



Moray Council

Wednesday, 07 August 2019

NOTICE IS HEREBY GIVEN that a Meeting of the **Moray Council** is to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Wednesday, 07 August 2019** at **09:30**.

BUSINESS

- 1 **Sederunt**
- 2 **Declaration of Group Decisions and Members Interests ***
- 3 **Minute of Special Meeting dated 27 June 2019** 5 - 14
- 4 **Draft Food Growing Strategy** 15 - 70
Report by the Corporate Director (Economic Development, Planning and Infrastructure)
- 5 **Performance Management Framework** 71 - 104
Report by the Chief Executive
- 6 **Audit Scotland - Management Report 2018-19** 105 - 124
Report by the Corporate Director (Corporate Services)
- 7 **Question Time *****
Consider any oral question on matters delegated to the Committee in terms of the Council's Scheme of Administration.

Any person attending the meeting who requires access assistance should contact customer services on 01343 563217 in advance of the meeting.

GUIDANCE NOTES

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

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

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

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

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

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THE MORAY COUNCIL

Moray Council

SEDERUNT

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

Clerk Name: Moira Patrick
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Minute of Special Meeting of the Moray Council

Thursday, 27 June 2019

Council Chambers, Council Office, High Street, Elgin, IV30 1BX

PRESENT

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

APOLOGIES

Councillor John Cowe, Councillor Marc Macrae, Councillor Ray McLean, Councillor Ron Shepherd

IN ATTENDANCE

Chief Executive, Corporate Director (Economic Development, Planning and Infrastructure), Acting Corporate Director (Education and Social Care), Head of Financial Services, Mrs Garrow, Acting Head of Human Resources and ICT, Head of Legal and Democratic Services, Transportation Manager and Mrs Rowan, Committee Services Officer as Clerk to the Meeting.

Also in attendance - Ms M Bruce, External Audit

1 Chair

Councillor Morrison, being Convener of the Council, 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 Members interests in respect of any item on the agenda.

3 Resolution

The Council resolved that, in terms of Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting during consideration of the items of business appearing at the relevant paragraphs of this minute as specified below, so as to avoid

disclosure of exempt information of the class described in the appropriate paragraphs of Part 1 of Schedule 7A of the Act.

Paragraph No. of Minute	Paragraph No. of Schedule 7A
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15	1
16	1

4 Minute of Meeting 8 May 2019

The Minute of the Meeting of Moray Council dated 8 May 2019 was submitted and approved.

5 Written Questions

The Council noted that no written questions had been received.

6 Notice of Motion - Councillors Laing and Bremner

A Notice of Motion was submitted by Councillor Laing, seconded by Councillor Bremner in the following terms:-

- i. Council recognises that climate change is an ecological emergency and we need to be serious about taking necessary actions to protect our area, country and planet.
- ii. Council will form a climate change group made up of officers and elected members (members to be representatives nominated by group leaders), to direct and scrutinise the climate change strategy currently being prepared.
- iii. Council will consider and approve a final climate change strategy and action plan within 6 months and ensure it is adopted and informs policy for all departments.
- iv. The strategy will set a goal of being carbon neutral by 2030. Council, it's officers and members will work with others across Moray to deliver that goal.

Councillor Eagle welcomed the motion and was of the view that the Council should take action in order to minimise the risks of climate change however raised concern in relation to the costs this could incur to the Council given its current financial position and sought clarification as to how the Scottish Government would support the strategy. Councillor Eagle also suggested that the Council appoint an Elected Member as a Climate Change Champion who would encourage promotion of climate change across the Council.

In response, Councillor Leadbitter stated that in order to make a significant impact in relation to climate change, external support would be required which had already been evidenced by the introduction of an electric bus from Speyside to Forres and grant funding to provide electric vehicles and charging points. He further stated that both the Scottish Government and the UK Government are committed to address the

issue of climate change and are expected to provide grant funding to assist local authorities in this area.

Councillor Eagle welcomed the reassurance from Councillor Leadbitter in terms of potential funding available from both the Scottish and UK Governments to support climate change however asked that Councillors Laing and Bremner consider amending their motion to include reference to the need for increasing biodiversity and the appointment of an Elected Member as a Climate Change Champion to be agreed at the Climate Change Group.

In response, both Councillors Laing and Bremner welcomed this suggestion and agreed to amend their motion accordingly.

Thereafter, the Council:

- i. recognised that climate change is an ecological emergency and needs to be serious about taking necessary actions to protect our area, country and planet;
- ii. agreed to form a Climate Change Group made up of officers and elected members (members to be representatives nominated by group leaders), to direct and scrutinise the climate change strategy currently being prepared and the need for increasing biodiversity;
- iii. agreed to appoint an Elected Member to be a Climate Change Champion to be agreed at the Climate Change Group;
- iv. agreed to consider and approve a final climate change strategy and action plan within 6 months and ensure it is adopted and informs policy for all departments; and
- v. agreed that the strategy will set a goal of being carbon neutral by 2030 and that the Council, its officers and members will work with others across Moray to deliver that goal.

7 Unaudited Annual Accounts for 2018-19

A report by the Corporate Director (Corporate Services) asked the Council to consider the unaudited Annual Accounts for the year to 31 March 2019 for both Moray Council and the Connected Charity Trust Funds administered by the Council.

Following consideration, the Committee agreed to note the:

- i. unaudited Annual Accounts for Moray Council for the year ended 31 March 2019; and
- ii. Moray Council Connected Charity Trust Funds Trustees' Report and Financial Statements for the year ended 31 March 2019.

8 Revenue Out-turn 2018-19

Under reference to paragraph 10 of the Minute of Moray Council dated 14 February 2018, a report by the Corporate Director (Corporate Services) advised the Council of

the actual out-turn for 2018/19 and the major variances from the approved budget for that year. The report also sought approval of adjustment to the budget for 2019/20 where income and expenditure trends are forecast to continue into 2109/20 and approval to fund projects from reserves where there has been slippage in 2018/19 however are expected to be completed in 2019/20.

Following consideration, the Council agreed to:-

- i. note the out-turn for 2018/19 of a deficit of £4,819,000 on the General Fund;
- ii. note the major variances from the approved budget for that year totalling £476,000 as detailed in Appendix 2 of the report;
- iii. note general reserves at 31 March 2019 of £12,276,000 of which £4,012,000 are already committed;
- iv. note projected budget savings of £12,400,000 required in 2020/21, prior to the amendments recommended in paragraph (v) below;
- v. approve adjustments amounting to net savings of £1,121,000 for variances which are anticipated to continue into 2019/20, as detailed in the table in paragraph 3.7 of the report; and
- vi. approve one-off budget provision for 2019/20 of £118,000 as detailed in paragraph 4.1 of the report, to be funded from the General Fund reserve.

9 Capital Plan 2018-19

Under reference to paragraph 9 of the Minute of Moray Council dated 14 February 2018, a report by the Corporate Director (Corporate Services) advised the Council of the expenditure to 31 March 2019 under the capital plan for financial year 2018/19 and recommended budget adjustments for inclusion in the 2019/20 Capital Plan and future years.

Following consideration, the Council agreed to:

- i. note the expenditure to 31 March 2019 of £27,909,000, as set out in Appendix 1 of the report;
- ii. note the projected overall expenditure for projects spanning more than one financial year, as set out in Appendix 2 of the report; and
- iii. approve carry forwards to 2019/20 and future years totalling £2,152,000 as detailed in Section 5 of the report.

10 Trust Funds Summary Expenditure for 2018-19 and Estimated Disposable Income for 2019-20

A report by the Corporate Director (Corporate Services) informed the Council of the disbursements made from Trusts in 2018/19 and estimated disposable income for 2019/20.

Following consideration, the Council agreed:

- i. to note the disbursements approved from the Trust Funds in 2018/19, as detailed in Appendix 1 of the report; and
- ii. the estimated income available for disbursement in 2019/20, as detailed in Appendix 2 of the report.

