ongoing to understand the underlying causes. This will enable the targeting of resources to service areas with the highest rates of incidents. With organisational development support, improvements in embedding health and safety awareness into the workforce should be realised.

2.6 Violence and Aggression in schools has been a major theme for a number of years but improvements in terms of staff and service user health and safety are anticipated from the ongoing implementation of the Challenging Behaviour Action Plan.

### 3 Review and Monitoring of Council Performance

#### 3.1 Statistical Review

3.1.1 **Appendix A** sets out the analysis of health and safety incidents that were reported during the year January – December 2021, with comparison to previous years' performance.

3.1.2 The main points to note are:

a) The number of incidents reported in 2021 was 174, down by 13% compared to 2020, and down 42% as compared with 2019. Again, this was most likely due to the impact of Covid-19, which resulted in lockdowns in some services and the disruption to working patterns in others. However, the figures show that there was also a drop in reported incidents of almost 50% in the last four months of 2021, compared to the same period in 2020, largely due to a significant reduction in numbers from within Education. Both were periods that saw a relaxation of restrictions. Further investigation as to the possible reasons for this trend is underway.

b) Environmental Services have the most reported incidents, followed by Education, then Health & Social Care and Corporate Services. Within Environmental Services, Waste recorded the highest number of incidents at 34%, up from 28% the previous year, while Open Spaces had 25%, a decline of approximately 9% on 2020 and Roads Maintenance saw their numbers rise from 11% to 17%.

c) The overwhelming majority of incidents resulted in minor injuries, with these accounting for 91% of the incidents in Education and 72% in Health & Social Care. They also accounted for 64% of incidents in Environmental Services, up from 38% in 2020. The reason for the figure being lower in Environmental Services is that the proportion of Dangerous Occurrences has traditionally been much higher in this service than others (where this figure is usually negligible), though it was significantly lower in 2021 compared to 2020. Dangerous Occurrences accounted for 31% of incidents in Environmental Services, which is a significant drop on the 44% recorded the previous year.

d) Slips, Trips and Falls continue to be the top cause of accidents, accounting for 35% of minor injuries. It was by far the largest cause of incidents in Education and Health & Social Care, but it was exceeded in Environmental Services by Hitting a Fixed or Stationary Object and Being Hit by a Flying or Moving Object. Hitting a Fixed or Stationary Object also accounts for approximately 43% of Dangerous Occurrences in Environmental Services, most of which involve vehicle operations of various sorts.

e) Violence and aggression involving staff continues to be an area of concern. There were 1300 incidents in 2021, which is an increase of 10% on the 2020 figure, though it is still below the 5 year record of 1428 set in 2019. The large majority of these incidents were recorded in Education. The number of incidents in 2020/21 (academic year) was 838, a reduction of 17% on 2019/20 and 27% down on 2018/19. 93% of Education incidents occurred in primary schools, which is the highest proportion across the last five academic years analysed. The most common incident type was Physical Assault with No Weapon at 68%, while Physical Assault With a Weapon accounted for 13%.

f) During 2021, a Care Facility reported 181 V&A incidents, down from 255 in 2020, making this year's figure the lowest since 2017. Over 20% of these incidents resulted in staff injury



with scratching, biting and kicking accounting for over 90% of injuries. Elsewhere in the Council, very low figures (only 12) were reported, too low for any meaningful analysis. This could possibly be attributable to service disruption caused by the pandemic but it is probable that there is some under reporting of incidents. There were five incidents reported in Community Care but none from Social Work, even though the latter has been operational throughout the pandemic. Similarly, two incidents were reported by the Supported Accommodation team but none were received from other frontline services which were operational during Covid and continued to deal with service users who display challenging behaviours.

g) The incident reporting processes for both workplace incidents and incidents involving violence and aggression are being reviewed and will be revised to improve the reporting of data and it's analysis in future years.

### 3.2 Review of Incidents/Accidents/Interventions

3.2.1 The following incident summaries are presented as a sample to illustrate the nature and range of risks the council has faced and to inform decisions on improvements for the future with appropriate remedial actions.

- a) Transport and vehicle safety continues to be a priority for the H&S team. Incident data and anecdotal evidence suggests that the number of vehicle incidents was lower in 2021 than in previous years but this will require detailed analysis to confirm. Even if this is the case, a steady stream of vehicle related incidents has continued, some of which could have been potentially more serious, e.g. lorry colliding with a roller shutter door, dangerous occurrence involving a vehicle being transported on another vehicle.
- b) Manual handling appears to be an issue in some areas of the Council after many years when it seemed to have been successfully addressed. Recent incident reports highlight staff in Direct Services being injured while lifting heavy loads while the H&S team is also working with colleagues in Education and the Social Work Training Team to review safer people handling procedures in ASN.
- c) Wilful fire raising has been an issue in schools during 2021. At least 6 schools have been affected by incidents of varying severity requiring call outs from the Scottish Fire & Rescue Service. All but one were thought to be deliberate. All have involved fire starting in the grounds but bins and a fence were badly damaged at Hythehill PS, while the grounds of Keith GS have recently been subjected to a number of incidents.
- d) Covid-19 has had a significant effect on the way that many staff have had to work and this is likely to continue as hybrid working becomes a permanent feature. The Health & Safety team continues to get calls for assistance with workstation and display screen equipment (DSE) issues but most of these tend to be related to ongoing health matters rather than problems transitioning to homeworking. This could suggest that things have settled down but it would be premature to draw too many conclusions as postural and other health issues can occur with a time lag.

### 3.3 Review of Progress

3.3.1 Health and Safety activity is set out in the annual action plan and then monitored through the council's performance management framework via the service plan and a more detailed workforce plan. Work has been carried out in accordance with the interim service

plan which was outlined for 2020-22 to take account of the impact of Covid 19 on planned work.

3.3.2 The following outlines the progress that has been made in addressing action areas established in the 2020 report.

3.3.3 Accident/Incident – monitor high risk areas; review the trial of the reversing incidents initiative and implement measures as appropriate. A separate form for reporting reversing incidents was trialled, however, the initial results were inconclusive and further work is underway with the services involved. Vehicle damage incident statistics compiled by Fleet Services over the last two years (2020 and 2021) recorded 162 incidents, which is down from 202 incidents reported during 2019 and 2020. However, serious incidents continue to occur so data monitoring will continue, as will investigation of specific incident trends and events with appropriate interventions based on the findings. In addition, the section of the Safety Management System covering Driving Safely has been reviewed and will progress through to implementation of the changes over the next few months.

3.3.4 Accident/Incident - review incident reporting process and implement changes as necessary: progress has been made with a review of the incident reporting process, including the development of an electronic form. Work is also progressing with the review of the Violence and Aggression Incident reporting process. It is anticipated that the work will be finalised and the revised processes launched, with appropriate communications, by the end of March 2022. In addition, the ongoing work to train staff to carry out inspections in care facilities will be completed by the end of March 2022.

3.3.5 Violence and Aggression: work is continuing to implement the revised action plan, led by the Head of Education Resources and supported as appropriate by the Health and Safety Team and Social Work Training Team (SWTT), particularly around improved staff training. As referred to above, work is also progressing to improve the incident reporting process, which will assist in data collection and improve the identification of incident trends.

3.3.6 Fire Risk Assessments: a rolling programme has been implemented to carry out fire risk assessments using a risk based priority approach. Whilst progress is marginally behind the plan outlined at the beginning of 2021, priority has been given to premises at highest risk and those that have been the focus of SFRS activity.

3.3.7 Covid-19 Risk Assessment: work has been undertaken throughout the year to ensure that services were supported to continually review and revise as necessary and appropriate, the risk assessments for buildings, activities and individuals. Communications on the implications of the constantly changing guidance continued over 2021 with advice, guidance and support provided to services as required in order to mitigate the risk.

3.3.8 Inspection: improve accountability by carrying out more inspections within services. Discussions have taken place with Trades Union representatives, regarding the development of a joint inspection programme, in line with the recently refreshed Partnership Agreement and work will continue to have an agreed programme of work in place, from April 2022.

3.3.8 Risk Management: work with OD colleagues to implement measures in targeted areas with high or increasing incident reports. Close links have been established with OD colleagues, with the work on health and safety culture focussing primarily on increased and improved communications and support with audit activity across the organisation, e.g.

information on the changes in legislation around driving safely, lone working audit. Further work on behavioural safety and links with other work outlined in the plan for 2022, such as better incident reporting, incident investigation, risk assessment, lone working, vehicle safety, are being developed.

3.3.9 Revised Working Arrangements post Covid-19: The Lone Working Policy has been reviewed and updated with an action plan agreed with service representatives to take forward service specific protocols and operating procedures aligned with the refreshed Policy. The DSE Policy and supporting guidance and arrangements have been reviewed and are in the final stages of the work required to take forward for formal approval. There has also been continual input to the revised working arrangements for the longer term implementation of hybrid working.

## **4 Benchmarking and National Developments**

4.1 The incident rate for 2021 is down in comparison with previous years, again, most likely due to reductions in activity and service provision, i.e. less people were in some workplaces so less accidents occurred. Figures available from the HSE for 2021 show a similar trend, though comparing the Council with HSE data is difficult as the HSE figures are generally sector based, whereas the Council is a multi-sector organisation.

4.2 Annual Incident Rate (AIR) figures based on RIDDOR incidents is not available for comparison between all the councils in the north of Scotland due to difficulties with the data. The AIR is generally based on RIDDOR incidents but the very low number of these during 2021 does not enable a fair comparison. Difficulties with the accuracy of data collection is being addressed through the revision of the Council's incident reporting arrangements, as referred to above.

4.3 A list of the top 10 prosecutions for health and safety breaches in 2021 has been provided by HSP Magazine. These show a resumption of the trend for very high fines for poor health and safety, ranging from £700k for a serious fire caused by lack of building maintenance to £6.5M for the death of a child who had got access to a rail depot and was electrocuted. Four of the ten were electrical related, which is an unusually high proportion, but two were for fatalities involving workplace transport arrangements. This continues to be an area of concern within the Council and both the outcomes of the incidents, as well as the punishments applied, highlight the importance of getting things right.

## **5 Conclusions and Proposed Developments**

5.1 Covid-19 has continued to have an impact on Council services and activities during 2021 and this is reflected in the incident statistics reported. Numbers are significantly down for most measures as was the case in 2020 but comparison with pre-Covid years are difficult.

5.2 Nevertheless, progress has been made on the issues reported on last year, including, violence and aggression, lone working, vehicle incidents, health and safety culture. Work will continue on these areas in accordance with the plans in place which will be the subject of continual review, taking account of any competing priorities and demands.

5.3 Important progress has also been made in terms of the way the H&S team operates. Systems and processes have been reviewed and changes are being implemented as required. This is likely to accelerate in 2022 but the changes are vital to help the team

become more effective in helping services in the Council manage their health and safety issues.

5.4 Work will also continue with the OD team in terms of using different tools and techniques and communications to support managers in targeted areas to monitor and raise awareness amongst their teams.

5.5. Support for the more permanent move to revised ways of working e.g. hybrid working, homeworking, video conferencing, in work rota arrangements will continue to be required and the planned work in relation to refreshing and updating policies on, for example, DSE and Lone Working will continue along with other potential health and safety issues arising from changed ways of working going forward.

## 6 Action Plan.

<b>Actions</b>	<b>Target for Completion</b>
Accident/Incident: Audit high risk services or issues	Continue with programme of audits in accordance with the timescales for completion according to prioritisation in order of importance. Quarterly review.
Implement changes to the Incident Reporting System including launch and communications across the organisation.	June 2022
Accident/Incident: Implement measures required to ensure improvements in vehicle incidents/driver behaviour, including actions arising from the conclusions of the reversing incidents trial.	October 2022
Implement changes to SMS: Driving Safely Policy and supporting information and guidance.	March 2023
Fire Risk Assessments: Continue to implement the fire risk assessment rolling programme.	Adhere to identified timescales for completion according to prioritisation in order of importance. Quarterly review.
Violence and Aggression – continue to support the implementation of the Challenging Behaviour Action Plan and roll out of identified training as appropriate.	In accordance with timescales outlined in Challenging Behaviour Action Plan. March 23
Risk Assessment: Develop audit of risk assessment; training and guidance for managers on RA.	December 2022.
Inspection: Develop joint inspection programme with Trades Unions in	Programme in place for 2022.

accordance with the agreed Partnership Agreement. Improve accountability by carrying out more inspections within services.	Adhere to identified timescales for completion according to prioritisation in order of importance
Risk Management: work with OD colleagues to implement measures in targeted areas with high or increasing incident reports.	Planned work to be implemented in order of priority over the course of 2022.
Revised Working Arrangements post Covid-19.	Ensure effective implementation of agreed changes to DSE Policy and Lone Working Policies including supporting guidance, protocols and arrangements.  October 2022
High level review of SMS and identification of priorities for the revision of policies, ensuring availability of up to date resources for managers.	March 2023

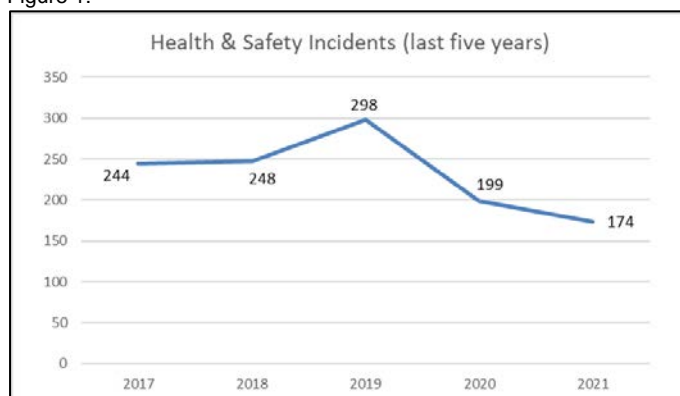
## **Moray Council Health & Safety Annual Report - 2021**

The summarised information below relates to Accidents and Violence & Aggression data extracted from the Health & Safety database for the period January to December 2021.

### **Health & Safety Incidents**

During 2021, recorded Health & Safety incidents at Moray Council fell for the second consecutive year to 174; 13% less than 2020 and 42% less than the pre-COVID data of 2019. (Figure 1)

Figure 1:

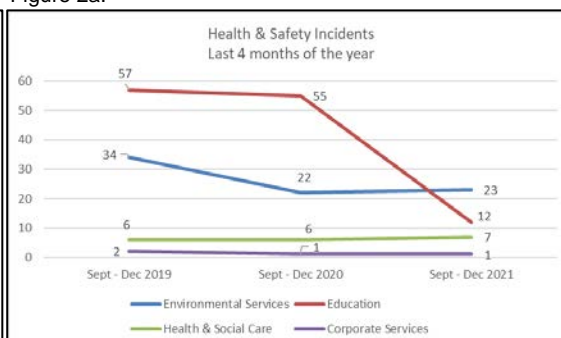


Monthly data shows recorded incidents were low in January and February which could be attributed to the second national COVID lockdown. However, during the last four months of the year when no restrictions were in place, incidents declined by nearly 50% compared to the same period in 2020. (Figure 2) With incidents broken down by department, it is clear the largest fall in incidents during the last four months of 2021 has been within Education. (Figure 2a)

Figure 2:

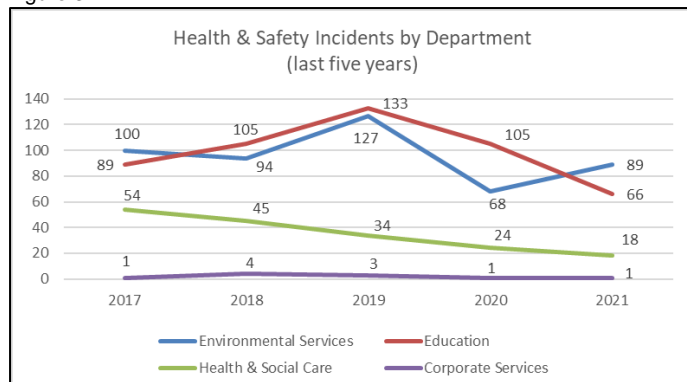


Figure 2a:



Comparing annual data confirms the decline within Education with incidents down 37% from 105 in 2020 to 66. For the first time since 2017, Environmental Services recorded the highest number with an increase of 31% compared to 2020. (Figure 3)

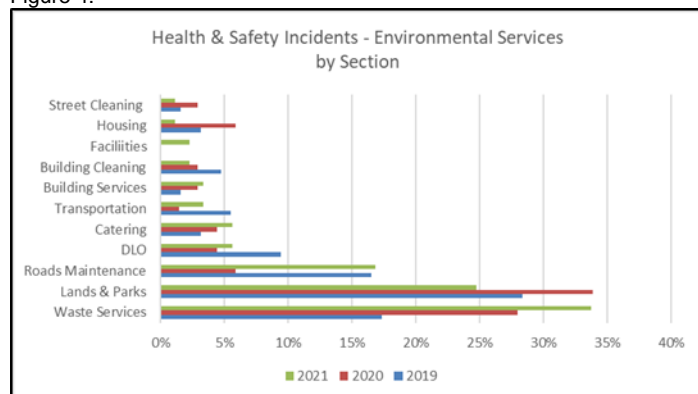
Figure 3:



NB: The incident reporting form and database are yet to be amended to reflect the structure of Moray Council introduced in 2019. This will be updated in due course but at the moment allows for continued comparisons to be made with previous years.

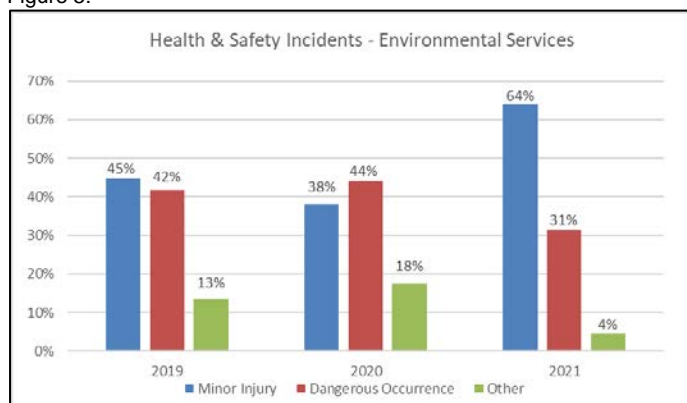
Environmental Services covers a wide range of services provided by Moray Council. Breaking incidents down by section provides a clearer view of where incidents are occurring. In 2021, Waste Services recorded the highest proportion of incidents at 34%; up from 17% in 2019 and 28% in 2020. In contrast, incidents reported by Lands & Parks have declined to the lowest level in three years at 25%. With Roads Maintenance, after a decline in 2020 likely caused by the reprioritising of work due to Covid, incidents have increased back to a similar level seen in 2019. (Figure 4).

Figure 4:



Looking at the total 89 incidents recorded by Environmental Services, the notable increase was Minor Injuries up from 38% in 2020 to 64%. Dangerous Occurrences accounted for 31%. Within the 4% of 'Other' are incidents including Major Injury, Injury to Non-employee, Over 7 Day Injury and Specified Injury. (Figure 5)

Figure 5:



The majority of Minor Injuries recorded by Environmental Services in 2021 were within Waste Services at 35%; a fall from the 42% reported in 2020. Minor injuries also occurred within Building Services and Facilities for the first time in recent years. Lands & Parks have again recorded the highest proportion of Dangerous Occurrences however there has been a significant increase in these incidents within Waste Services compared to 2020; up from 7% to 32%. (Figures 6 & 7)

Figure 6:

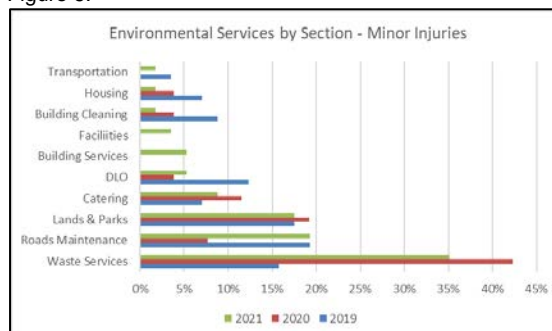
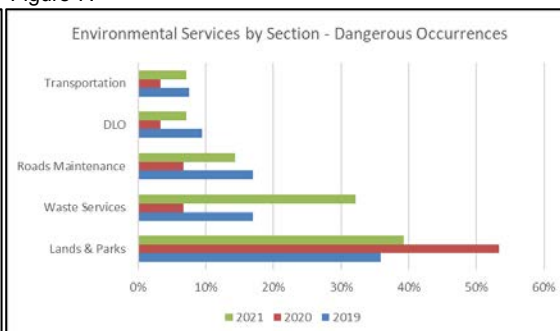


Figure 7:



In 2021, across all sections of Environmental Services, 23% of all Minor Injuries occurred due to 'Hitting a fixed or stationary object', considerably less than the 54% recorded in 2020. In contrast there were increases with those caused by 'Hit by moving/falling/flying object' and Manual Handling. 2021 also saw some Minor Injuries with causes not seen in 2020 including 'Attack by an animal', 'Hit by a vehicle' and 'Fall from height'. With Dangerous Occurrences, 'Hitting a fixed or stationary object' increased to 43%, up from 37% in 2020 while there was also a notable spike with those caused by 'Contact with moving machinery or material being machined'. (Figure 8 & 9).

Figure 8:

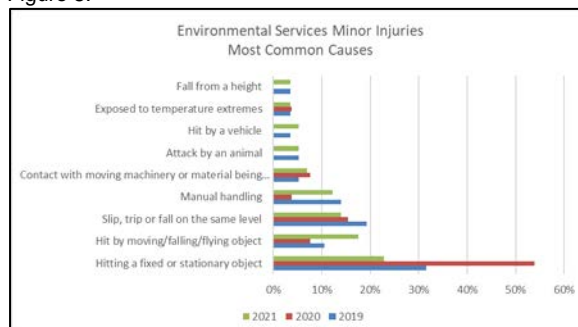
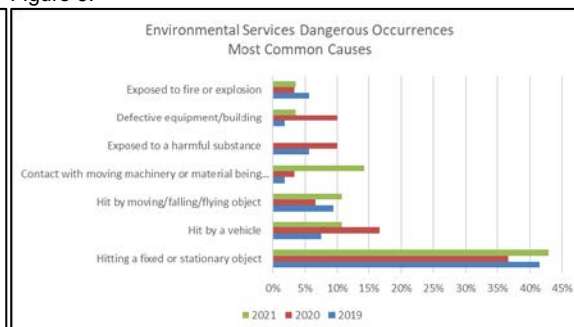


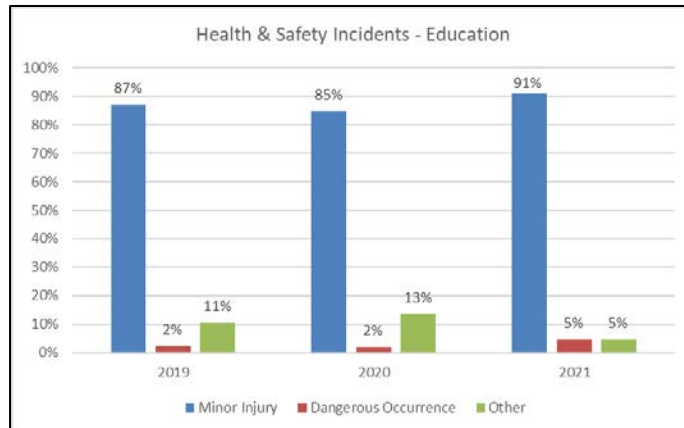
Figure 9:





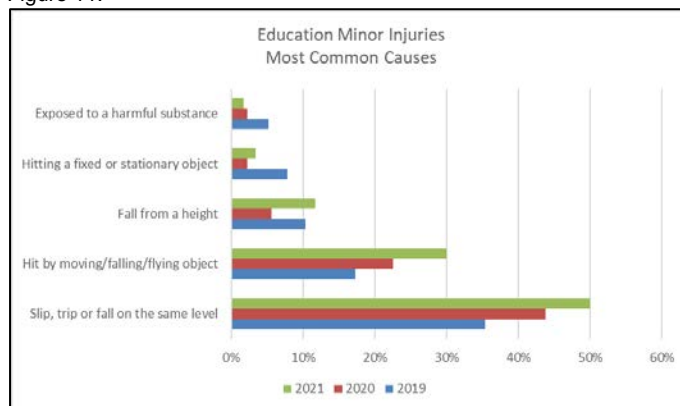
Within Education, 91% of the 66 Health & Safety Incidents were Minor Injuries. As with Environmental Services, 'Other' Incidents include Major Injury, Injury to Non-employee, Over 7 Day Injury and Specified Injury. In 2021, Dangerous Occurrences increased slightly to 5% and included incidents caused by 'Contact with Electricity', 'Contact with moving machinery or material being machined' and 'Exposed to fire or explosion'. (Figure 10)

Figure 10:



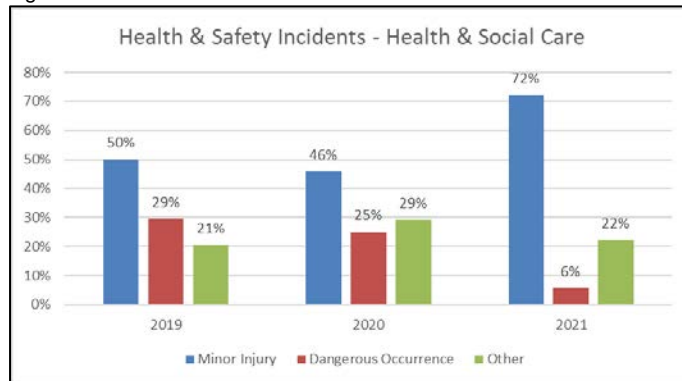
Over the past three years in Education, there has been a steady increase in incidents caused by 'Slip, trip or fall on the same level' and 'Hit by moving/falling/flying object' with both now accounting for 80% of all Minor Injuries. (Figure 11).

Figure 11:



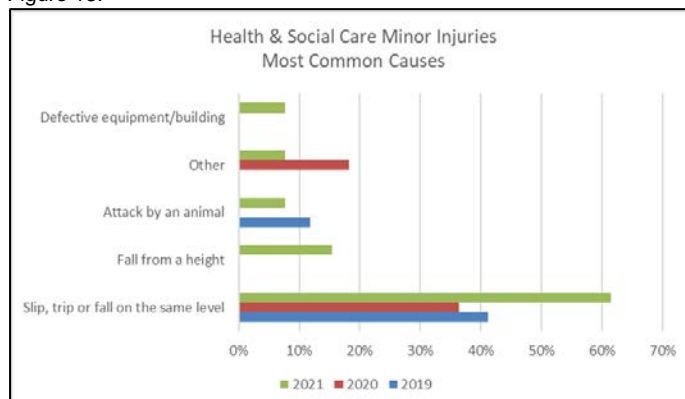
Of the 18 Health & Safety Incidents within Health & Social Care, 72% were recorded as Minor Injury; the highest proportion seen in recent years. In contrast, Dangerous Occurrences fell to just 6%. 'Other' incidents included 'Specified Injuries' and 'Injury to non-employee'. (Figure 12)

Figure 12:



Looking at the cause of Minor Injuries, 'Slips trip or fall on the same level' have jumped to 62% from 36% in 2020. There were also incidents involving a 'Fall from height' and 'Defective equipment/building' not seen in 2019 or 2020. (Figure 13)

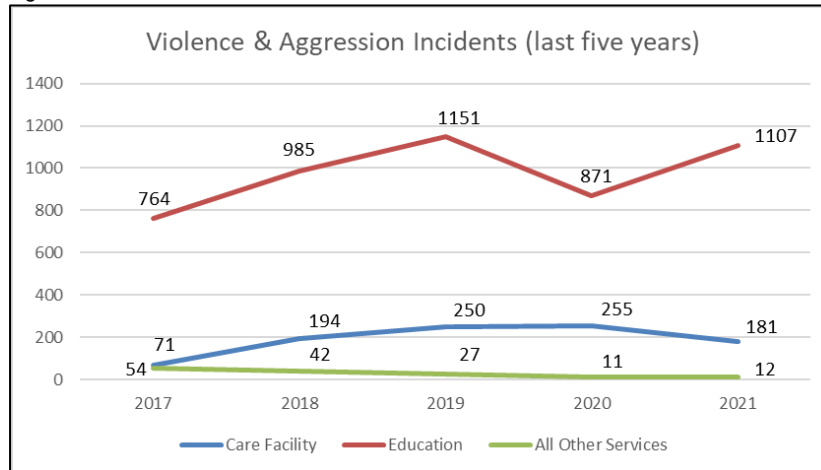
Figure 13:



## **Violence & Aggression Incidents**

During 2021, total of 1300 Violence and Aggression incidents were recorded by Moray Council. Those taking place in an Education setting increased by 27% compared to 2020 data. (Figure 14)