11 Common Good Funds - Summary Expenditure for 2018/19 and Estimated Disposable Income for 2019/20

A report by the Corporate Director (Corporate Services) informed the Council of the final position of Common Good Funds at 31 March 2019 and the estimated income available for disbursement in 2019/20.

Following consideration, the Council agreed:

- i. to note the disbursements approved from the Trust Funds in 2018/19, as detailed in Appendix 1 of the report; and
- ii. the estimated income available for disbursement in 2019/20, as detailed in Appendix 2 of the report.

12 Monitoring Officer Issues Arising 1 August 2018 to 31 May 2019

A report by the Monitoring Officer informed the Council of the range of activities undertaken as Monitoring Officer.

Following consideration, the Council agreed to note the activities of the Monitoring Officer over the period 1 August 2018 to 31 May 2019.

13 Staff Parking Charges

Under reference to paragraph 6 of the Minute of the Economic Development and Infrastructure Services Committee dated 27 June 2019, a report by the Corporate Director (Economic Development, Planning and Infrastructure) informed the Council of the recommendation from the Economic Development and Infrastructure Services Committee relating to the introduction of charges for staff car parking.

Councillor Eagle expressed his disappointment at having to consider charging staff for parking however acknowledged the difficult financial position of the Council. He stated that it was the view of the Conservative Group that the administration of the permit system would be extensive and that there was the possibility of increased income by implementing £1 per day Pay and Display for staff only and moved that the Council agree this option as detailed at paragraph 4.4 of the report. This was seconded by Councillor Brown.

Councillor Leadbitter agreed with Councillor Eagle in that it was not a welcome decision to charge staff for car parking however the current financial position of the Council required difficult decisions and that in his opinion, the fairest means of allocating parking spaces was by means of a first come first served permit basis. This would also address the equalities issues that had been raised at the consultation stage which had highlighted that parents/carers who had to drop children

off at nursery or school were unable to get a car parking space as the car parks were typically full by 8:00 am. He therefore moved an amendment to the motion, that the Council introduce payment for parking by means of a permit as set out in option 4.5 of the report. This was seconded by Councillor Bremner.

Councillor Ross stated that in his opinion it was unfair to discriminate against Moray Council staff who are based in the Annex or HQ by asking them to pay for car parking as other Council employees based at other sites enjoyed free parking therefore moved an amendment to the motion that the Council make no change to the current arrangements as set out in option 4.2 of the report. This was seconded by Councillor Edwards.

Having considered the debate and the clear difference of opinion amongst the Council, Councillor Cowie was of the view that, to be fair to members of the public and staff members, the Council should make the car park available for everyone therefore moved an amendment to the motion that the Council introduce £1 Pay and Display parking for the public which would include Council staff as set out in option 4.3 of the report. This was seconded by Councillor Alexander.

As there was a motion and three amendments to consider, the Chair asked for a short recess to consider the most appropriate means to reach a decision, in accordance with the Council's Standing Orders. This was agreed.

On resumption of the Meeting, the Monitoring Officer explained that, in accordance with Standing Order 62 (d), as Councillor Ross' amendment not to pay for parking was the direct negative of Councillor Eagle's motion to pay for parking, then it should be voted on in the first instance and the other amendments voted on thereafter.

Thereafter, in terms of Standing Order 62 (d), following summing up by relevant members at the appropriate points, the Clerk advised that the third amendment proposed by Councillor Ross would be taken against the motion proposed by Councillor Eagle.

On a division between the third amendment and the motion there voted:

For the Motion (14):	Councillors Eagle, Brown, Bremner, Coull, Coy, Feaver, Gatt, Laing, Leadbitter, A McLean, M McLean, Morrison, Taylor and Warren
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For the third Amendment (8)	Councillors Ross, Edwards, Alexander, Allan, Cowie, Creswell, Divers and Wilson
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Abstentions (0)	Nil
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The Clerk confirmed that, in accordance with Standing Order 62 (c), the first amendment proposed by Councillor Leadbitter would now be taken against the motion proposed by Councillor Eagle.

For the Motion (13):	Councillors Eagle, Brown, Alexander, Allan, Cowie, Creswell, Divers, Edwards, Feaver, Gatt, M McLean, Ross and Wilson
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For the first Amendment (9): Councillors Leadbitter, Bremner, Coull, Coy, Laing, Morrison, A McLean, Taylor and Warren

Abstentions (0): Nil

The Clerk confirmed that, in accordance with Standing Order 62 (c), the fourth amendment proposed by Councillor Cowie would now be taken against the motion proposed by Councillor Eagle.

For the Motion (15): Councillors Eagle, Brown, Bremner, Coull, Coy, Divers, Feaver, Gatt, Laing, Leadbitter, A McLean, M McLean, Morrison, Taylor and Warren

For the fourth Amendment (7): Councillors Cowie, Alexander, Allan, Creswell, Edwards, Ross and Wilson

Abstentions (0): Nil

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

- i. note the contents of the report to the meeting of Economic Development & Infrastructure Services Committee on 11 June 2019, attached at Appendix 1 of the report;
- ii. note the recommendation from Economic Development & Infrastructure Services Committee on 11 June 2019 that further consultation be carried out on a new Car Park Order Amendment based on charging £1 per day, Monday – Friday, 8:00am – 6:00pm for Moray Council staff; and
- iii. approve option 4.4 to introduce £1 Pay and Display parking for staff only to be reviewed again in 12 months.

14 Question Time

Under reference to paragraph 7 of the Minute of Moray Council dated 8 May 2019, Councillor Ross queried why the savings related to the reduced library opening hours, Essential Skills and ESOL services had not been considered at today's meeting.

In response, the Chief Executive advised that there had been a meeting on 17 June 2019 with interested parties in this field which had resulted in a number of issues being highlighted, however it had been too short a time frame to prepare a report for today's meeting therefore it was intended to bring a report to the next meeting of Council in August 2019.

Under reference to paragraph 9 of the Minute of Moray Council dated 8 May 2019, Councillor Alexander queried whether a Business Support Officer had been recruited.

In response, the Acting Corporate Director (Education and Social Care) advised that the post had not been filled as it was still to be graded at the appropriate salary grade.

Under reference to paragraph 13 of the Minute of Moray Council dated 8 May 2019, Councillor Alexander noted that the deadline to submit grant scheme applications was 21 June 2019 and queried whether any had been received.

In response, the Corporate Director (Economic Development, Planning and Infrastructure) advised that she was unsure how many applications had been received however she had received feedback from the Head of Development Services who was optimistic that the Town Centre Fund would be spent.

Councillor Leadbitter further stated that he was aware that the Economic Development Team was in the process of working through the applications that had been received and hoped to have further information in the near future.

Councillor Warren sought an update in relation to fresh food processing certification in the event of a no deal Brexit and whether the Council had sufficient Environmental Health Officers (EHOs) to cope with the required certification.

In response the Chief Executive advised that there had been no further updates in relation to Brexit however advised that previous guidance was that, as long as there was compliance with EU regulations, this would be sufficient.

The Corporate Director (Economic Development, Planning and Infrastructure) further advised that the Environmental Health Service was working in partnership with other local authorities and was in close liaison with vets who have abilities in terms of the certification process. She further stated that provision had been made to enable para-professional officers to undertake certain elements of EHO roles which in turn enabled EHOs to carry out specific duties that could only be undertaken by an EHO in terms of the certification process.

Councillor Alexander raised concern in relation to the current budget situation of the Council that had resulted in a decision to charge staff for car parking and may see a cessation of funding for essential skills and English for Speakers of Other Languages (ESOL) and sought assurance from the Administration Group that it is appealing to the Finance Secretary expressing the Council's need for increased funding.

In response, Councillor Leadbitter stated that he regularly made representations to the Scottish Government through colleagues in COSLA, SNP Council Leaders and through Scottish Ministers and had spoken to Government advisors on a number of issues and would write to the Finance Secretary when the Council had a more certain position in terms of its budget so that a specific request could be made.

15 Review of the Council's Corporate Management Structure [Para 1]

Under reference to paragraph 7 of the Minute of the meeting of the Policy and Resources Committee dated 27 June 2019, a report by the Chief Executive asked the Council to consider a report provided by the external advisor to the Chief Executive on the findings of the review of the Council's corporate management structure.

During his introduction, the Chief Executive emphasised that the recommendations contained within the external advisors report would require a consultation which Elected Members would be keen to oversee and therefore proposed that recommendation 3.1 (ii) be amended to quote the requirement of the Chief Executive to report to a Special Meeting of Moray Council in September 2019 following the end

of the consultation period.

The Chief Executive further advised that Appendices C and D of Appendix I of the report are currently for information only except from the creation of Quality Improvement Managers within the Education and Attainment Service which were urgently required due to capacity issues. This was noted.

During discussion surrounding the Chief Executive's suggested amendment to recommendation 3.1 (ii), whilst it was noted that a report would be brought to a special meeting of Moray Council in September 2019 with the outcome of the consultation and any proposed alterations for approval by the Council, concern was raised that the recommendation still stated that the Chief Executive be given delegated authority to make any appropriate adjustments.

In response, the Chief Executive advised that there may be minor adjustments identified following the consultation and that it would be helpful if he had delegated authority to deal with these issues sooner rather than later however these would be detailed in the report to be brought to the special meeting of Council in September 2019. This was agreed.

Thereafter, the Council agreed:

- i. to approve the recommendations contained in the report attached as Appendix 1 which proposed a revised permanent senior management structure, subject to:
 - o consultation as set out in 3.1(ii) below;
 - o noting that Appendices C and D of Appendix 1 are for information only apart from the creation of 2 Quality Improvement Managers within the Education and Attainment Service, which is for approval;
- ii. to authorise the Chief Executive to lead a workforce consultation with those affected and their trade unions and that the Chief Executive consider any appropriate adjustments which will be reported to a special meeting of Moray Council in September 2019;
- iii. to approve the transitional arrangements as detailed in the covering report and Appendix 2 and delegate authority to the Chief Executive to implement these arrangements in accordance with the Council's agreed policies and procedures; and
- iv. that where possible the transitional arrangements are funded from capital receipts generated in 2019/20, and otherwise from the savings made by the new structure as approved.

16 Health and Social Care Moray - Management Report [Para 1]

A report by the Chief Officer, Moray Integration Joint Board/Health and Social Care Moray informed the Council of the revised shape of Health and Social Care Moray, the health and social care partnership for adult services management structure. The report further advised the Council on the organisational change process underway and sought approval for those posts not appointed to within this process to proceed to recruitment which will require changes to the establishments of the Council and the NHS and will potentially require the deletion of those same posts depending on employment arrangements.

Following consideration, the Council agreed to:

- i. note the revised management arrangements and the rationale for these changes as set out in Appendix 1 of the report;
- ii. allow the establishment and deletion of posts not filled through the organisational change process to enable joint recruitment processes to be pursued; and
- iii. note that in future, further changes may be required in light of any future decisions taken by Moray Council or the NHS in respect of further delegation of services, should either party be of a mind to do so.



REPORT TO: MORAY COUNCIL ON 7 AUGUST 2019

SUBJECT: DRAFT FOOD GROWING STRATEGY

**BY: CORPORATE DIRECTOR (ECONOMIC DEVELOPMENT,
PLANNING AND INFRASTRUCTURE)**

1. REASON FOR REPORT

- 1.1 This report advises the Council that all local authorities have a statutory duty to prepare a Food Growing Strategy by 1 April 2020 and asks the Council to agree a draft strategy for public consultation.
- 1.2 This report is submitted to Council in terms of Section II (13) of the Council's Scheme of Administration relating to the approval of council reports and strategies of a corporate nature.

2. RECOMMENDATION

2.1 It is recommended that Council agree:-

- (i) to note the statutory requirement to prepare a Food Growing Strategy by 1 April 2020;
- (ii) to note the content of the draft Food Growing Strategy;
- (iii) to approve the draft strategy set out in Appendix 1 (subject to the addition of graphics) and issue for public consultation for an 8 week period;
- (iv) to delegate responsibility for Section 119 and 120 of the Community Empowerment (Scotland) Act 2015 – Food Growing Strategy to the Planning and Regulatory Services Committee and make the necessary changes to the Scheme of Administration; and
- (v) that responses to the consultation be reported to a future meeting of Planning and Regulatory Services Committee along with the final Food Growing Strategy for approval.

3. BACKGROUND

- 3.1 Section 119 of the Community Empowerment (Scotland) Act 2015, which came into operation in April 2018, places a duty on every local authority to prepare a Food Growing Strategy which must be published by 1 April 2020. Guidance on preparing a Food Growing Strategy was published by the Scottish Government in November 2018 providing further information on the preparation process and a template for the strategy.
- 3.2 The Guidance recognises that many people in Scotland would like to grow their own food and the two most common barriers encountered are access to land and lack of the skills and knowledge to begin growing their own food. A significant objective in developing a Food Growing Strategy is ensuring that more opportunities are developed for those who would like to grow their own food. There is also a specific requirement to note how the Council intends to increase food growing provision in communities experiencing socio-economic disadvantage.
- 3.3 The strategy must identify land for allotments, other land for community growing opportunities and set out how the Council will meet demand for land. The strategy should cater for different forms of food growing spaces including orchards, raised beds, community gardens, edible hedges and planting and containers in landscaped areas. In addition to identifying land the strategy can assist with the delivery of wider aspirations regarding health and wellbeing, social interaction, environmental improvement, education, economic development and promoting biodiversity.
- 3.4 Section 120 of the Act requires every local authority to review its Food Growing Strategy within 5 years of the date of publication and every five years thereafter.

4. SUMMARY OF DRAFT FOOD GROWING STRATEGY

- 4.1 A working group was set up to prepare the strategy with representatives from Moray Council, NHS Grampian, Moray College UHI, Greenfingers, Moray Food Plus, REAP and Elgin Allotment Association. Stakeholder engagement events were held to develop a vision and key objectives for the strategy.

Vision and key objectives

- 4.2 The vision for the strategy is to “Promote the benefits of a healthier lifestyle by increasing access to nutritious healthy food by creating opportunities for people to grow their own fruit and vegetables in towns and villages across Moray, reducing food insecurity and food waste.
- 4.3 A number of key objectives help deliver the vision:
- Support healthier lifestyles by providing food growing opportunities across Moray including allotments, community gardens and community orchards.

- Promote opportunities for community food growing spaces to contribute to biodiversity, green infrastructure and enhancement of the natural environment.
- Support all schools and nurseries across Moray to have actively used food growing areas that are linked to the curriculum.
- Promote skills development related to food growing and encourage people to reconnect with where their food comes from.
- Encourage active participation in community food growing projects to support opportunities for social interaction and encourage communities to eat more fresh, healthy and sustainable food.
- Raise awareness of the health and wellbeing and economic benefits of growing your own food.

Themes and Actions

- 4.4 The strategy has been developed around four themed chapters, health and wellbeing, education, training and support, sustainability and delivery of land. These thematic chapters have identified supporting actions all with the aim of addressing the barriers to food growing. Key actions are set out in the table below.