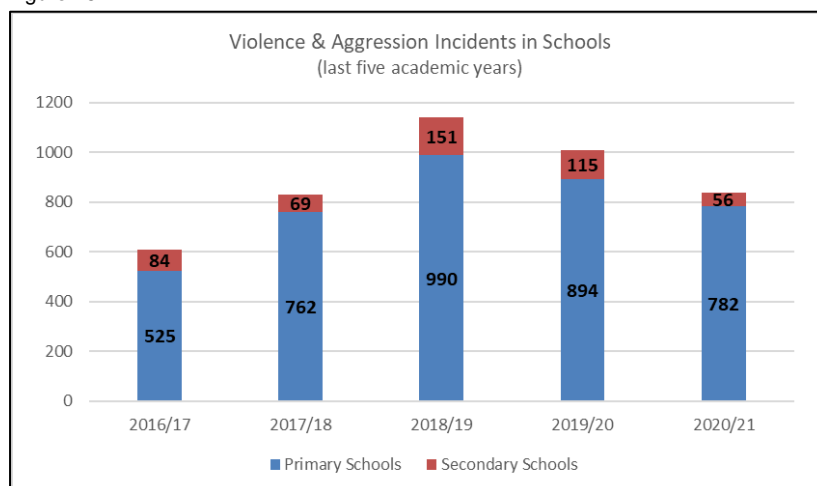
Figure 14:



Violence and Aggression involving school staff is reported by Education each academic year. Looking at data this way, 838 incidents were recorded during in 2020/21; a decline of 17% from 2019/20 and 27% less than 2018/19. Of the 838 incidents, 93% took place within a primary school setting. (Figure 15)

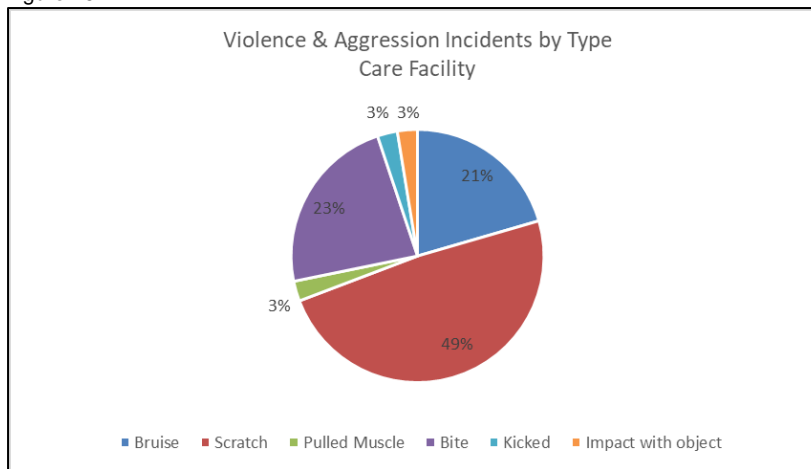
574 incidents (68%) were recorded as 'Physical assault with no weapon', with 'Physical assault with a weapon' accounting for 110 incidents (13%).

Figure 15:



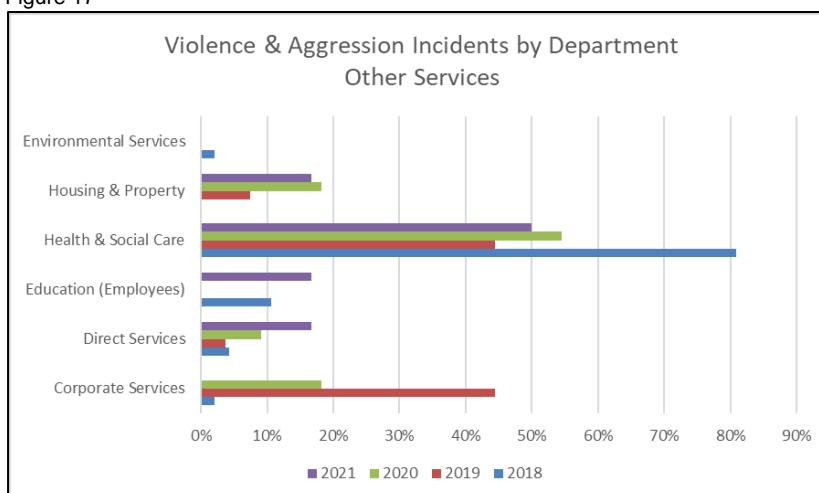
Of the 181 Violence & Aggression incidents at the Care Facility, 39 resulted in an injury to staff with nearly half reporting being scratched. (Figure 16)

Figure 16:



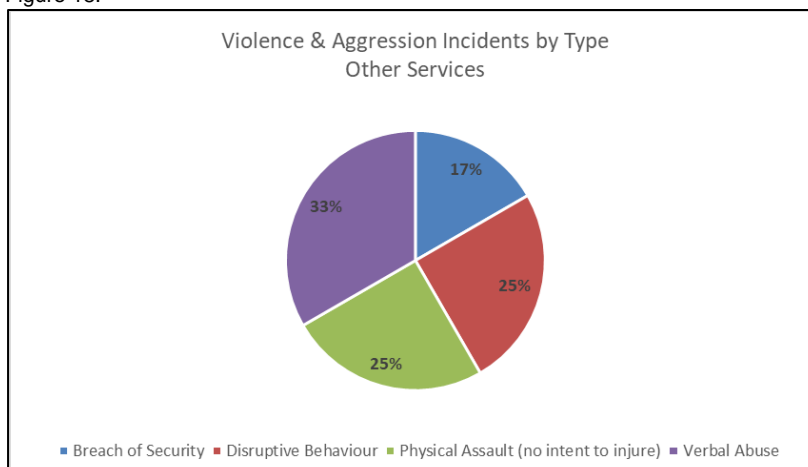
During 2021, 50% of all Violence and Aggression incidents recorded under 'Other Services' involved staff from Health & Social care. (Figure 17)

Figure 17



Most incidents recorded in 2021 for 'Other Services' were categorised as Verbal Abuse. (Figure 18)

Figure 18:

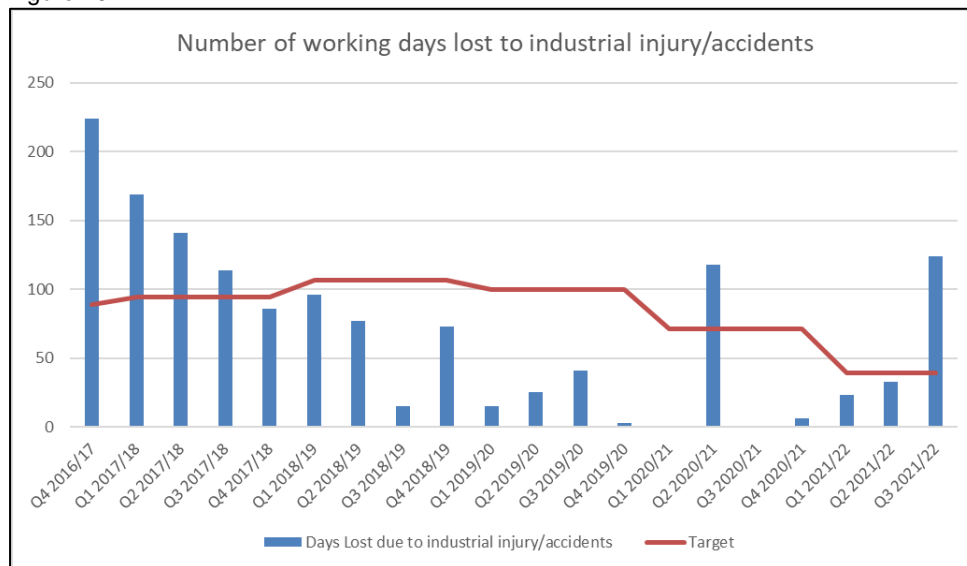


### Working days lost to industrial injury/accidents

The number of working days lost due to industrial injury or accident can fluctuate considerably from quarter-to-quarter however with the exception of just two quarters, days lost have remained well below target since Q4 2017/18. (Figure 19)

Those quarters recording a spike in days lost (Q2 2020/21 and Q3 2021/22) were each affected by a case of long term absence where the individual had not yet returned to work.

Figure 19:







**REPORT TO: CORPORATE COMMITTEE ON 15 MARCH 2022**

**SUBJECT: MENTAL HEALTH AND WELLBEING SURVEY 2021**

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

## **1. REASON FOR REPORT**

- 1.1 To inform Committee of the results from the Mental Health and Wellbeing Survey 2021 and for committee to approve the actions arising from the report.
- 1.2 This report is submitted to Committee in terms of Section III B (24)(c) and (25) of the Council's Scheme of Administration relating to formulating, supervising the implementation of and review as necessary the policy and practices of the council for all employees in relation to the recruitment, training and development, health, safety and welfare and practices of the Council.

## **2. RECOMMENDATION**

### **2.1 It is recommended that the Committee:**

- (i) **consider and note the results of the 2021 mental health and wellbeing opinion survey; and**
- (ii) **approve the actions arising from the results**

## **3. BACKGROUND**

- 3.1 Since 2006 Moray Council have regularly surveyed the workforce to find out what employees felt about a range of employment related issues. Due to the pandemic in 2020 it was acknowledged that it was essential to measure and understand the impact of the pandemic on the workforce to enable the Council to support staff during the recovery phase. As such the decision was taken at the start of 2021 to complete a mental health and wellbeing survey instead of the usual employee survey. As with the employee survey, actions are identified based on the issues coming out of each survey with planned actions and programmes of work designed to address the issues. These will typically feed into the workforce culture and employee engagement programme and for

this survey into a mental health action plan.

- 3.2 The survey has been designed, administered and analysed in-house.
- 3.3 This is the first mental health and wellbeing survey and it was undertaken from June to July 2021. The survey received 1,251 returns providing an overall response rate of 25%. It is recognised that with the challenges of reduced communications platforms and social distancing in place as a result of the pandemic there was a limitation on the level of promotional communications which could be utilised and it is envisaged that this may have impacted on the number of survey returns.
- 3.4 While results have been analysed to the same level as previous surveys, the results are being cascaded in an employee booklet and detailed departmental results for the Central and Senior Management Teams. The results are available to CMT-SMT and have been shared with service managers for further analysis and discussion. This work is led by the Organisational Development team and any improvement actions are considered on both a corporate level and service level depending on what is deemed appropriate. Actions will feed into service planning processes as well as the Workforce Culture Action Plan including finalising the Mental Health Action Plan which is already being developed as part of this.

#### **4. SUMMARY OF FINDINGS**

- 4.1 The information in this report is supplemented by **Appendix A** which provides the survey headlines, summary of findings and next steps arising from the survey and **Appendix B** which details emerging trends.
- 4.2 Overall the survey displays a positive high level view on how well Moray Council have supported the workforce and how well the workforce have managed their mental health and wellbeing during the pandemic.
- 4.3 As with previous whole workforce survey results, it is difficult to identify specific actions that will address areas identified for improvement as large surveys only provide a measure of satisfaction on general themes and are best used as the starting point for more targeted and focused work in specific areas e.g. the work being done in relation to developing a more positive workforce culture. It is however also noted that whilst the overall results provide an indication of the current position and main themes arising, there requires more service specific work to address themes arising in various services due to different ways of working.
- 4.4 The survey is broken down into 7 areas which cover questions on: you and your role; interaction and working environment; working environment; health and safety; you, your life and feelings; support and training and communication.



- 4.5 At the time of the survey in relation to employees' working situation, 43.73% of respondents continued to work as normal in their usual location. 35.97% were working from home instead of the workplace. 13.67% of people were also working from other locations combined with homeworking rather than in their normal locations, along with nurseries and day services and the remaining respondents either on paid leave e.g. maternity, redeployed, on sickness absence or unable to work due to an underlying health condition. 44% of staff assessed they were able to undertake their job from home.
- 4.6 With regard to how the Council interacted with service users, the public and colleagues it was found that this changed significantly with respondents noting increased use of email, telephone use and virtual meetings. 75% of respondents noted a decrease in face to face meetings which was reflective of the health and safety measures in place including social distancing requirements. Staff indicated that overall they had felt safe with the Covid safety measures in place.
- 4.7 Looking to the future there remains an interest to continue to work from home or have a combination of home and workplace working however it was noted that that for frontline services such as Care at Home, Schools etc, this was not an option which would sustain effective service delivery.
- 4.8 Health and safety proved to be a positive feature within the survey with a strong indication that employees felt their health and safety had been well looked after and they had been given the proper equipment to protect their health. 57% of staff responding felt that mental health had been sufficiently supported; that being said, 71% felt they had been able to maintain their health and wellbeing during the previous year.
- 4.9 Anxiety about workload and missing contact with family and colleagues was prevalent across respondents. 43% of respondents had feelings of low mood/depression. Less than a third of respondents had a social network and only 39% had a family network. 18% of respondents felt the need to seek support for a mental health concern from a GP or health professional. 67% noticed an increase in mental health concerns within their service. When asked where most likely to access support 62% of respondents prefer to access support from colleagues and 52% would access support from their manager with more formalised support provisions not scoring so highly. When asked what additional support was required for health and wellbeing the highest scoring area was more interaction with colleagues.
- 4.10 Providing a more positive workplace from the respondents' perspective would be achieved with further training to help understand mental health issues, along with signposting to information, more team meetings and easy access to specialist advice e.g. counsellor. There were a variety of communications channels accessed during the pandemic which was reflective of where and how employees were working. These included all user emails, intranet, line manager, school communications and staff updates.
- 4.11 Encouragingly 51% of respondents felt a year on since the pandemic started employees had coped well with the rapid pace of change.

## 5. **AREAS FOR FOCUS AND DEVELOPMENT**

- 5.1 There were less positive responses in relation to themes such as employees noticing an increase in mental health concerns within their service either themselves, with colleagues or with service users and over half of respondents think training to help understand mental health issues would support a more positive workplace for them and their colleagues' mental health. Respondents' future concerns were they are either 'very concerned' or 'quite concerned' about workload pressures and ongoing changes to working practices. The following table shows the top area for focus and development in response to the findings:

<b>Top 5 Areas for Focus and Development</b>	<b>2021 % of respondents agreeing with statements</b>
Employees feel there could be more awareness or support for specific mental health concerns including suicide and the associated impacts.	70.25%
Employees have noticed an increase in mental health within their service either themselves, colleagues or service users.	66.69%
Employees think training to help understand mental health issues would support a more positive workplace for them and their colleagues' mental health.	61.61%
Employees' future concerns, either very concerned or quite concerned about workload pressures.	61.13%
Employees' future concerns, either very concerned or quite concerned about ongoing changes to working practices.	60.05%

## 6. **ACTIONS**

- 6.1 While these results provide a picture of responses to the survey questions at a corporate level, as in previous surveys there are distinct variations at departmental / service level and the main themes to note are included in **Appendix A**. These results show that while in general the workforce has managed the impact of Covid well there are areas of concern arising from the departmental analysis that identify specific service themes which require support and intervention in order to make improvements. These are currently being discussed with service management teams for consideration of inclusion in departmental plans and bespoke action plans as part of the development work supported by the OD team through the Culture Working Action plan

- 6.2 While it is clear that the results are generally positive, it is also good to note the responses indicate that progress is being made in some areas previously measured in the employee survey i.e. Health and Safety questions demonstrate a higher positive response than in the last employee survey. It is however also evident that there are areas that require improvement work in embedding the wider aspects of a positive workforce culture within specific teams and services e.g. improving the feelings of trust and support between manager and employee and improving effective communications particularly for those staff groups without access to digital communications
- 6.3 The immediate areas for action are specifically in relation to improving awareness of mental health generally, training staff to have a better understanding of how to support staff and their mental health, reviewing communications particularly across frontline services, finding ways to improve workload management and providing clarity on future work practices.
- 6.4 As part of this, a key priority is the further development and implementation of workload management tools, signposting to training and development activity to support managers with improving their knowledge and confidence in the management of mental health, with specific training being offered via the Flexible Workforce Fund provision as well as the OD service working specifically with frontline services on improving communications.
- 6.5 Work with Heads of Service and third tier managers as part of the workforce planning process will also continue which will allow interpretation of the results within the context of specific services and teams with resultant actions agreed and owned by the managers whilst being supported by the workforce culture team where necessary. These discussions have been delayed due to diversion of HR resources due to the Omicron variant in the latter part of 2021 and early 2022, however the recent developments in relation to restrictions and measures being relaxed in Scotland have begun to release the HR resource to focus on business as usual.
- 6.6 In summary, actions will be:
- Continue to disaggregate the results to an incremental bespoke approach specific to each service
  - Focus engagement and culture activity on improving the awareness, knowledge and management of mental health, communicating change effectively and improving the management of workload and time pressures measured by increasing the number of employees who attend development activity and improved future survey results.
  - Continue with delivery of discussions with management teams on survey results and actions for consideration for inclusion in service plans, measured by development of monitoring arrangements via the workforce planning process.
  - Mental Health Action Plan – finalise to capture outcomes and respond to themes arising from the survey with specific measurable outcomes and timescales set out

- Workload Toolkit - deliver pilot and evaluate to measure effectiveness prior to finalising resource and rolling out across all services with appropriate training and support.
- Behaviour and performance - review and enhance guidance to provide standards of behaviours and performance in relation to new ways of working including virtual meetings etiquette, improving opportunities for interactions with colleagues, roll out across services and measure through evaluation of manager and employee responses to future survey questions and feedback through managers and Trades Union representatives.
- Support, promote and signpost employees to internal providers e.g. EAP to support engagement and use of service to benefit mental health concerns, measured by increased uptake of the support provisions and feedback on positive outcomes e.g. reduction in absence due to mental health reasons.
- Communications - review access to digital communications for front line employees (e.g. Care At Home, Roads Maintenance, Cleaning, Waste and others), upskill employees appropriately, consider alternatives where digital is not reaching groups of staff, measured by number of times digital communications accessed (data from ICT and Communications teams), positive feedback from Trades Union representatives and managers

## **7. SUMMARY OF IMPLICATIONS**

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

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

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

There are no legal implications arising directly from this report.

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

Ongoing workforce planning and demonstrating best value are also important considerations for the council (ref: Christie Commission 2011 regarding reforms and Stevenson Farmer Review 2017 – mental health standards)

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

There are no financial implications arising from this report.

**(d) Risk Implications**

As with previous survey reports, there are risk implications related to decreasing staff morale should no action be taken as a result of the survey findings. These are heightened at this point due to the recovery from the pandemic and the long term impact on mental health still not yet fully manifested.

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

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

**(e) Staffing Implications**

While there are no direct staffing implications arising from this report it should be noted that the resource for employee engagement and culture work was reduced as part of saving proposals for the 2019-20 budget and given the increased requirement for support this will limit the speed in which progress can be made.

**(f) Property**

There are no property implications arising from this report

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

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

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

There are no climate change or biodiversity impacts arising from this report.

## **(i) Consultations**

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

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

A full report of the findings was presented to the Culture Working Group in December 2021 and it was agreed that a sub group be formed to review the results from the survey and will feedback to the Culture Working Group and into the Culture Working Group Action Plan.

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

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

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

## **8. CONCLUSION**

- 8.1 The results of the 2021 mental health and wellbeing survey contain a mixture of positive results and identifies key areas for improvement.**
- 8.2 It is proposed that further work is undertaken with departments and services to identify solutions.**
- 8.3 Any actions will become part of the engagement and culture work, or set up as distinct pieces of work specific to the services where the issues are prevalent.**

Author of Report:	Anne Smith, Senior OD Adviser
Background Papers:	
Ref:	SPMAN-1656699058-70 / SPMAN-1656699058-71 / SPMAN-1656699058-72
Appendices:	Appendix A – Survey Headlines, summary of findings and next steps Appendix B – Emerging Trends

## Appendix A

### Headlines, summary of findings, analysis and next steps

#### 1. SURVEY HEADLINES

Following on from the 2021 Mental Health and Wellbeing Survey the results have been analysed and the headline results are displayed below.

- Response rates
- Highest scoring questions
- Highest scoring concerns
- Key themes and achievements

#### Response Rates:

**Table 1: Survey Response Rate**

Distribution method	Sent out	Returns	2021 Response Rate from 5043 employees (%)	2021 Overall method response rate of 1251 employees (%)
Paper questionnaire	500	58	1%	4.7%
Online / electronic survey*	4543	1,193	24%	94.4%
<b>Total</b>	<b>5043</b>	<b>1251</b>	<b>25%</b>	<b>100%</b>

\*Online QR code incorporated in the online entries – 11 entries 0.9% of responses.  
Average time taken to complete the survey -10m: 38s

#### Highest Scoring Questions:

- 82.44%** Employees said no to having suffered with a mental health issue in the last year that has led them to seek support from their GP or other health professional.
- 80.66%** Employees had been able to access communications during the pandemic from their Line Manager.
- 79.25%** Employees were able to use all of their annual leave during 2020
- 71.43%** Employees said yes, they feel they had been able to maintain their mental health and wellbeing during the last year.
- 77.20%** Employees had been able to access communications during the pandemic from all user e-mails.

### **Highest Scoring Concerns:**

- 70.25%** Employees said yes, they feel there could be more awareness or support for specific mental health concerns including suicide and the associated impacts.
- 66.69%** Employees have noticed an increase in mental health concerns within their service either themselves, colleagues or service users.
- 64.10%** Have feelings of missing contact with family / friends.
- 61.61%** Employees think training to help understand mental health issues would support a more positive workplace for them and their colleagues' mental health.

<b>Key Themes and Achievements</b>	<b>2021 % agreeing with statements</b>
Employees felt that they fully or mostly agreed that they are given the proper equipment to keep them safe and protect their health.	83.82%
Employees felt that they fully or mostly agreed that they felt safe with the Covid safety measures in place	81.72%
Employees have accessed communication from the following channels: Line Manager	80.66%
Employees were able to use all of their annual leave during 2020	79.25%
Employees feel that they fully or mostly agreed that their health and safety is well looked after at work.	78.6%
Employees felt that they fully or mostly agreed that they felt they had been provided with all the equipment they needed to undertake their role more flexibly	76.8%
Over half of employees have face to face interaction with other people as part of their job currently in 2021	73.56%
Over half of employees felt the Covid measures in place to minimise face to face interactions have allowed a similar level of service to be delivered and could be sustainable for the future.	61.43%
Over half of employees felt that they fully or mostly agreed that their mental health has been sufficiently supported.	56.71%



Over half of employees felt that a year on since the pandemic, they had coped with the impact of the rapid changes at work and in general extremely well or well.	51.45%
<b>Top 5 Areas for Focus and Development</b>	<b>2021 % agreeing with statements</b>
Employees feel there could be more awareness or support for specific mental health concerns including suicide and the associated impacts.	70.25%
Employees have noticed an increase in mental health concerns within their service either themselves, colleagues or service users.	66.69%
Employees think training to help understand mental health issues would support a more positive workplace for them and their colleagues' mental health.	61.61%
Employee's future concerns, either very concerned or quite concerned about Workload pressures.	61.13%
Employee's future concerns, either very concerned or quite concerned about ongoing changes to working practices.	60.05%

The Mental Health and Wellbeing Survey has had a slightly lower response rate than previous employee opinion surveys. Despite this the results show an overall positive picture for the mental health and wellbeing of Moray Council employees. To aid future response rates, more practical support with electronic submissions will be put in place to support the new ways of working. It is recognised that the response rate may have been impacted in certain services by Covid restrictions in place at the time of the survey launch.

The greatest positives from the survey are how employees have coped during the last year, being able to take the appropriate annual leave, recognising the Covid safety measures in place, with over 35% of employees working from home instead of their normal workplace and over 15% working between an office/school/ and their home. There was also a very positive response to the question about employees being able to access communication from their line manager.

There were less positive responses in relation to themes such as noticing an increase in mental health concerns within their service either themselves, with colleagues or with service users and over half of employees think training to help understand mental health issues would support a more positive workplace for them and their colleagues' mental health. Employees' concerns about the future related to workload pressures and ongoing changes to working practices.

The key focus for the immediate future are improving awareness, understanding and training on mental health, reviewing communications, particularly for front line staff, implementation

of the workload management toolkit and finalisation of the Mental Health action plan which is already being developed. In addition, discussions with services on their survey results will allow for further work streams to be identified with specific and detailed actions to be tailored to the needs of each service.

**Areas to consider:**

- **Looking into the future regarding home working:**
  - 32.20% of employees would like a combination of home working and office/location based working
  - 22.34% preferring to remain at home on a regular basis.
  - 12.82% would like to remain in/return to my normal working environment
  - 31.53% of employees not possible to undertake their duties from home.
- **Support - have accessed or likely to access:**
  - 9.75% 24 Hour confidential helpline (Time for Talking)
  - 9.24% Occupational Health
  - 7.09% Human Resources
- 61.43% of Employees felt the Covid measures in place to minimise face to face interactions have allowed a **similar level of service to be delivered and could be sustainable for the future.**
- Over 25% of the Paper questionnaires received indicate that they have been able to **access communication on Moray social media channels.** Further focus on social media engagement could help reach our remote workers.
- Of the paper responses future work will focus on **supporting electronic access to digital and electronic engagement.**
- 61.61% of employees would like **training to help understand mental health issues** to support a more positive workplace for them and their colleagues' mental health.
- 50.25% felt **more regular interactions with colleagues** would support their health and wellbeing during these times, once Covid restrictions allow.

## **2. SURVEY ANALYSIS:**

The survey was broken down into 7 areas and details of the results are covered below:

### **You and your role**

Of those completing the survey over half of respondents (51.40%) worked in an office prior to March 2020. Other locations for work included a school (21.42%), in the community (e.g. Client's home) (6.95%), outdoors or in a vehicle (5.6%), in another type of Council building (e.g. community centre, library, pool, etc.) (5.2%). Of the other responses (9.43%), they were varied with respondents not being employed by the council in March 2020, a large amount of care sector employees and respondents working in multiple locations prior to Covid.

At the time of the survey in June/July 2021 in relation to employees' working situation, 43.73% of respondents continued to work as normal in their usual location. Slightly less 35.97% were working from home instead of the workplace. 13.67% of people were also working from other locations combined with homeworking rather than in their normal locations, along with nurseries and day services and the remaining respondents either on paid leave e.g. maternity, redeployed, on sickness absence or unable to work due to an underlying health condition.

43.56% of respondents reported being able to do their jobs from home however employees within services such as Health & Social Care, Education and environmental protection were unable to work from home due to the nature of the roles.

### **Interaction and working environment**

Over half of respondents (73.56%) had face to face interaction with other people as part of their job 2021. Interaction levels varied with almost half of respondents fully agreeing with an increase in use of emails (44.47%), increased use of virtual meetings/ VC (46.61%) and decreased face to face meetings (51.76%). Almost half of respondents (43.47%) did not interact with social media / chat rooms and 56.72% felt that their interaction had no change.

Over half of respondents (61.43%) felt the Covid measures in place to minimise face to face interactions have allowed a similar level of service to be delivered and could be sustainable for the future.

Of those respondents not agreeing that a similar level of service could be delivered, 325 additional comments were received. The highest themed responses indicated that although areas had delivered a service, it could not be sustained without face to face interaction with pupils/ service users/ families and others, as it was an essential part of the role and service provided. Other responses expressed concern over relational practice and sensitive issues that need to be discussed and dealt with face to face; with some employees noting that virtual meetings can be a barrier to effective communication and support. Other points made related to loss of communication for some clients, users and pupils. Technology issues, negative impacts for children, recruitment and workload pressures were also cited.

## **Working environment**

81.72% of respondents feel that they fully or mostly agreed that they felt safe with the Covid safety measures in place. 76.8% of respondents feel that they fully or mostly agreed that they felt they had been provided with all the equipment they needed to undertake their role more flexibly. 71.65% of respondents felt that they fully or mostly agreed that they felt able to have some control over their working environment. 51.22% of respondents felt that they fully or mostly agreed that they felt they had choice regarding their working arrangements.

22.46% of respondents felt they could only undertake part of their role at home due to not having all the required equipment. 35.47% of respondents agreed that they had not experienced negativity within the workplace regarding some employees working remotely and some not being able to. 29.93% of respondents had 'No view' about working from home having a positive impact on their mental health.

Looking into the future regarding home working, 32.10% of respondents would like a combination of home working and office/location based working, with 22.34% preferring to remain at home on a regular basis. 31.53% of respondents indicated it was not possible to undertake their duties from home.

## **Health and Safety**

78.6% of respondents feel that they fully or mostly agreed that their health and safety is well looked after at work. 83.82% of respondents feel that they fully or mostly agreed that they are given the proper equipment to keep them safe and protect their health. Over half of respondents (56.71%) felt that they fully or mostly agreed that their mental health has been sufficiently supported.

## **You, Your Life and Feelings**

Looking at employees' personal lives with the optional question regarding home commitments and circumstances, over half of respondents (56%) live with family or friends, 30.5% have childcare responsibilities and 14.7% living alone, with a large majority (60%) having support networks with family or socially.

When asked if employees felt they had been able to maintain their mental health and wellbeing during the last year, almost three quarters (71.43%) of respondents said yes.

When asked about feelings they had experienced, 64.10% said they were missing contact with friends/ family, 54.24% missing contact with colleagues and 51.90% had anxiety about workload.