Action	Partners	Progress	Timescales
Secure a partner organisation to take forward Maryhill Health Centre therapeutic garden	NHS Grampian/ REAP	tbc	March 2020
Investigate the possibility of replicating the therapeutic gardening project at Elgin Health Centre across other health care facilities in Moray	NHS Grampian/ Moray Council	Potential site at Aberlour Medical Practice and opportunities arising from new build health centres (e.g. Keith).	2020 – 2025
Investigate opportunities for funding to develop a food growing toolkit to support Moray Schools to embed food growing into the curriculum.	Moray Council/ NHS Grampian	Ongoing. Draft proposals developed. Identifying potential funding partners	2020
Further develop the relationship between Moray Schools and Moray UHI Horticulture department to support and sustain food growing. Link to STEM week, learn about career opportunities and skills	Moray College UHI/ Moray Council	Initial discussions held. Draft proposals to be developed.	STEM engagement March 2020

Action	Partners	Progress	Timescales
associated with horticulture.			
Explore opportunities for community growers/grow your own evening courses at Moray College UHI	Moray College UHI/ Moray Council	Initial discussion held. Draft proposal to be developed	2020/2021
Investigate opportunities and funding to support schools food growing as part of Active Schools	Moray Council	tbc	tbc
Greenfingers to develop a training program and two food growing training sites for trainees at Cooper Park and linking with Moray Resource Centre	Greenfingers	tbc	tbc
Prepare greenspaces guidance as part of wider design guidance that demonstrates how food growing can be integrated into green and blue networks and support biodiversity enhancement	Moray Council	Guidance will be prepared to support the Moray Local Development Plan 2020, anticipated for adoption in summer 2020.	June 2020
Promote edible species in all new developments of over 10 houses	Moray Council	Link to guidance being prepared	June 2020
Develop a pilot food growing project with partners linked to the Locality Plans for New Elgin East and Buckie Central East	Moray Council/NHS Grampian/TSI/REAP and partner organisations.	Initial meeting held, site identified in New Elgin and working group set up to explore delivery.	2020/2021
Work in partnership with third sector partners to promote, volunteering, community harvesting and sharing, community composting, equipment sharing and skills sharing	Moray Council, REAP/TSI	Ongoing, actively being explored as part of proposed New Elgin East LOIP pilot.	2020/2021
Investigate the opportunity to work in partnership with the Criminal Justice team to help deliver food growing projects across Moray	Moray Council	Initial discussions held.	2020

Action	Partners	Progress	Timescales
Prepare online tool providing advice and signposting support for communities seeking to take forward food growing spaces	Moray Council	To be prepared to support strategy which must be in place by 1 April 2020.	1 April 2020
Deliver allotment sites and food growing areas in large land releases through masterplans, development briefs and planning applications	Moray Council	Delivery of food growing sites through Findrassie and Elgin South developments and forthcoming masterplans for the south west expansion of Buckie and Lochyhill in Forres	2020-2025

- 4.5 The strategy is also supported by a number of case studies showcasing what is already happening across Moray.

Identification of existing and new food growing spaces

- 4.6 A key component of the strategy is the identification of existing and potential food growing spaces across Moray. As far as possible all existing food growing spaces in Moray have been mapped and included in the strategy.
- 4.7 Potential sites have been suggested by communities and identified by various Council services including Lands and Parks, Property and Estates and Development Plans. These food growing spaces include allotments, community orchards, community gardens, vegetable patches, raised beds, planters and edible hedges. The objective has been to ensure there is a network of accessible food growing spaces across the larger towns and villages. Allotment sites have been identified in Aberlour, Buckie, Elgin, Forres and Keith.
- 4.8 All existing and potential sites are set out in the Appendices of the strategy which can be viewed in **Appendix 1**.
- 4.9 In terms of the approach to areas of socio-economic disadvantage, the focus has been on aligning the strategy with the Locality Plans that are being prepared for New Elgin East and Buckie Central East. There is a proposal to develop a pilot food growing project in partnership with the stakeholder group/s involved in these Locality Plans.

Engagement

- 4.10 Extensive engagement and evidence gathering has been undertaken to support the preparation of the strategy, including two stakeholder events and an audit of school food growing provision across Moray. A questionnaire was developed and widely circulated to assist in identifying barriers to food growing and over 320 responses were received. A call for ideas for potential

food growing spaces was issued and resulted in over 150 suggested areas. Various Council services have provided technical input to help assess the suitability of sites and help shortlist those with the most potential.

Consultation

4.11 It is proposed to issue the draft strategy for public consultation for an eight week period supported by the following actions;

- A consultation event combined with compensatory planting proposals as agreed by Planning and Regulatory Services Committee on 26 March 2019 (para 11 of the minute refers).
- Further consultation with internal services and key agencies.
- Press release, social media and website promotion to raise awareness of the consultation.

Review and Monitoring

4.12 The strategy will be reviewed and updated every five years. Annual monitoring will be undertaken and reported to Planning and Regulatory Services Committee as part of the Moray Local Development Plan Monitoring Report. This will provide an update on progress on the identified actions. A key measure of success will be the increase in the number of food growing spaces being actively used across Moray. The working group will continue to meet twice yearly to oversee the implementation of the identified actions within the strategy.

Next Steps

4.13 The next steps are as follows;

- Issue for public consultation September – October 2019
- Report final strategy to Planning and Regulatory Services Committee February 2020
- Adoption of strategy March 2020

4.14 The Planning and Regulatory Services Committee will be asked to approve the final version of the strategy as supplementary guidance, thereafter it will become a material consideration for development management purposes.

4.15 To enable issues relating to the Food Growing Strategy to be dealt with efficiently in the future it would be useful to have responsibility for S.119 and 120 of the 2015 Act delegated to the Planning and Regulatory Services Committee (P&RS) which will require an amendment to the Council's Scheme of Administration. Whilst the strategy cuts across elements of contributing to wellbeing it would be best to delegate responsibility going forward to P&RS. Officers within that Service have prepared the strategy and it is most closely linked to land use planning considerations and will be used as supplementary guidance to be considered alongside the Moray Local Development Plan 2015. Whilst social inclusion and equalities fall within the remit of Communities Committee and are relevant to the Food Growing Strategy, it is felt that keeping the business in one place, supported by the group of officers

who developed the strategy, is the most efficient means of progressing the strategy. The decision is however one for the Council to make.

5. SUMMARY OF IMPLICATIONS

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

A Food Growing Strategy can help to address the 4 priorities set out in the LOIP.

(b) Policy and Legal

The Community Empowerment (Scotland) Act 2015 requires all local authorities in Scotland to prepare Food Growing Strategies by 1 April 2020.

(c) Financial implications

There are no financial implications arising at this stage, beyond staffing costs and cost of organising stakeholder events. Any financial implications identified in delivering the strategy will be reported to a future meeting of the Planning and Regulatory Services Committee.

(d) Risk Implications

There is a reputational risk of not complying with legislation if the Council does not prepare a Food Growing Strategy by 1 April 2020.

(e) Staffing Implications

Preparation of the strategy has involved officers from Development Plans, Estates, Lands and Parks, Contaminated Land, Transportation, Flood Risk Management and the Community Support Unit. There will be continued staff resources required to implement the strategy primarily from Development Plans.

(f) Property

The strategy identifies potential food growing areas on Council owned land. All sites have been subject to consultation with the Estates Manager.

(g) Equalities/Socio Economic Impact

An Equalities Impact Assessment (EIA) has been undertaken and concluded there is no potential for discrimination as a result of the strategy.

The delivery of food growing spaces across Moray can assist the Council in tackling socio-economic inequalities by increasing access to affordable fresh food. There are also identified benefits in helping to improve the health and wellbeing of our communities, by promoting physical activity and a healthy diet. It is recognised that food growing can also have positive impacts on mental health, dementia and loneliness.

(h) Consultations

The Corporate Director (Economic Development, Planning and Infrastructure), the Head of Development Services, the Legal Services

Manager, Caroline Howie (Committee Services Officer), the Finance Manager and the Equal Opportunities Officer have been consulted and the comments received have been incorporated into the report.

6. CONCLUSION

- 6.1 The Community Empowerment (Scotland) Act 2015 places a duty upon all local authorities in Scotland to prepare a Food Growing Strategy by 1 April 2020.**
- 6.2 A draft Food Growing Strategy has been prepared and aims to increase the number of food growing spaces across Moray. To support this aim a network of food growing spaces have been identified including allotments in Aberlour, Buckie, Elgin, Forres and Keith.**
- 6.3 The strategy includes a number of actions to address the barriers to food growing relating to education, training and support and preparation of an online tool for community groups seeking to develop a food growing space.**

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

Draft Moray Food Growing Strategy

2019

Policy Context

The Scottish Government has set out a vision that by 2025 Scotland will be “a Good Food Nation, where people from every walk of life take pride and pleasure in, and benefit from, the food they produce, buy, cook, serve, and eat each day.”