The highest scoring question from throughout the survey was that 82.44% of respondents said 'no' to having suffered with a mental health issue in the last year which has led them to seek support from a GP or medical professional.

## **Support and training**

When questioned about support and training, over half of respondents (54.1%) felt they have accessed or would be likely to access their manager and 62.42% a colleague. The Human resources, Occupational Health and Time for Talking were the services least likely to be accessed.

To support their health and wellbeing, 50.25% of respondents felt they needed more regular interactions with their colleagues.

The remaining statements regarding 'what else could be done to support your health and wellbeing during these times' were as follows. These results demonstrate that over a quarter of respondents sought more information on health and safety, would like more virtual team meetings and structured support and over one fifth would like more virtual one to ones. The remaining statements demonstrated lesser needs in relation to additional support in relation to external resources to help with wellbeing, specific support on suicide awareness and financial wellbeing.

- I need more information about how the council is managing health and safety across the council in relation to Covid. (26%)
- I need more regular virtual team meetings. (25%)
- I need more structured support for work tasks. (25%)
- I need more regular virtual one to ones with my line manager. (22%)
- I need more information about how the council is managing the pandemic in the community. (18%)
- I need help finding external resources to help with wellbeing. (7%)
- I need more specific support focused on suicide awareness. (5%)
- I need help with financial wellbeing. (4%)

## **Communication**

Over half of respondents have accessed communication from the following channels: line manager (80.66%), all user emails (77.20%), Moray Intranet (66.56%), Staff updates on Interchange (65.83%) and Moray Website (55.36%) albeit over half the employees responding to the survey are pre-pandemic office based.

The extent of agreement regarding employees' future concerns is varied with 61.13% either very or quite concerned about workload pressures, 60.05% either very or quite concerned about ongoing changes to working practices and 44.99% either very or quite concerned about ongoing Covid concerns. With financial concerns response as 41.36% not at all concerned.

Over half respondents (51.45%) felt that a year on since the pandemic, they had coped with the impact of the rapid changes at work either extremely well or well. 41.8% reported having some good days and some bad, 3.86% had more bad days than good and 2.89% reporting they were struggling.

### **3. DEPARTMENTAL ANALYSIS**

While these results provide a picture of responses to the survey questions at a corporate level, as in previous surveys there are distinct variations at departmental / service level and the main themes to note and areas for action are set out below:

#### **Departmental Analysis – Headlines:**

The results show that while in general the workforce has managed the impact of Covid well there are areas of concern arising from the departmental analysis that identify specific service themes which require support and intervention in order to make improvements.

These include greater concerns in relation to being able to maintain mental health and wellbeing across Education (with the exception of Early Years) and Community Care (Care at Home) scoring significantly below the council average. Similarly, Education teaching staff and the central team, Community Care (Care at Home), central ASN teams, Community Care (OT, Social Work & Performance and Commissioning) and Criminal Justice (professional staff) have also noticed an increase in mental health concerns in relation to their own, a colleague or service user's mental health.

Anxiety about workload is a continuing theme with higher scores than the council average being noted for ASN teams, Community Care, Children's Social Work and Criminal Justice (professional staff) and all the Education teams (with the exception of Early Years). Workload pressures feature as a theme for the future across several services; namely Environmental Protection, Roads Maintenance, Transportation, Education, Education Resources and Communities, Community Care and Children and Families.

Communication via team meetings was challenging for some of the frontline services including Environmental Protection, Roads Maintenance, Care at Home and support staff in schools. In more general terms not having access to general communications in the form of emails, interchange etc also presented as a theme across Environmental Protection. Creating a more positive workplace presented as a concern in roads maintenance and schools staff both within teaching and support staffing departments.

Future work practices was an area of concern for a number of services including Education Resources and Communities colleagues and Roads Maintenance.

There was a desire for training to help better understand how to support staff with mental health across services however particularly with schools, Education Resources and Communities and Community Care.

### **4. NEXT STEPS**

These results show that while in general the workforce has managed the impact of Covid well there are areas of concern arising from the departmental analysis that identify specific service

themes which require support and intervention in order to engender improvements. These are currently being discussed with service management teams for consideration of inclusion in departmental plans and bespoke action plans as part of the development work supported by the OD team through the Culture Working Action plan. These have been delayed due to diversion of HR resources due to the Omicron variant in the latter part of 2021 and early 2022, however the recent developments in relation to restrictions and measures being relaxed in Scotland have begun to release the HR resource to focus on business as usual.

While it is clear that the results are generally positive, it is also good to note the responses indicate that progress is being made in some areas previously measured in the employee survey i.e. Health and Safety questions demonstrate a higher positive response than in the last employee survey. It is however also evident that there are areas that require improvement work in embedding the wider aspects of a positive workforce culture within specific teams and services.

The immediate areas for action are specifically in relation to improving awareness of mental health generally, training staff to have a better understanding of how to support staff and their mental health, reviewing communications particularly across frontline services, finding ways to improve workload management and providing clarity on about future work practices.

A key focus for the immediate future is the further development and implementation of workload management tools. Other areas identified in the results will also be incorporated into the Workforce Culture Action Plan including training solutions and interventions to support managers with improving their knowledge and skills of the management of mental health, with training being offered both in house and via the Flexible Working Fund provision and improving communications across frontline services.

Work with Heads of Service and third tier managers as part of the workforce planning process will also continue which will allow interpretation of the results within the context of specific services and teams with resultant actions agreed and owned by the managers whilst being supported by the workforce culture team where necessary.

Therefore, actions will be:

- Continue to disaggregate the results to an incremental bespoke approach specific to each service
- Focus engagement and culture activity on improving the knowledge and management of mental health, increasing mental health awareness, communicating change effectively and improving the management of workload and time pressures. These will be included in the Culture Working Action Plan and progress against targets reviewed by the Culture Working Group during 2022/23.
- Finalise discussions with service management teams on results and actions for consideration for inclusion in service plans to be concluded by end of February 2022. Departmental analysis information was issued to Heads of Service in December 2021. Service Management Team review meetings have been held during January and February 2022 with 3 outstanding for completion by end of February 2022.

- Development of monitoring arrangements via the workforce planning process. Annual workforce planning meetings will be held in March 2022 and service actions responding to the themes arising will be captured in the service workforce planning action plans, with Heads of Service being responsible for monitoring delivery with support from the OD Team where identified and agreed in the action plan.
- Finalise Mental Health Action Plan to capture outcomes and respond to themes arising from the survey. A draft plan was developed by November 2021 and presented to management for review. Feedback is being reviewed and the plan is scheduled to be finalised by end of March 2022. This will include responding to themes arising from the survey.
- Action feedback from the Culture Working Group on the Workload Toolkit presented in December 2021. Deliver pilot and evaluate to measure effectiveness prior to finalising resource. This will be delivered as per timescales in Culture Working Group Action plan and progress monitored by Culture Working Group.
- Review and consider guidance to provide standards of behaviours and performance in relation to new ways of working including virtual meetings etiquette, improving opportunities for interactions with colleagues etc. To be included in the Culture Working Action Plan and progress monitored via this group.
- Promote and signpost employees to internal providers of support e.g. EAP to support engagement and use of service to benefit mental health concerns. Create a communications plan to deliver and support effective engagement that will be delivered over 2022/23.
- Review access to digital communications and upskill employees appropriately, targeting areas where digital communications have scope for improvement. The digital champions' project will also support identifying gaps in skills via the digital skills survey and provide support and resources for upskilling as per the project plan. Needs will also be identified via annual training requests and solutions identified accordingly.

A corporate analysis booklet and employee booklet capturing these findings will be published on the interchange following the presentation of the results at Corporate Committee. The departmental dashboard summaries which have been issued to each Head of Service have been used to help inform specific areas of action both from within the departments and in conjunction with corporate initiatives such as workload management, mental health actions, employee engagement and workforce culture work. The outcome of the survey will also be used to inform the direction of the mental health action plan and workforce culture work to continually meet the shared aim of supporting employee mental health and wellbeing and developing a more positive workplace environment.



## Appendix B

### 2021 Mental Health and Wellbeing Survey emerging trends

Following on from the 2021 Mental Health and Wellbeing Survey which closed in July the results have been analysed and the emerging trends are displayed below.

Emerging Trends - Areas for Focus and Development
<p>70.25% of respondents feel there could be <b>more awareness or support</b> for specific mental health concerns including suicide and the associated impacts (over 10% more employees than the council average) in:</p> <ul style="list-style-type: none"> <li>• Environmental Protection: Waste Services</li> <li>• Education: Teaching staff (schools &amp; curriculum)</li> <li>• Education: Senior Leadership Team, Promoted staff (schools &amp; curriculum)</li> <li>• Community Care (OT, Social Work Services and Performance &amp; Commissioning)</li> </ul>
<p>66.69% of respondents have noticed an <b>increase in mental health</b> concerns within their service either themselves, colleagues or service users (over 10% more employees than the council average) in:</p> <ul style="list-style-type: none"> <li>• Education: Teaching staff (schools &amp; curriculum)</li> <li>• Education: Senior Leadership Team, Promoted staff (schools &amp; curriculum)</li> <li>• Education Resources &amp; Communities: Central ASN Teams (incl. SEBN, EAL, SES, MAS, Ed Psych)</li> <li>• Community Care (OT, Social Work Services and Performance &amp; Commissioning)</li> <li>• Community Care (Provider Services – Care at Home services)</li> <li>• Children and Families: Children's Social Work, Criminal Justice (Professional staff)</li> </ul>
<p>61.61% of respondents think <b>training to help understand mental health issues</b> would support a more positive workplace for them and their colleagues' mental health (over 10% more employees than the council average) in:</p> <ul style="list-style-type: none"> <li>• Roads Maintenance (incl. Fleet Services)</li> <li>• Education: Teaching staff (schools &amp; curriculum)</li> <li>• Education: School based Support Staff incl. PSA</li> <li>• Education Resources &amp; Communities: Central ASN Teams (incl. SEBN, EAL, SES, MAS, Ed Psych)</li> <li>• Education Resources &amp; Communities: Libraries, Heritage, Records Management, Communities</li> <li>• Community Care (Provider Services – Care at Home services)</li> </ul>
<p>61.13% of respondents future concerns, either very concerned or quite concerned about <b>workload pressures</b> (over 10% more employees than the council average) in:</p> <ul style="list-style-type: none"> <li>• Environmental Protection: Waste Services</li> <li>• Roads Maintenance (incl. Fleet Services)</li> </ul>

- Transportation services (incl. traffic, public transport, harbours, transport strategy)
- Education: Central Team
- Education: Teaching staff (schools & curriculum )
- Education: Senior Leadership Team, Promoted staff (schools & curriculum )
- Education Resources & Communities: Business Support Admin, Staffing, Instrumental Instruction Service, Learning Estate
- Community Care (OT, Social Work Services and Performance & Commissioning)
- Community Care (Provider Services – Care at Home services)
- Children and Families: Children's Social Work, Criminal Justice (Professional staff)

60.05% of respondents future concerns, either very concerned or quite concerned about ongoing **changes to working practices** (over 10% more employees than the council average) in:

- Roads Maintenance (incl. Fleet Services)
- Education: School based Support Staff incl. PSA
- Education Resources & Communities: Sports & Leisure services
- Education Resources & Communities: Business Support Admin, Staffing, Instrumental Instruction Service, Learning Estate
- Education Resources & Communities: Libraries, Heritage, Records Management, Communities

38% of respondents' future concerns, either very concerned or quite concerned about **technology and equipment supplies** (over 10% more employees than the council average) in:

- Environmental Protection: Open Spaces services (incl. Lands & Parks, Countryside amenities and access)
- Transportation services (incl. traffic, public transport, harbours, transport strategy)
- Consultancy Services
- Education: Central Team
- Education: Teaching staff (schools & curriculum )
- Education: Senior Leadership Team, Promoted staff (schools & curriculum )
- Education Resources & Communities: Sports & Leisure services

58.62% of respondents unlikely to **access Human Resources** (5% or less employees likely to access this service) in:

- Transportation services (incl. traffic, public transport, harbours, transport strategy)
- Environmental Protection: Catering Services
- Housing & Property Services, Roads Maintenance (incl. Fleet Services),
- Education: Teaching staff (schools & curriculum ),
- Education: Senior Leadership Team, Promoted staff (schools & curriculum ),
- Education: Early Years (HQ and nursery based),
- Education: School based Support Staff incl. PSA,
- Education Resources & Communities: Business Support Admin, Staffing, Instrumental Instruction Service, Learning Estate
- Children and Families: Children's Social Work, Criminal Justice (Support staff)

56.81% of respondents unlikely to **access Occupational Health** (less than 5% fewer employees than the council average) in:

- Transportation services (incl. traffic, public transport, harbours, transport strategy),
- Environmental Protection: Catering Services,
- Education Resources & Communities: Central ASN Teams (incl. SEBN, EAL, SES, MAS, Ed Psych),
- Education: Senior Leadership Team, Promoted staff (schools & curriculum )
- Education Resources & Communities: Business Support Admin, Staffing, Instrumental Instruction Service, Learning Estate,
- Children and Families: Children's Social Work, Criminal Justice (Support staff)

52.09% of respondents unlikely to **access 24 Hour confidential helpline** (Time for Talking) ( 5% or less employees have used or would be likely to use this service) in:

- Transportation services (incl. traffic, public transport, harbours, transport strategy),
- Environmental Protection: Catering Services,
- Education Resources & Communities: Central ASN Teams (incl. SEBN, EAL, SES, MAS, Ed Psych),
- Education: Senior Leadership Team, Promoted staff (schools & curriculum ),
- Education: Early Years (HQ and nursery based),
- Education Resources & Communities: Libraries, Heritage, Records Management,
- Communities, Children and Families: Children's Social Work, Criminal Justice (Support staff)

51.90% of respondents reported feelings of **anxiety about workload** (over 10% more employees than the council average) in:

- Education: Central Team
- Education: Teaching staff (schools & curriculum )
- Education: Senior Leadership Team, Promoted staff (schools & curriculum )
- Education Resources & Communities: Central ASN Teams (incl. SEBN, EAL, SES, MAS, Ed Psych)
- Community Care (OT, Social Work Services and Performance & Commissioning)
- Children and Families: Children's Social Work, Criminal Justice (Professional staff)

42.56% of respondents reported feelings of **low mood / depression** (over 10% more employees than the council average) in:

- Education: Teaching staff (schools & curriculum)
- Education: School based Support Staff incl. PSA
- Education Resources & Communities: Business Support Admin, Staffing, Instrumental Instruction Service, Learning Estate

24% of respondents reported feelings of **'haven't felt trusted / supported** by my manager/supervisor' (over 10% more employees than the council average) in:

- Environmental Protection: Waste Services
- Education Resources & Communities: Sports & Leisure services

<ul style="list-style-type: none"> <li>Education Resources &amp; Communities: Central ASN Teams (incl. SEBN, EAL, SES, MAS, Ed Psych)</li> </ul>
<p>57% of respondents reported their <b>mental health has been sufficiently supported</b> (over 10% fewer employees than the council average) in:</p> <ul style="list-style-type: none"> <li>Environmental Protection: Open Spaces services (incl. Lands &amp; Parks, Countryside amenities and access)</li> <li>Environmental Protection: Waste Services</li> <li>Roads Maintenance (incl. Fleet Services)</li> <li>Transportation services (incl. traffic, public transport, harbours, transport strategy)</li> <li>Education: Teaching staff (schools &amp; curriculum)</li> <li>Education: School based Support Staff incl. PSA</li> <li>Education Resources &amp; Communities: Sports &amp; Leisure services</li> </ul>
<p>79% of respondents reported being <b>able to take all their annual leave</b> during 2020: (over 10% fewer employees than the council average) in:</p> <ul style="list-style-type: none"> <li>Roads Maintenance (incl. Fleet Services)</li> <li>Education: Central Team</li> <li>Education: Senior Leadership Team, Promoted staff (schools &amp; curriculum)</li> <li>Community Care (OT, Social Work Services and Performance &amp; Commissioning)</li> </ul>
<p>61% of respondents reported feeling the <b>Covid measures</b> in place to minimise face to face interactions have allowed a similar level of service to be delivered and could be <b>sustainable</b> for the future (over 10% fewer employees than the council average) in:</p> <ul style="list-style-type: none"> <li>Roads Maintenance (incl. Fleet Services)</li> <li>Education: Central Team</li> <li>Education: Teaching staff (schools &amp; curriculum)</li> <li>Education: Senior Leadership Team, Promoted staff (schools &amp; curriculum)</li> <li>Education: Early Years (HQ and nursery based)</li> <li>Education Resources &amp; Communities: Central ASN Teams (incl. SEBN, EAL, SES, MAS, Ed Psych)</li> <li>Education Resources &amp; Communities: Libraries, Heritage, Records Management, Communities</li> <li>Children and Families: Children's Social Work, Criminal Justice (Professional staff)</li> </ul>
<p>79% of respondents reported their <b>health and safety is well looked after at work</b> (over 10% fewer employees than the council average) in:</p> <ul style="list-style-type: none"> <li>Environmental Protection: Waste Services</li> <li>Roads Maintenance (incl. Fleet Services)</li> <li>Education: Central Team</li> </ul>
<p>84% of respondents reported they are <b>given the proper equipment</b> to keep safe and protect their health (over 10% fewer employees than the council average) in:</p> <ul style="list-style-type: none"> <li>Roads Maintenance (incl. Fleet Services)</li> </ul>

- HR, ICT & Organisational Development
- Education Resources & Communities: Business Support Admin, Staffing, Instrumental Instruction Service, Learning Estate

18% of respondents reported they had **suffered with a mental health issue** in the last year that has led them to seek **support from their GP or other health professional** (over 10% more employees than the council average) in:

- Education: Teaching staff (schools & curriculum)
- Children and Families: Children's Social Work, Criminal Justice (Professional staff)

6% of respondents reported they have **not accessed information** relating to decisions taken and services provided by Moray Council (over 10% more than the council average) in:

- Environmental Protection: Cleaning and Facilities services
- Environmental Protection: Open Spaces services (incl. Lands & Parks, Countryside amenities and access)
- Environmental Protection: Waste Services
- Roads Maintenance: (incl. Fleet Services)





**REPORT TO: CORPORATE COMMITTEE ON 15 MARCH 2022**

**SUBJECT: PUBLIC PERFORMANCE REPORT 2020-21**

**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 2020-21 in its reporting of actions and performances of council services against Corporate Plan priorities.
- 1.2 This report is submitted to Committee 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 Committee is asked to consider and approve the Public Performance Report 2020-21 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. An annual progress update 2020-21 was submitted to Moray Council on 15 September 2021 (item 24 of the Minute refers).
- 3.4 The Annual Public Performance Report 2020-21 provides an overall appraisal of performance of council services, and details what actions have been taken to progress corporate plan priorities, with a focus on outcomes.  
**(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) Climate Change and Biodiversity Impacts**

None.

**(i) 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 2020-21 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: SPMAN-1108985784-731 / SPMAN-1108985784-732



# Public Performance Report 2020-21





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# Our corporate plan

Our corporate plan sets out our aims for Moray, and our vision, which is “a life of opportunity for all where people can thrive in vibrant communities and we work together to enrich our future.”

It details our four priorities: our people, our place, our future, and working towards creating a financially sustainable council. Within this public performance report, these priorities will be broken down into outcomes, actions, measures of success and next steps, to demonstrate progress towards achieving these.

Underpinning all of this are our values, which are the driver of everything we do.

We are:

- Fair – in tackling inequalities and tailoring services
- Ambitious – promoting Moray making it better for the most vulnerable
- Improving – driving improvement and investing in the future
- Responsive – involving and listening to communities.





# More about us

Established in 1996 following a reorganisation of local government, we are today responsible for public service delivery to our population of 95,710 residents. This includes education, social care, waste, roads maintenance, housing, economic growth and development, and more.

We have around 4,500 valued colleagues delivering services across the region and, considering local data and demographics, we have a workforce representative of Moray as a whole. Turnover rate of staff remains fairly static and is consistent with the median rate of turnover for public sector services.

The council is led by a minority SNP administration of eight councillors. The remaining 18 elected members tasked with providing strategic direction for the council comprise of nine Conservative councillors; one Labour councillor; two independent non-aligned councillors; two independent councillors as part of the Moray Alliance Group; and four independent councillors as part of the Councillors Open Group. There were no by-elections during this reporting period, and the next local government election is scheduled to take place in May 2022.

In August 2020 the Accounts Commission published the Best Value Assurance Report for Moray Council. This outlined a number of challenges however, despite the pandemic response, the council has made significant progress in the areas identified for improvement, which will be set out in a follow-up report in early 2022.



# A year like no other: our response to Covid-19

During 2020-21, like every other public sector organisation, we experienced significant and ongoing challenges as we responded to local needs during the pandemic.

In response to national lockdown measures, in March 2020 temporary governance arrangements were enacted which saw the Chief Executive assume his delegated powers under the council's Scheme of Delegation "to take such executive action as may be considered necessary to protect the community and the Council's property and to assist the emergency services and other partners in the response to and recovery from an emergency".

The existing committee structure was suspended, and a cross-party emergency cabinet of seven councillors was formed to authorise decisions normally taken by Full Council. Regular reviews were undertaken and in September the emergency cabinet disbanded and a streamlined structure of committees resumed. Throughout the reporting period both public and press were able to access livestreaming, and an archive of, council meetings.

During the year our focus moved constantly between Covid response – the nature of which changed as the pandemic progressed to include vaccination programme, community testing, return to online learning and the swathe of new grants and financial supports introduced – maintaining normal services as far as possible, and recovery.



We set up community hubs providing childcare for key workers; provided food vouchers to those who were entitled to free school meals; administered Scottish Government business grant schemes, paying out over £31 million in grants to local businesses. Education was delivered differently with a range of solutions to continuing to teach and learn, including drop-off materials for learning and fully blown digital learning. Waste management was rescheduled to incorporate social distancing. Environmental Health provided support for shops which were still open to comply with social distancing and additional hygiene measures, and delivered asymptomatic community testing.

Alongside balancing our commitments as a category one responder in the Local Resilience Partnership with continued demand for vital local services, we endeavoured to progress corporate plan priorities as well our Best Value Action Plan, as part of our improvement agenda.





# Recovery and renewal

Recovery and renewal planning followed the council's immediate response to the pandemic in March - May 2020, aimed at supporting the transition to the 'new' council.

The Recovery and Renewal Strategic Framework (RRSF) was approved for consultation and engagement by the Council at its meeting on 24 June 2020, followed by the approval of the Recovery and Renewal Action Plan on 18 February 2021.

## What we want to see:

A strong, agile and inclusive recovery; flexing and innovating to regenerate the area; a new Moray – more resilient with the council primed to deliver its priorities. Key focus areas are identified as economic, educational, social and health.

To achieve this, we've:

- Undertaken community engagement to understand the impact of Covid19 in Moray. Almost 80% of the respondents to the initial engagement on the RRSF either strongly agreed or agreed with its contents.
- Facilitated virtual engagements with the community alongside an online survey during the second phase of engagement, generating 1,480 responses and representation from every data zone in Moray, with responses from all age categories, to inform planning.



## Economic

- Approved an economic recovery plan including initiatives for business grants and start-up support; small business support; town centre funding; recruitment of a Community Wealth Building Officer.
- Progressed employability and skills activities such as Kickstart, Youth Guarantee Scheme, Parental Employability Support.
- Supported businesses through checking and paying supplier relief claims, working to increase provision of employment land, and provision, development or expansion of industrial units.





## Educational

- Planned for and facilitated a phased return to school from 22 February for learners, based on national guidance, while continuing remote learning and in-school learning for children of keyworkers and vulnerable families.
- Responded to changes in advice for school and ELC recovery while managing the impact of staff and learner absence.
- Maintained a focus on learner attainment through supporting the alternative certification model in the senior phase, and literacy and numeracy across the Broad General Education.
- Fully implemented legislative requirement of 1140 hours of early learning and childcare.
- Supported and safeguarded children's health and wellbeing during the COVID-19 pandemic.

## Social

- Formed a working group to progress resilience plans in communities within Moray.
- Brought forward a budget option for investment in strategic leadership and direction to tackle the poverty agenda, including the impact of and recovery from the pandemic.
- Delivered Spaces for People action plan allowing flexible interventions for greater space for pedestrians to physically distance, and infrastructure to encourage cycling.

## Health

- Adapted and reprioritised services to meet new demands of Covid-19 and Brexit with prioritisation on Public Health impacts and protecting the economy through Environmental Health and Trading Standards services.



# Our people

Provide opportunities where young people can achieve their potential and be the best they can be throughout their lives, with a strong and sustained focus on those individual and groups in our society who experience the most disadvantage and discrimination.





## Corporate Plan Priority

1. Children and families: Provide opportunities where young people can achieve their potential and be the best they can be

### What we want to see:

The attainment gap between most and least disadvantaged children will reduce.

To achieve this, we've worked to reduce the impact of poverty:

- Supported children and young people, particularly those most affected by poverty, in closing the attainment gap through targeted improvements in literacy, numeracy, and health and wellbeing
- Supported our youngest learners across the Early Level with access to developmentally appropriate play opportunities. This directly correlates to supporting health and wellbeing.

### How can we tell it's working?

Education performance data over the last couple of years has been impacted by Covid-19 however, in spite of the pandemic, there has continued to be a focus on education attainment. Figures using the latest reported data demonstrates that whilst the gap between the most and least disadvantaged in the percentage of P1, P4 and P7 (combined) pupils in literacy and numeracy has widened slightly since 2018/19, the gap between the most and least disadvantaged in relation to average tariff scores has closed considerably.

The overall average tariff score for leavers has fluctuated over the last four years, with Moray (800) continuing to perform below the national average (929). Average tariff scores have improved for most deprived pupils based on SIMD (quintiles 1 and 2), according to figures from 2019-20.

The percentage of school leavers achieving 5 or more awards at SCQF level 5 or higher has improved over the last four years (up to 2019-20), increasing to 61.9%. Moray performs below both the virtual comparator (64.7%) and nationally (67.5%).

In 2019-20, 63.1% of Looked After children leaving education achieved 1+ award at Level 4, an increase on previous year (60%). Nationally, 72% attained – up from 70% on previous year. 94.6% of all Moray leavers attained 1+ award at Level 4, down on 95.9% previous year – nationally 95.8% attained, in line with the previous year.



No data was collected in 2019-20 in relation to the poverty-related attainment gap due to the early closure of schools as a result of Covid-19. The 2020-21 results show an increase in the poverty-attainment gap from 2018-19, with the literacy and numeracy gap up to 20% and 18% respectively, based on P1, P4 and P7 combined. While Covid-19 has had an impact on education across the country, there is a range of more detailed performance information for Moray that demonstrates positive progress over time underlying the high level figures above, and where the Covid-19 impact can be seen. This is the result of schools continuing to track and monitor progress of learners in order to mitigate attainment gaps arising as a result of national lockdowns, with universal and targeted interventions.

### What's next?

Learner, parent and pupil surveys continue to provide key evidence to support school recovery. In order to reduce attainment gaps, schools are using Pupil Equity Fund (PEF) funding as well as Covid-19 Recovery funding to provide a range of targeted interventions and supports.

Schools also continue to develop approaches to wellbeing and family engagement, strengthening knowledge and developing interventions.

## What we want to see:

Improved attainment at both the Broad General Education and senior phase

To achieve this, we've taken action to improve attainment including:

- Continued delivering our revised education plan and raising attainment strategy, increasing the digital learning of practitioners through a sharpened focus on digital due to the pandemic
- Analysed and disseminated early indication data from Achievement of Curriculum for Excellence, and agreed follow-up actions with schools
- Ensured effective tracking and monitoring of attainment at senior phase continued through lockdowns to enable valid and quality-assured data was submitted to the Scottish Qualifications Agency.
- Appointed an additional two Quality Improvement Officers to strengthen drive and pace of change in educational attainment
- Continued development of school and local authority level data analysis and interrogation approaches, strengthening support and scrutiny activities for improved outcomes for our children and young people

### How can we tell it's working?

The percentage of pupils achieving Level 4 in literacy and numeracy is improving, at 24% and 56% respectively; however there has been a reduction in S3 pupils achieving Level 3, at 83% and 92% respectively for literacy and numeracy.

NB. This data relates to 2018-19, as no ACEL data has been collected for S3 pupils for 2019-20 or 2020-21.

## What we want to see:

Young people are better prepared for life beyond school and for the workplace

To achieve this, we've targeted action to Improve employability skills and sustain positive school leaver destinations for all people:

- Provided a single framework, supported by four key partners, offering opportunities to develop skills, knowledge and attitudes required for the workplace.
- Increased student and business participation in Career Ready, a programme designed to connect young people with employers.
- Strengthened links between schools and colleges to support the most vulnerable and disengaged young people in pathway planning

### How can we tell it's working?

The impact of this can be seen in 91.3% of 16-19 year olds participating in education, training and employment, approaching the national average of 93.4%.