The Council has a statutory duty, set out in the Community Empowerment (Scotland) Act 2015, to prepare a Food Growing Strategy that identifies potentially suitable land for allotments and other food growing areas. There is also a specific requirement to note how the Council intends to increase food growing provision in communities experiencing socio-economic disadvantage.

In developing a food growing strategy for Moray the Council is committed to delivering the wider benefits associated with food growing including:

- Improving health and wellbeing outcomes
- Promoting opportunities for social interaction
- Environmental improvement including climate change and food waste
- Skills development
- Economic development and sustainability.

In delivering these benefits the food growing strategy will also assist in meeting the key objectives in the Moray Local Outcome Improvement Plan (LOIP).

The following statistics provide an evidence base highlighting some of the challenges.



1 in 8 children in Moray are overweight

1 in 9 children in Moray are obese

In certain areas in Moray 1 in 7 children are living in poverty

68% of adults in Moray are meeting weekly guidelines for physical activity

1 in 5 children in Moray have tooth decay in Primary 1

The economic cost of mental health problems in Scotland is estimated at £10.7 billion. For Moray this equates to around £172 million.

Last financial year Moray Food Plus had 1950 referrals supporting 4440 people.

17 tonnes of surplus food from supermarket and suppliers was distributed which included fresh fruit and vegetables.

Purpose of the Strategy

It is clear that there is rising interest in local food production and the strategy aims to increase the number of food growing areas across Moray by identifying land potentially suitable for allotments, and other food growing spaces including, community orchards, community gardens, vegetable patches, raised beds, planters and edible hedges.

Supporting our communities to develop the skills to grow their own food and make healthy lifestyle choices is also a key strand of the strategy that will be achieved by working together with our community planning partners and third sector organisations.

The strategy once adopted will become supplementary guidance to support the Moray Local Development Plan 2020. It will become a material consideration in the determination of planning applications.

Benefits of Food Growing

Community food growing can provide a number of wide ranging and long lasting, benefits to communities and individuals. There are a number of cross cutting impacts related to health, environment, economy, society and education.



Engagement and Evidence Gathering

A working group with representation from Moray Council, NHS Grampian, Moray College UHI, REAP, Elgin Allotment Association, Greenfingers and Moray Food Plus has been set up to work in partnership to prepare the strategy.



Extensive engagement has been undertaken to develop the strategy. A facilitated workshop was held with key stakeholders. The workshop considered where we are now with food growing in Moray and where we want to be in the future.

Present	Future
<ul style="list-style-type: none"> • Experience/expertise in place • Good things happening on a small scale • Lots of ideas but these are all separate and a bit ungrounded. Action is disconnected. Lack of strategy • Lack of funding and support • Frustration at the lack of action 	<ul style="list-style-type: none"> • Partnership with everyone working together going in the same direction • Food growing sites are being delivered and something tangible has been achieved • Engaging and involving more people in food growing • Resources are being targeted to deliver community food growing areas

The Food Growing Strategy offers the opportunity to link together the different organisations and stakeholders with an interest in food growing and provide a framework for a joined up approach to encourage an increase in food growing spaces across Moray.

A questionnaire was created and widely circulated to help identify barriers to food growing and the support needed to help food growing areas come forward. Over 320 responses were received with 50% of respondents stating they lacked the gardening knowledge to grow their own and 40% identified a need for training and skills. In addition to this over 50 comments relating to food growing were gathered.

Meetings were held with Community Council's in Lossiemouth and Speyside, locations where there are no food growing spaces currently, to allow them the opportunity to suggest potential sites based on their local knowledge. A call for ideas for food growing spaces was launched and over 150 potential sites across Moray were identified by the community. In addition to this as part of the Moray Local Development Plan 2020 Proposed Plan exhibitions held in Buckie, Elgin and Forres, attendees were given the opportunity to identify potential food growing sites.

A Moray Food Growing Event was held in May 2019 where community representatives used Ketso an engagement tool to support discussions around food growing. All the ideas, constraints, goals and solutions were written on leaves to build branches of a tree and map all comments. The ideas gathered during all the engagement have where possible been embedded within the strategy and have helped shaped the vision, key objectives and themes.





Vision

The main purpose of the strategy is to ensure there are more opportunities for people who would like to grow their own food to do so. A vision and key objectives for the strategy have been developed around local priorities and stakeholder engagement.

“Promote the benefits of a healthy lifestyle by increasing access to nutritious healthy food by creating opportunities for people to grow their own fruit and vegetables in towns and villages across Moray, reducing food insecurity, food waste.”

Key Objectives

A number of key objectives have been developed to help deliver the vision.

Support healthier lifestyles by providing food growing opportunities across Moray including allotments, community gardens and community orchards.

Improve access to healthy affordable local food and help communities make informed healthy eating choices by developing a pilot community food growing project.

Promote opportunities for community food growing spaces to contribute to biodiversity, green infrastructure and enhancement of the natural environment.

Support all schools and nurseries across Moray to have actively used food growing areas that are linked to the curriculum.

Promote skills development related to food growing and encourage people to reconnect with where our food comes from.

Encourage active participation in community food growing projects to support opportunities for social interaction and encourage communities to eat more fresh, healthy and sustainable food.

Raise awareness of the health and wellbeing and economic benefits for growing your own food.

Four themes have emerged that underpin the delivery of the vision and key objectives

- Health and Wellbeing
- Education, Training and Support
- Sustainability
- Delivery of Land

Health and Wellbeing

The Scottish Government's national strategy A Healthier Future and subsequently the More Active Scotland Strategy and the Type 2 Diabetes Framework makes recommendations to improve the nation's diet, increase levels of physical activity and facilitate the maintenance of healthy weight.

A healthier and more active future for the North East of Scotland (2019) affirms that local community food initiatives have an important role in the availability of local sustainable and affordable healthy food.

Community gardens provide opportunities for improved access to fresh food, nutrition and physical activity and in doing so provide the opportunity to shape health behaviours and reduce inequalities. Furthermore community gardens may promote health and wellbeing in other ways through increased social capital, improved mental health and educational and skills attainment. They also provide a central point for people to come together in a supportive environment, to interact and participate which helps promote feelings of community identity irrespective of age, ability or socioeconomic position. All of which are positively associated with health and wellbeing by promoting and supporting a healthy diet and regular exercise which have a wide range of benefits for both physical and mental health.

Evidence suggests that participating in community gardening is associated with the higher consumption of fruit and vegetables, this may be due to a number of factors including increased knowledge and a greater connection and ownership to the food

produced. Children in particular can gain lifelong practical skills and health knowledge; with evidence suggesting that consumption and taste preferences for fruit and vegetables increased following participation in school based gardening programmes.

Gardening activities can provide low-impact, moderate and aerobic exercise and is considered a sustainable form of exercise. Gardening can be an effective means of increasing physical activity, including those facing barriers to other forms of exercise. It focuses on skills and achievements, not limitations or diagnoses. Furthermore there is evidence to suggest that good physical health, establishing and maintaining social relations and living in stimulating environments helps reduce the risk of developing dementia. The Moray Council Dementia Strategy predicts a 50% increase in the incidence in dementia as the population ages and has identified dementia as a key priority in Moray, contributing to 11.2% of all years lived with disability, more than stroke, cardiovascular disorders or cancer.

Food growing spaces can provide recreational opportunities that encourage socialising, decrease isolation and lead to improved confidence and self-esteem. Similarly, loneliness is recognised as a significant impact on health and wellbeing. The Scottish Government's strategy for tackling social isolation and loneliness states that "the extent to which people interact is heavily determined by their lived environment"

Community gardens provide the opportunity to promote positive mental health benefits through a supportive social environment, where growers view the growing space as a place where they can relax and unwind from the stresses of other parts of their lives. The economic cost of mental health problems in Scotland is estimated at £10.7 billion. For Moray this equates to around £172 million. (Good Mental Health for All in Moray).