## What we want to see:

An affordable, sustainable Learning Estate

To achieve this, we've progressed our review and transformation of the learning estate:

- Secured investment funding for Findrassie Primary School
- Continued development of a business case

### How can we tell it's working?

In December 2020 councillors approved the new, long-term approach to the learning estate, following consultation with parents.

### What's next?

Consultation on the new Findrassie Primary School and engagement on the different options for the three priority Associated School Groups (ASG) of Buckie, Forres and Elgin will accelerate in the coming year.



## What we want to see:

More children live with their families and are cared for in strong, safe communities in Moray

To achieve this, we've worked with families as partners to give their children the kind of lives they want them to lead so that their children grow up to be strong and resilient:

- Targeted those with an interest in fostering with courses based on their preferences at the point of initial contact: provision of respite, teenagers, siblings, additional support needs; so that flexibility of provision and placements can be maximised.
- Created a new viability assessment which helps identify alternative, family-based, care when it's needed.
- Introduced a duty and advice line to offer support to our field Social Workers.
- Carried out kinship care 'test of change' [what is this in Plain English?] with social workers making referrals for those on the 'edge of care' to the kinship team, so targeted support to the family can begin.

## How can we tell it's working?

The number of children in family-based kinship care has increased significantly. In 2018/19 the number of looked after children was 18.3%, in 2020/21 this climbed to 30.5%.

Latest LGBF data available for this indicator (2019/20) is based on the annual social work return as of 31 July 2019. While showing an improving trend from 79.05% (2018/19) to 81.38%, Moray is placed 31st out of Scotland's 32 Local Authority areas and bottom of our comparator authority group.

Local data from end of quarter 4 (31 March 2021) shows that 82.5% of children are cared for in a community setting, an improving trend compared with the March 2019 figure of 77.9%.

## What we want to see:

Improve life chances and outcomes for care experienced children and young people

To achieve this, we've improved identification and monitoring in the youth and criminal justice systems and worked to reduce over representation of care leavers and care experienced young people:

- Increased our use of business intelligence reporting to identify and monitor care leavers and care experienced young people in the youth and criminal justice systems. This has ensured plans are responsive to each young person's needs, while in the service or for onward referral to other support agencies.

## How can we tell it's working?

As at March 2021, 13% of care experienced young people were in the youth and criminal justice systems. This is a new measure, having been recorded locally for the first time in Q4 of 2020/21. National evidence shows there is a higher proportion of care experienced young people, per capita, in the Criminal and Youth Justice systems in comparison with mainstream young people, and the aim is to reduce this.



## Corporate Plan priority

### 2. Improve health and wellbeing for the people of Moray

#### What we want to see:

Improved outcomes for our more vulnerable young people and families

To achieve this, we've made improvements in children and young people's health and wellbeing:

- Launched a 'neglect' toolkit and locality planning model, allowing families to get early help in the right way when they need it, through early intervention to minimise the impact on children and young people of parental substance use on family wellbeing and domestic abuse against children.
- Commenced 'safe and together' training to enable practitioner access to training - both internally and in a multi-agency context – to be able to deliver a new model of support to families experiencing domestic violence.

#### How do we know if it's working?

The number of children on the child protection register has decreased to 1.6 per 1,000 of the 0-15 population.

The number of looked after children per 1,000 population has also decreased. At the end of Q4 2018/19 the rate stood at 11.6 per 1,000 of 0-17 population, by the end of Q4 2020/21 the rate had decreased to 9.7. Latest national data (2019/20) shows that Moray compares well nationally with the seventh lowest rate of 32 local authorities, and within our comparator authority group with the second lowest rate.

#### What's next?

There will be continued representation on the Violence against Women strategic group, with ongoing development of practitioner skills. Work will also continue to make better links with the Moray Alcohol & Drug Partnership and adult drug and alcohol services, with Social Work Access and Area Teams providing support to children where there are issues around parental substance misuse.

## Corporate Plan priority

### 3. Optimise outcomes for adults and older people by enhancing choice in the context of a home first approach delivered through the IJB

#### What we want to see:

People will be able to look after and improve their own health and well-being and live in good health for longer in home environments that support independent living

To achieve this, we've enabled people to have greater opportunity to remain independent within their communities by working with partners to deliver appropriate housing, adaptations and technology enabled care options.

#### How can we tell it's working?

94% of adults are able to look after their health very well or quite well; this aligns with the national figure also at 94%. (Scottish Health and Care Experience survey)

To date a total of 77 patients completed the Pulmonary Rehab and Physical Exercise programme, which aimed to improve the health and wellbeing of those individuals with respiratory conditions, through the promotion of self-management strategies and tools.



## What we want to see:

People are able to live independently at home or in a homely setting in their community

To achieve this, we've ensured that people are supported at home or in a homely setting as far as possible.

## How can we tell it's working?

83% of adults are able to live as independently as possible; this is higher than the national figure of 81%.

91% of adults spent the last 6 months of life at home or in a community setting; this aligns with the national figures at 90%.

63% of older people with long-term needs are supported so they can remain at home. This is higher than the national figure of 62%.

Near Me Video consulting platform has been introduced across Health and Social care to enable access to people and their families to the services they need to aid management of symptoms and provide advice and support, arranging a face to face appointment if required. 2020/21 saw a full take-up and scale-up of Near Me video calling by all GP practices in Moray with a 915% increase in consultations from the previous year (459 to 4200) and a 1,173% rise in consultation hours delivered using the platform (58,000 to 690,200).

Vaccination centres and mobile testing units were deployed to enable people to be treated in their local communities. Nursing teams visited care homes and those unable to travel to administer vaccinations.

Grampian Humanitarian Assistance Centre (HAC) was established to co-ordinate available resources from partners and the communities to provide support to those shielding from Covid-19.



## What we want to see:

People who use health and social care services have positive experiences of those services, and have their dignity respected

To achieve this, we've provided choices and control for service users over decisions affecting their care and support and have assessed and responded to housing needs of older people in partnership with the IJB.

## How can we tell it's working?

81% of adults rated services in Moray as good or very good; this aligns with the national figures at 80%.

77% of adults had positive experiences at the GP in Moray; this is slightly lower than the national figure of 79%.

Adults are 80% positive that they have a say in how help, care or support is provided to them in Moray. This is higher than the national figure of 75%.

Pilot for Discharge to Assess - the targeted functional approach results in more people remaining independent after a hospital admission or attendance - had 48 participants, all who expressed high satisfaction with the service and showed improving gait, balance and mobility, with 88% patients agreeing their functional performance had improved

Self-Directed Support (SDS) intensively supported direct payment recipients throughout Covid-19, in particular those employing Personal Assistants in relation to employment law, Covid-19 guidance and Personal Protective Equipment.

## [Next steps] What's next?

Building on the progress of the collaborative approach of "Home First" the MIJB has committed to scale up the Discharge to Assess team so all eligible patients will be supported.

Hospital at Home programme for Moray is at the scoping stage to establish a model to provide a level of acute hospital care in an individual's own home. This will be progressed during 2021/22

Following two tests of change Health and Social Care Moray, and Moray Council, have worked in partnership to launch a new respiratory programme dedicated to those living with or at risk of respiratory disease. Based on physical activity and behavioural change, healthcare professionals will refer patients to either the core pulmonary rehabilitation programme or to a new physical activity programme to support individuals within their own homes and local community.



# Our place





## Corporate Plan Priority

1. Empower and support communities to build capacity by becoming more informed, involved and influential in service design and delivery

### What we want to see:

Our communities' ability to address their own needs and aspirations is improved

To achieve this, we've enhanced community participation in service delivery:

- Supported the group at Longmore Hall, Keith, to explore the best route for transfer as a Trust.
- Supported communities to achieve asset transfer of Forres Town Hall and land at Lesser Borough Briggs.
- Supported communities to have requests approved (awaiting transfer) for land at Coularbank Park, Lossiemouth, Cullen Community and Residential Centre, Findochty Town Hall and Alice Littler Park, Aberlour.

### How can we tell it's working?

Two out of eight community asset transfers have been completed; however it should be noted this work has been significantly impacted due to Covid restrictions.

### What's next?

Work going forward will be to support Lossiemouth Community Development Trust, having had a CAT lease agreed for land at Coularbank for the skate park project.

### What we want to see:

1% of council budget allocated through PB by April 2021

To achieve this, we've made a start on developing and implementing Participatory Budgeting:

- Progressed a pilot project, £50k for Looked After Children to support raising attainment.
- Branding of "Our Communities, Our Choices" was agreed and the online citizen participation tool, CONSUL site developed, tested in the year to March 2021.

### How can we tell it's working?

The pandemic significantly impacted on the development and implementation of Participatory Budgeting, to have indicatively at least 1% of Council budgets by March 2021, amounting to £1.7m.

### What's next?

Participatory Budgeting opportunities will continue with budget approved for play areas in 2021/22.

## Corporate Plan priority

### 2. Improve our understanding of the issues in our communities based on the experience of local people

#### What we want to see:

More of our activities, services and plans are influenced by the communities they serve

To achieve this, we've developed engagement with the public on the future of council services:

- Undertaken three significant consultation events in the reporting year:
  - Climate Change Strategy consultation centred around three key strands; a public consultation, online webinars and Children and Young People surveys generating just short of 250 responses.
  - The initial stage of the public engagement on the Recovery and Renewal Strategic Framework was undertaken in June 2020, the second stage over the summer involved virtual meetings with community organisations to learn about experiences at a community level. An online survey was also launched.
  - Public consultation on the Community Council Scheme Review ran from September to November, across two stages, to gain feedback on the current scheme and suggestions for improvement.

#### How can we tell it's working?

Some 250 responses were generated by the climate change strategy consultation; while findings from nearly 1,500 responses were considered when compiling the Strategic Framework for Recovery and Renewal update to a special meeting of the council in February 2021.

An amended draft scheme for the Community Council Scheme Review was produced as a result of suggestions for improvement, which was then subject to further public consultation before approval in June 2021.

#### What we want to see:

We are more successful in developing a shared understanding between the council and communities that helps us to design the future together

To achieve this, we've developed locality engagement to ensure solutions are influenced by the experience of local people:

- Agreed to prioritise Forres, Lossiemouth and Keith in the next phase of locality planning, following agreement of an expanded approach to locality planning.
- Reported locality work in New Elgin East and Buckie Central East to the Community Learning and Development Strategy Group.

#### How can we tell it's working?

Continued working within these two communities (New Elgin East and Buckie Central East) ensured they were well-placed and quick to respond to the developing needs of their communities during the pandemic.

An extra note: Not all planned activity has been delivered as expected, largely due to the pandemic; however the role of communities and building up resilience throughout this period has ensured good foundations for acceleration going forward.

Examples of unplanned work which was reactive to support communities during the pandemic include Lossiemouth Resilience Plan and levels of participation in the areas of Buckie and Speyside. Deployment of staff to lead and co-ordinate in each area was welcomed by communities, has built and reinforced relationships which will reap future benefits.







# Our future



## Corporate Plan priority:

1. Create a step change in the regional economy to enable inclusive economic growth

## What we want to see:

Better employment, skills and earnings, increase in higher-skilled jobs and wage levels through a reduction in the gender pay gap, and increasing apprenticeships in key sectors

To achieve this, we've developed a collaborative approach to employability and focussed on employability as part of Covid-19 recovery

- Set out employability actions relating to employability and skills within the Economic Recovery Plan.
  - Over 90 employers applied for Kickstart places.
- Secured funding for a new employability and training hub at Elgin Youth Café to support digital inclusion in an environment that will encourage the hardest to reach clients to access Moray pathway providers.
- Made pathway apprenticeship opportunities available across five frameworks: business skill (including digital); information technology digital software; information technology digital hardware; social services children and young people; and engineering.
- Developed a pre-apprenticeship scheme, which is under review by the Department for Work and Pensions commissioning team.
- Boosted support for start-up apprenticeships through funding from youth guarantee scheme, increasing the level of support to £5,000.
- Recruited four new Developing the Young Workforce (DYW) Co-ordinators to support employer engagement in schools and deliver the young person's guarantee commitment.

## How can we tell it's working?

There has been a decrease in the percentage of people earning less than the living wage, now sitting at 21.5%, down from 24% in the previous year.

Median gross weekly earnings have increased in the past year from £550.80 to £565.80. However, the rate of growth, at 2.8%, has been slower than that nationally at 4.5%.

The gender pay gap, which was showing signs of improvement, has also now increased as a result of the pandemic. This is likely influenced by the higher number of women in low-paid, part-time employment, in roles which were more likely placed on furlough. Year-on-year, the mean gender pay gap has grown from 14.8% to 17.1%. This equates to a pay gap of £96.75 mean gross weekly earnings. Given this is likely influenced by the pandemic, we should see this gap reduce as economic recovery progresses.

As of March 2021, the number of Modern Apprenticeship starts across the financial year was a total 341. This had declined from 399 in the previous year, and we will know measures are working when we see a reversal of this decline. Although, there was a 78% achievement rate for modern apprenticeships in Moray in 2020, which is an increase from 76% in the previous year.

## Corporate plan priority:

2. Work to protect and enhance our environment, creating a more resilient and sustainable future

## What we want to see:

Increased economic impact of tourism in Moray, and an increase in the level of 16-29 years living and working in Moray

To achieve this, we've:

- Progressed work on securing investment through the Moray Growth Deal. In the longer term, Growth Deal projects will contribute to the economic impact of tourism in Moray, as well as aiming to retain and attract young people to live and work in Moray. The Heads of Terms document was signed in August 2020, with Full Deal expected to happen during 2021.
- Applications opened for Moray Employer Recruitment Initiative (MERI) encouraging employers to recruit young people aged 16-24 years by offering up to £8,000 for employers providing a supporting placement

## How can we tell it's working?

The economic impact of tourism in Moray had grown steadily over the 10 years to March 2020, when it reached £134m. However, as a result of the pandemic this had fallen by 57% to £57.63m at March 2021. Across the Cairngorm National Park, there was a 66% reduction in the economic impact of tourism from 2019 to 2020. Though, it is worth noting, that Visit Scotland have advised that data collection for a number of tourism monitors has been impacted by the ongoing COVID-19 pandemic, affecting the reliability of the above statistics. As the region emerges from the pandemic and economic recovery gathers pace, we expect to see the economic impact improve.

Moray has an ageing population with the number of 16-24 year-olds within the Moray population on a declining trajectory. This number is estimated to have fallen by a further 2.7% year on year, in 2020. We will know the corporate plan measures are having a positive impact when we see the slowing of this trajectory, and ultimately an increase in this population.