Social prescribing by General Practitioners (GP's) and healthcare professionals can connect people to non-medical sources of support and resources in the community. For example it might be appropriate to prescribe gardening-related activities to improve the health and wellbeing of an individual. Gardening can be a cost effective health intervention to help address some of the key issues facing Moray, e.g. increasing mental ill health, increasing dementia, obesity, lack of physical activity, social isolation and self-management of chronic conditions. For some, the skills and self-confidence learned have the potential to lead to employment or self-employment.

A Greenspace and Health Strategic Framework for Edinburgh & Lothians has recently been published. The strategy aims to fully realise the potential of the NHS Outdoor Estate and community greenspaces as a community health asset benefiting patients, visitors, staff and communities. It covers a range of Green Health activities, including community and therapeutic gardening, health walks, green prescriptions, Branching Out and Green Gyms, as well as greening the NHS outdoor estate and encouraging access to greenspace close to where people live. It is clear the NHS estate has a role to play in providing food growing spaces in Moray and there is already a therapeutic garden at Maryhill Health Centre in Elgin.

Maryhill Health Centre - Therapeutic Garden Case Study (REAP Grow Elgin Climate Challenge funded project)

Setting up a community garden with a therapeutic focus was seen as a great way of engaging with the GP Practice's community, patients and staff. The area chosen was also once the kitchen garden for Maryhill House creating a nice link for the new garden.





Work began to set up beds and a donated shed in 2017, the garden is now thriving, growing a variety of vegetables and fruit. To date referrals have been made by health workers, GP's various organisations like the Scottish Association for Mental Health (SAMH), CLAN Moray that supports people affected by cancer, Move More Moray and others.

The garden at Maryhill has worked with 17 individuals who have reported a variety of benefits to mental and physical health since participating. 4 volunteers have joined REAP, some of whom were originally participants.

The garden comprises a total of 120m² of growing space which grew 160kgs of produce last year. This was distributed to participants and used at communal events such as a harvest day and cooking courses. The GP practice also collects food waste in the staff room (over 70 staff) which is composted on site and used in the garden.

The quest for a partner with skills and training in mental health support continues as this would help secure the future of the garden which has funding to March 2020.

In addition to growing spaces in health centres, community growing spaces in hospital grounds can prove useful spaces for occupational therapists and other medical specialists when working with their patients. The following actions have been identified to support health and wellbeing through food growing.

- **Secure a partner organisation to take forward Maryhill Health Centre therapeutic garden.**

- **Investigate the possibility of replicating the therapeutic gardening project at Elgin Health Centre across other health care facilities in Moray, especially when planning new build health centres (e.g. Keith)**

Education, Training and Support

Food growing spaces can also provide opportunities for people to enhance their skills, self-confidence and improve their employment opportunities. People involved in community growing can benefit from a therapeutic learning environment through which they gain insights into themselves as well as transferable life skills.

Greenfingers Training Project based in Elgin supports people that have various barriers to further education, training and employment. This can include people with learning disabilities, on the autistic spectrum and/or in the recovery of a mental health challenge. The therapeutic benefits of horticulture, local woodlands and greenspaces are used to promote general wellbeing whilst recognising individual skills, talents and supporting people to identify and plan their own areas of development and future progression.

Food growing is being embedded into the Greenfingers training plan with proposals to develop two small sites for food growing training purposes. This will be in the style of raised beds and allotment style gardening and involve working jointly with Moray Resource Centre and users of the garden. This will ensure that people moving on from Greenfingers have the knowledge and skills to grow their own produce within different growing environments and can continue to build upon the established social and community links as trainees progress.

Moray College UHI is actively exploring options for the creation of grow your own and community grower's courses to support skills development.

Educational Food Growing

Food growing programmes in schools can have positive impacts on pupil nutrition and attitudes towards healthy eating. Supporting our young people to develop the skills to grow their own food and make healthy lifestyle choices is a key strand of the strategy.

During preparation of the strategy an audit of food growing spaces in all primary and secondary schools was undertaken. The purpose of the audit was to establish if schools were growing food, if the growing was related to the curriculum and if there was any external support to deliver projects.

85% of schools participated in the audit and findings showed that 75% of the schools that responded have some kind of food growing space. It was also established that growing is not always formally linked to the curriculum and a number of the schools are being supported by parent helpers, former pupils, grants and support from external bodies like REAP. A separate educational food growing map has been prepared and is set out in Appendix 1

The key constraints identified by the schools to progressing or expanding food growing were identified as a lack of expertise and pupil teacher ratios. It is clear that schools require ongoing support for food growing and linking it to the curriculum.

The following case study gives an overview of a secondary school food growing project.

Elgin Academy School Garden Case Study

(REAP Grow Elgin Project. Climate Challenge funded project)

The school had set aside a large area in their new build site and REAP were able to help them set up this area for growing food. Currently there is 150m² of growing space in 8 large raised beds. Starting from interest from one or two keen teachers, the project has grown as more saw the potential for working with their pupils. REAP helped the school set up their own composting bin which takes food waste collected from caddies in classrooms and the staff room. All this has helped the school achieve their Eco Green Flag

Further funding from Food For Thought /Education Scotland provided an outdoor kitchen, plus teacher training from REAP to develop staff skills, confidence and educational tools for use with the pupils across the curriculum. The school also help REAP with carbon saving targets, recording produce grown and food waste diverted from landfill.

The gardens currently produce a range of vegetables and fruit in the orchard area which is used in Home Economics lessons. It is used with the S2 classes each year to introduce pupils to the Farm to Fork topic and regularly with pupils in the support department. S1, S3 and senior pupils also use the gardens if time allows and pupils from the nearby Bishopmill Primary School also use it. Pupils have made mint ice cream, pea and mint soup and potato wedges and berries, carrots and onions are also harvested.



The following actions have been identified to support education, training and development of further food growing projects.

- **Investigate opportunities for funding to develop a food growing toolkit to support Moray Schools to embed food growing into the curriculum.**
- **P6 and above classes are given the opportunity to interact with and learn about career opportunities and skills associated with horticulture.**
- **Further develop the relationship between Moray Schools and Moray UHI Horticulture department to support and sustain food growing and link to STEM week.**
- **Explore opportunities for community growers/grow your own evening courses at Moray College UHI.**
- **Investigate opportunities and funding to support schools food growing as part of Active Schools.**
- **Greenfingers to develop a training program and two food growing training sites for trainees at Cooper Park and Moray Resource Centre.**

Environment

Community growing spaces can improve biodiversity and, when linked with other greenspaces, create important green corridors for wildlife. There can be many biodiversity benefits including creating food growing areas that continue to be a place where pollinators thrive. Community food growing spaces can also make positive contributions to sustainable drainage through permeable surfaces and the harvesting of rainwater.

Community food growing spaces can contribute to mitigating and adapting to the effects of climate change through carbon reduction and sustainable design. Other sustainability benefits include reducing food miles and carbon emissions. Locally grown food helps reduce food waste through composting and reduced food packaging and contributes to achieving the Scottish Government's zero waste ambitions.

The following action is identified to promote food growing spaces that contribute to placemaking, sustainability and biodiversity enhancement.

- **Prepare greenspaces guidance as part of wider design guidance that demonstrates how food growing can be integrated into green and blue networks and support biodiversity enhancement.**
- **Promote edible species in all new developments of over 10 houses.**

Social

Community growing and the development of green spaces are beneficial to tackling social exclusion. A garden share can foster a sense of community among the residents of a neighbourhood, and the presence of shared activity in well-maintained green spaces can offer opportunities for inclusion and connectedness, in turn increasing perceptions of safety and reducing anti-social behaviour.

Moray College UHI/Anderson Care Home and VIP Childcare Case Study

There is a long standing partnership between Andersons Care Home and Moray College. Over the years horticultural students have been involved in developing their ornamental and allotment gardens. VIP Childcare wanted somewhere to grow vegetables with their nursery children and Moray College UHI introduced them to Andersons and their intergenerational relationship began.

Andersons funded the materials and Moray College horticultural students built new raised beds including a bed for the nursery children, a higher raised bed suitable for the residents to use and a further 9 raised beds for horticulture students to learn how to grow fruit and vegetables in a home and allotment setting.

The fruit and vegetables that are grown from this partnership are harvested and used in the care home's kitchen and also sold to staff and residents families from Anderson's 'Wee Shoppe'. The funds raised go to providing seeds and equipment to the residents gardening club.



A sense of community is encouraged when people participate in food growing activities. Access to community growing spaces can help to encourage more vulnerable people to get involved in local food-growing, and many growing spaces can evidence a reduction in isolation and loneliness for those taking part, Community growing spaces can also offer volunteering opportunities and become the venue for social events.

Burghead Station Community Garden Case Study

Burghead Station Community Garden was set up to give people a social space in nice surroundings, and is open to everyone from all walks of life. The garden has a newly constructed polytunnel, community orchard and vegetable plots and is run by a small group of dedicated people with a lot of support from volunteers in the community.

The garden is well used by the local primary school as well as church groups, brownies and a pre-school group. There are various events held throughout the year to help with the upkeep of the garden including gig in the garden, bonfire night with fireworks and coffee mornings.

Tesco has supported the garden through its community sponsorship scheme and local businesses have also given generously. The community garden is always looking for new enthusiastic people to get involved.



Community gardens and allotments can make a contribution to a range of social issues. Opportunities also exist to promote and support the establishment of community-run businesses based on growing activities, which generate funds to provide an income.

As well as the possibility of generating income, there is great potential for community gardens to address social needs. Community gardens are able to address a wide range of issues from social inclusion to employability, and offer ideal opportunities for social entrepreneurship.

There are a number of ways that community food growing projects can be supported by working in partnership. There are gardeners across Moray with plant growing knowledge and experience to share. The following actions have been identified to support existing and future food growing projects by bringing together interested groups, support and resources.

- **Promote intergenerational food growing and community garden projects to inspire other communities.**
- **Work in partnership with third sector partners to promote volunteering, community harvesting and sharing, community composting, equipment sharing and skills sharing.**
- **Investigate the opportunity to work in partnership with the Criminal Justice team to help deliver food growing projects across Moray.**

Delivery of Land

In order to meet increased demand for locally grown food there needs to be access to land. It is clear however that communities need support in identifying spaces to grow and how to take these forward. A lack of understanding of the planning system and Council processes has been identified as a key barrier preventing communities from taking sites forward. The following action seeks to address this.

- **Create a web resource providing advice and signposting support for communities seeking to take forward food growing spaces**

Moray Council Allotment Provision and Demand

Moray Council currently does not own or manage any allotments. The Council does however lease land at Bogton in Forres for a Community Garden and land in Cullen for allotments on behalf of a Trust.

At the time of writing there are 10 people on the Council's waiting list for an allotment and 8 of them live in Elgin. The Council has been working closely with Elgin Allotment Association and has secured planning permission for a 22 plot allotment on Council land at Pinefield Playing Fields. Work is now ongoing to agree terms for leasing the land to the allotment association, taking account of the recently published statutory guidance.

Moray Local Development Plan

The Moray Local Development Plan 2015 requires the provision of allotments on all large scale housing developments over 200 houses. To support the delivery of food

growing on smaller sites Council will produce a guidance setting out ways to incorporate food growing spaces and edible landscaping into new developments.

“Herbs in the High Street” is a great example of how food growing can be embedded into the public realm in High Streets and town squares across Moray.

Herbs in Elgin High Street Case Study

(REAP Climate Challenge Funded Grow Elgin project)

In a joint initiative with Elgin BID and Moray Council Lands and Parks, REAP have agreed to look after, water and tend 10 of the planters in the High street. All these planters contain edible herbs, flowers and vegetables, free for everyone to take/ eat/ use. This is inspired by the Incredible Edible Todmorden project.

The planters have a QR code and some info on them, which links to the REAP website to explain what the herbs are and how to use them for teas etc. REAP check for any poisonous weeds and separate edibles from other ornamentals as some of these are poisonous (e.g. daffodils, lupins)

The parklets (cycle parking/ seating by the Dandy Lion sculpture) planters were added to the area tended by REAP, again in partnership with Moray Council. This year ‘traffic lights’ lollipop stick indicators – red for ‘not ready to take yet’, amber for ‘ready soon’ and green for ‘go – pick some now’ were added.

There are volunteers who help maintain the planters, but a more regular group would need to be set up for tending this that also had knowledge of what is safe to grow in edible beds.

REAP get lots of good feedback:

‘I often come and take some chives and herbs for my lunchtime sandwich’

‘I’ve let all my friends know about this’

‘What a great idea – and it looks lovely, too’



Existing Food Growing Areas

There are a number of established food growing areas across Moray and these are set out in mapping in Appendix 2

Everyone has the right to good quality and nutritious food. REAP has previously undertaken projects in areas of socio-economic disadvantage in Moray to support communities to grow their own and increase access to healthy fresh local food.

As part of the strategy it is proposed to develop a pilot project to create a community food growing area working in partnership with stakeholders and organisations involved in the New Elgin East and Buckie Central East. Locality Plans. These areas are identified as being the most deprived in Moray. This work will also help inform the content of the web resources being prepared, setting out advice and support for communities looking to take forward food growing spaces.

Den Crescent, Keith Case Study

(Diggin' in Den Crescent' funded through the People's Health Trust)

REAP has worked with local communities to set up some raised beds in local spaces for people to grow and harvest their own food.

Three 1m² raised beds were set up alongside a series of community events and projects with families in the area, including picnics, local walks, painting a mural, litter picks etc. Building on links developed through the project, REAP asked local parents if they would like to have a small raised bed in a communal space to grow their own. Two families took up the offer and REAP put up the beds with the help of local children and parents. The families now grow strawberries, herbs and vegetables in the beds.



South Lesmurdie, Elgin Case Study

(REAP Grow Elgin Climate Challenge funded project)

In South Lesmurdie, REAP has carried out leaflet campaigns and worked with the Moray Council Lands and Parks and Housing department to identify areas for community growing. Three 2mx1m raised beds were set up with a small number of residents in 2018.

There has been a slight reluctance/reticence on the part of the community to take the produce grown as people don't think it's theirs to take! However, the beds are there and REAP will continue to provide help while funding lasts.



The following actions have been identified to support delivery of food growing spaces on designated sites in the Moray Local Development Plan and develop a pilot food growing project.

- **Deliver allotment sites and food growing areas in large land releases through masterplans, development briefs and planning applications.**
- **Develop a pilot food growing project with partners linked to the Locality Plans for New Elgin East and Buckie Central East.**

New Food Growing Areas

As part of the early engagement to inform the preparation of the strategy over 150 sites were identified across Moray. These sites were subject to technical consultation, audit and scored to assess suitability for food growing.

It is important that the strategy identifies a variety of food growing spaces across Moray's towns and villages. The strategy has sought to identify sites that are accessible to all people. Accessibility and socio-economic disadvantage mapping have been used to identify sites in an effort to establish a network of varied food growing spaces across Moray.

It is important to highlight that the current financial situation means the Council is unable to invest in the delivery of allotments or other food growing spaces. Instead the Council will seek to facilitate and support community groups in other ways such as obtaining planning permission for identified allotment sites, signposting resources and sharing best practise.

The mapping for towns and villages across Moray is set out in Appendix 3 which identifies potential allotment and food growing spaces. Maps have been produced for all towns and villages where there are existing and potential food growing areas.

The maps are colour coded to show the walkability of sites as it is essential that these areas can be easily accessed on foot.

Green areas show a walking distance of 0m to 400m
 Amber areas show a walking distance of 401m to 800m
 Red areas show a walking distance of 801m to 1200m

Action Plan

Key actions have been developed to support the delivery of the key objectives and actions identified within the strategy.