## What we want to see:

Achievement of targets, indicators and outcomes identified in climate change action plan

To achieve this, we've prepared a Climate Change Strategy and Action Plan which:

- Ensured the strategy has taken account of the environmental, economic and social aspects of climate change and sustainability to provide a strategic direction for the council to follow for the next decade.
- Set our 57 actions within the action plan, and report progress against these.
- Secured representation at both elected member and officer level at the launch of Moray's Climate Assembly in February 2021 arranged by tsimORAY, aimed at stimulating new activity in Moray to tackle climate change.

## How can we tell it's working?

- Council agreed the climate change strategy and action plan in March 2021, setting a goal of being carbon neutral by 2030. In 2020/21 the council's carbon emissions reduced by 11.7% compared to reporting year 2019/20. While some of this reduction is due to the Covid-19 pandemic, some is due to changes to waste management arrangements as well as other operational changes.





## What we want to see:

Increased provision and use of electric vehicles and plant, with supporting infrastructure

To achieve this, we've promoted and developed active and green travel:

- Added two electric vehicle charging points to council car parks
- Facilitated Bikeability within schools

## How can we tell it's working?

Although delivery of Bikeability was impacted by Covid-19, we have growing participation with over 50% of primary schools already delivering the training.

The network of electric car charging points in Moray has increased to 25, with new chargers installed in Elgin, Buckie and Keith for both public use and to enable the council to introduce more electric vehicles. From 2020 we aim to increase this by 3% each year.

The latest stats available show a reduction in fuel carbon output by 339 tonnes, or 7.9%, when comparing the climate change return for 2018-19 and 2019-20.

## What we want to see:

Implement surface water infrastructure improvements in vulnerable flood risk areas

To achieve this, we've developed Surface Water Management Plans:

- Identified risk of surface water flooding through surface water management plans
- Prioritised new schemes within plans to reduce future risk to properties
- Continued work on a strategy, due to be published by December 2021

## How can we tell it's working?

Plans demonstrate reduced risk to approximately 100 properties over the next 10 years.



# Sustainability

Create a sustainable council that provides valued services to our communities.





## Corporate Plan priority:

### 1. Council's Financial strategy

#### What we want to see:

Financial planning set in longer-term context, and a longer agreed lead-in time for capital projects.

To achieve this, we've reviewed and developed the council's financial strategy:

- A medium to long-term financial strategy setting out how we will realign finances to fit with corporate plan priorities.

#### How can we tell it's working?

We have been reducing our reliance on the use of reserves to fund core expenditure. In 2020/21 we budgeted £2.348m, with actual spend of £2.114m. This equates to 1% of recurring expenditure, compared with 2.3% and 1.9% as reported in 2017/18 and 2018/19 respectively.

## Corporate Plan priority:

### 2. Transformation to achieve through our modernisation and improvement programme.

#### What we want to see:

Our modernisation and improvement transformation to deliver an ICT strategy taking account of council priorities and requirements; implementation of online services for staff and services users for improved outcomes; a single service point of contact; and cultural change in customer service which delivers an enabling approach for most, with support for those who need it.

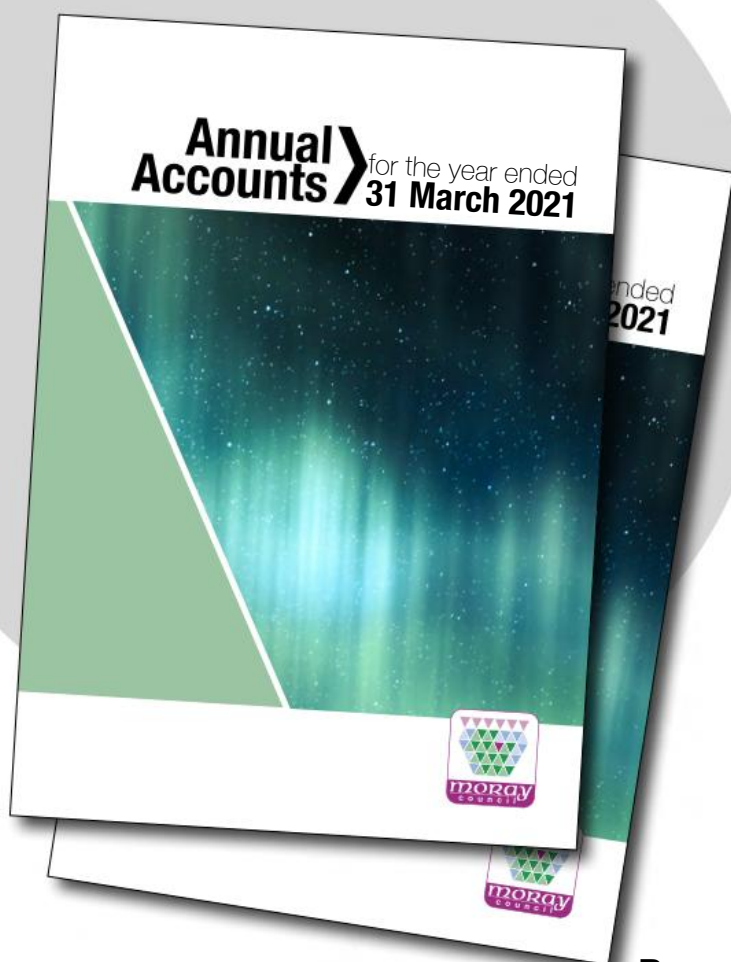
To achieve this, we've reviewed and developed the ICT and Digital Strategy, extended the availability of online services and redesigned customer services:

- Reviewed our ICT and Digital Strategy to reflect the impact of Covid-19, including increased homeworking, learning and teaching, digital communications and video conferencing.
  - This was informed through ICT actions in responding to the first stages of the emergency – most notably school closures and the working from home directive: providing equipment for critical staff to enable homeworking; extension of the VPN to enable greater homeworking for non-critical services; exploring options to address the rapidly-escalated demand in video conferencing; provision of technology to support remote learning; eform development to support pandemic-related requirements such as childcare hub applications and equipment loan requests
- Successfully rolled out a parent portal to all Moray primary schools.
- Submitted a business case for children's social work to extend online services to improve access.

Progress has been limited in customer service redesign due to pandemic-related closure of access points in March 2020. As pandemic restrictions are lifted it is planned to deliver a revised model for face-to-face contact for library information hubs.

#### How can we tell it's working:

Families have signed up to the parent portal, with around 38% of pupil records now matched to parental accounts on the system. Schools are beginning to use advanced features extending the availability of online services to absence reporting, report cards, parent evening bookings, permission slips and notification and timetables.



## What we want to see:

Development of our workforce, including workforce planning taking account of council priorities and requirements, and effective and timely employee relations associated with change management at service and corporate level

To achieve this, we've reviewed and developed the workforce strategy and managed workforce changes:

- Agreed an interim workforce plan for 2020-2022 which sets out how workforce planning will support the delivery of council services. For this reporting period, most work was dominated by pandemic-related response to national and clinical advice.
- Resumed strategic trade union/officer group meetings along with frequent and regular Covid-19 related trade union/officer meetings throughout the period.
- Held service-based meetings to manage specific change management exercises.

## How can we tell it's working:

The latest data shows that 34% of employees who were experiencing change were satisfied with the way the change management process was handed. There is no updated figure for this as there wasn't an employee survey undertaken during the reporting period to enable measurement on the progress of this indicator.







# £39.2m

Invested in Moray during the year



## • £20.0m

New schools, improvements to existing schools and facilities for early learning and childcare



## • £10.0m

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



## • £2.7m

Vehicles and electric car chargers



## • £2.2m

Road improvements, road safety measures and sustainable travel



## • £1.9m

ICT and other equipment



## • £0.9m

Various works at harbours



## • £0.6m

Bridge renovations



## • £0.6m

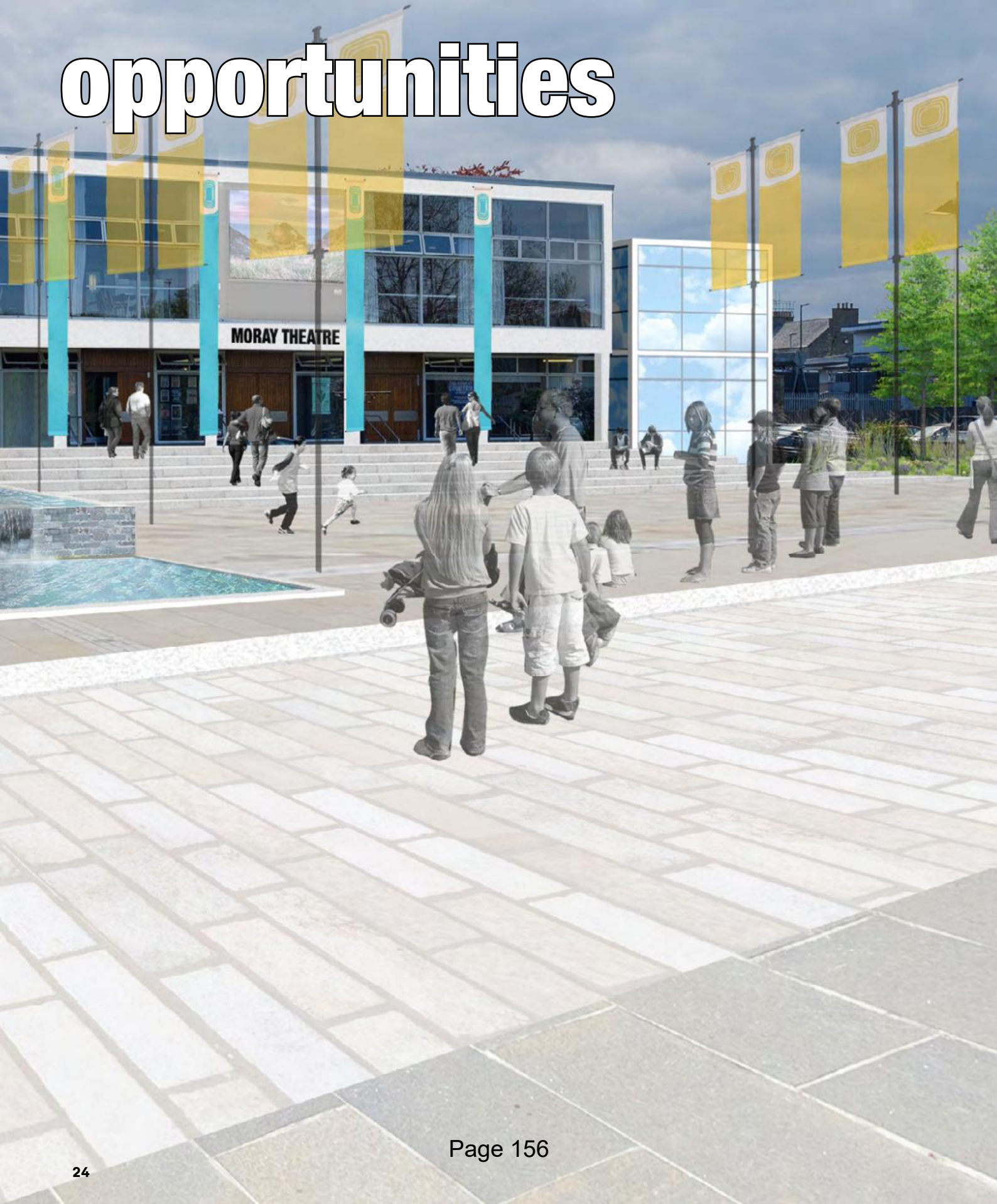
Other land and buildings



## • £0.3m

Street lighting

# Risks and opportunities





## Future risks

We maintain and keep under review a Corporate Risk Register, with risks grouped under nine themes. This section of the management commentary identifies the Council's main concerns for financial risk and also areas of planned development.

We expect to need to make savings over the next two years in order to balance our budget without relying on reserves. However, there is considerable lack of clarity about our future financial position.

### Our main risks are:

- Uncertainty as to the ongoing impact of the Covid-19 pandemic on the Council's finances, the local economy, the national economy and what this will mean for public spending generally and our grant settlement in particular.
- The impact of Brexit.
- A combination of the above is already showing in shortages of some materials (eg timber) and significantly increased costs of construction are forecast as well as delays.
- We also recognise risk from the social impact of the pandemic which may result in increased demand for Council services.
- Moray Integration Joint Board (MIJB) is overcommitted against its budget and we will have to fund our share of any overspend. The long-term impact of the pandemic on MIJB services is as yet unknown.
- Our school estate requires significant investment to bring facilities up to the Scottish Government's recommended 'B-B' standard.

How we are managing these risks:

- Rigorous financial monitoring and review.
- Working within Moray Economic Partnership to support the local economy.
- Developing Community Wealth Building.
- Assessing vulnerability issues regarding Brexit.
- Reviewing our capital programme for areas of increased risk of slippage and / or costs increase.
- Engaging with local communities; ASN review; schools well-being investment.
- Joint monitoring reviews with MIJB officers and officers and Board members from NHS Grampian.
- We have commenced a comprehensive Learning Estate Review.

### ... and potential opportunities:

- The Moray Growth Deal, which will see in excess of £100m investment in Moray's economy.
- Our Improvement and Modernisation Programme, redesigning how we deliver services in today's world, learning lessons from the pandemic, building on our accelerated investment in ICT for flexible working and investing in Council priorities.
- Our Learning Estate Review, looking at how we can improve the learning experience by enhancing the environment in which it takes place.
- Our Climate Change Strategy, looking to become carbon neutral by 2030.



# Showcasing our progress

Despite the challenges the year brought, we were able to demonstrate the achievements of our colleagues, partners and communities against our corporate plan priorities.

1 May 2020

Our people



**School catering staff volunteer with Moray Food Plus to help feed local families**

15 May 2020

Our future



**Multi-million pound Growth Deal for Moray gets thumbs-up from UK and Scottish parliaments**

6 July 2020

Our place



**Buckie community groups praised in Education Scotland report**

17 July 2020

Our people



**New £2 million Pilmuir Nursery handed over to Council for August return for children**

22 July 2020

Our place



**Work begins on new £43k play park in Buckie**

3 August 2020

Our future



**Moray's 10-year local development plan signed off**



17 September 2020

Our people



## Devices delivered to digitally-disconnected 'shielders' in Moray

6 October 2020

Our place



## Community Asset Transfers in Aberlour, Lossiemouth and Findochty given go-ahead

28 October 2020

Our people



## Dedicated employability support for young people, and low-income parents, in development

14 January 2021

Our people



## £12.8 million Linkwood Primary School opens

4 February 2021

Our people



## Moray Council offers free on-site Coronavirus testing to businesses

10 March 2021

Our future



## Action plan to secure carbon neutral status for Moray Council approved