Action	Partners	Progress	Timescales
Secure a partner organisation to take forward Maryhill Health Centre therapeutic garden	NHS Grampian/REAP	tbc	March 2020
Investigate the possibility of replicating the therapeutic gardening project at Elgin Health Centre across other health care facilities in Moray	NHS Grampian/ Moray Council	Potential site at Aberlour Medical Practice and opportunities arising from new build health centres (e.g. Keith).	2020 - 2025
Investigate opportunities for funding to develop a food growing toolkit to support Moray Schools to embed food growing into the curriculum.	Moray Council/ NHS Grampian	Ongoing. Draft proposals developed. Identifying potential funding partners	2020
Further develop the relationship between Moray Schools and Moray UHI Horticulture department to support and sustain food growing. Link to STEM	Moray College UHI/Moray Council	Initial discussions held. Draft proposals to be developed.	STEM engagement March 2020

week, learn about career opportunities and skills associated with horticulture.			
Explore opportunities for community growers/grow your own evening courses at Moray College UHI	Moray College UHI/Moray Council	Initial discussion held. Proposal to be developed	2020/2021
Investigate opportunities and funding to support schools food growing as part of Active Schools	Moray Council	tbc	tbc
Greenfingers to develop a training program and two food growing training sites for trainees at Cooper Park and linking with Moray Resource Centre	Greenfingers	tbc	tbc
Prepare greenspaces guidance as part of wider design guidance that demonstrates how food growing can be integrated into green and blue networks and support biodiversity enhancement	Moray Council	Guidance will be prepared to support the Moray Local Development Plan 2020, anticipated for adoption in summer 2020.	June 2020
Promote edible species in all new developments of over 10 houses	Moray Council	Link to guidance being prepared	June 2020
Develop a pilot food growing project with partners linked to the Locality Plans for New Elgin East and Buckie Central East	Moray Council/NHS Grampian/TSI/REAP and partner organisations.	Initial meeting held, site identified in New Elgin and working group set up to explore delivery.	2020/2021
Work in partnership with third sector partners to promote, volunteering, community harvesting and sharing, community composting, equipment sharing and skills sharing	Moray Council, REAP/TSI	Ongoing actively being explored as part of proposed New Elgin East LOIP pilot.	2020/2021
Investigate the	Moray Council	Initial	2020

opportunity to work in partnership with the Criminal Justice team to help deliver food growing projects across Moray		discussions held.	
Prepare online tool providing advice and signposting support for communities seeking to take forward food growing spaces	Moray Council	To be prepared to support strategy which must be in place by 1 April 2020.	1 April 2020
Deliver allotment sites and food growing areas in large land releases through masterplans, development briefs and planning applications	Moray Council	Delivery of food growing sites through Findrassie and Elgin South developments and forthcoming masterplans for the south west expansion of Buckie and Lochyhill in Forres	2020-2025

Review and Monitoring the Strategy

The strategy will be reviewed and updated every five years. Annual monitoring will be undertaken as part of the Moray Local Development Plan and will provide an update on progress in implementing identified actions. The key measure of success will be an increase in the number of community food growing spaces across Moray. The food growing steering group will continue and meet twice per year to oversee delivery of the identified actions and outcomes.

Legend



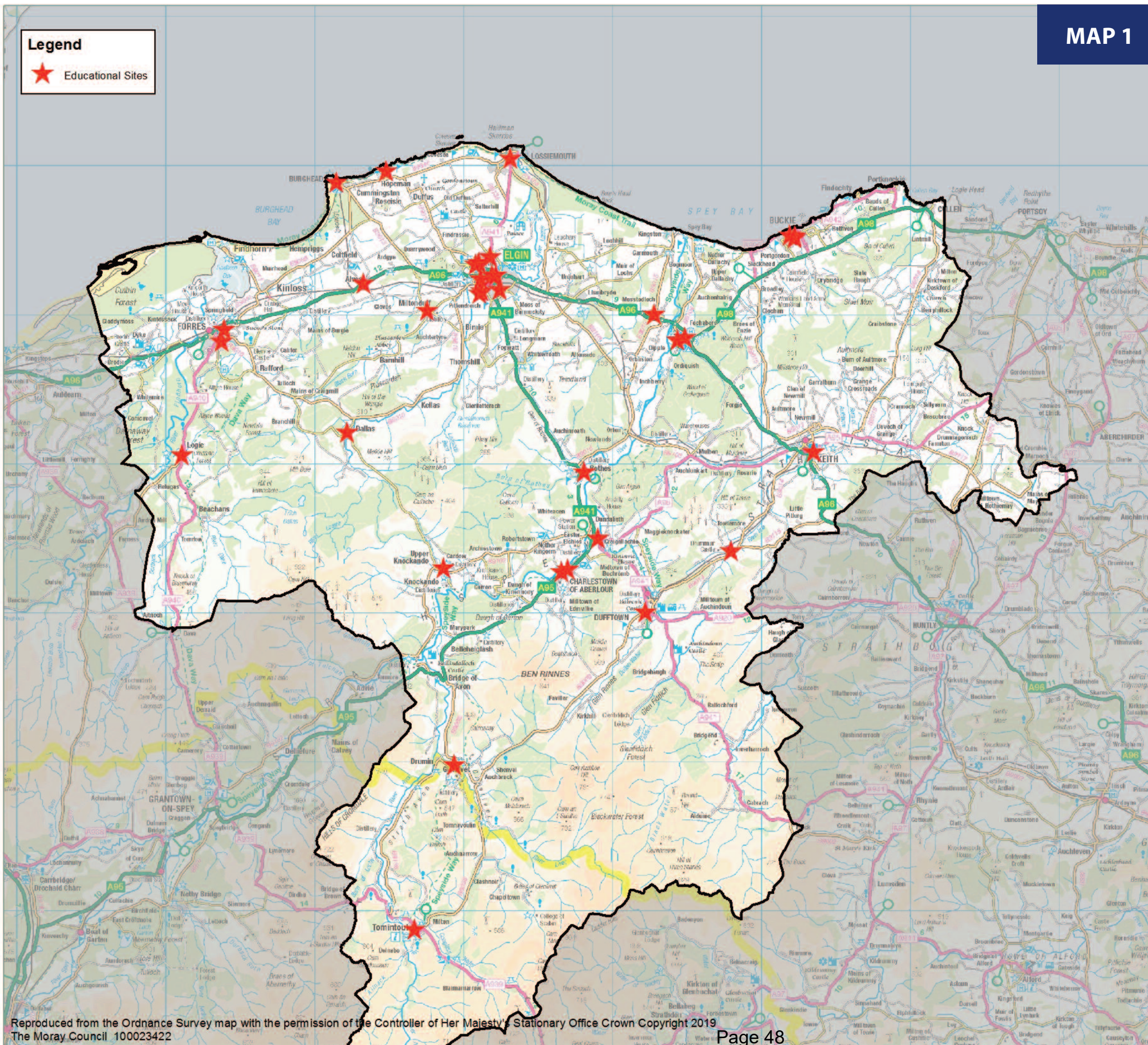
Educational Sites

MAP 1

EDUCATIONAL FOOD GROWING IN MORAY 2019

School

Aberlour Primary School
Speyside High School
Alves Primary School
Burghead Primary School
Cluny Primary School
St Peter's RC Primary School
Buckie High School
Craigellachie Primary School
Dallas Primary School
Mortlach Primary School
Botriphnie Primary School
Bishopmill Primary School
East End Primary School
Greenwards Primary School
New Elgin Primary School
Seafeld Primary School
St Sylvester's RC Primary School
West End Primary School
Elgin Academy
Elgin High School
Milne's Primary School
Milne's High School
Andersons Primary School
Forres Academy
Glenlivet Primary School
Hopeman Primary School
Keith Primary School
Knockando Primary School
Logie Primary School
St Gerardine Primary School
Mosstodloch Primary School
Mosstowie Primary School
Rothes Primary School
Tomintoul Primary School



Legend

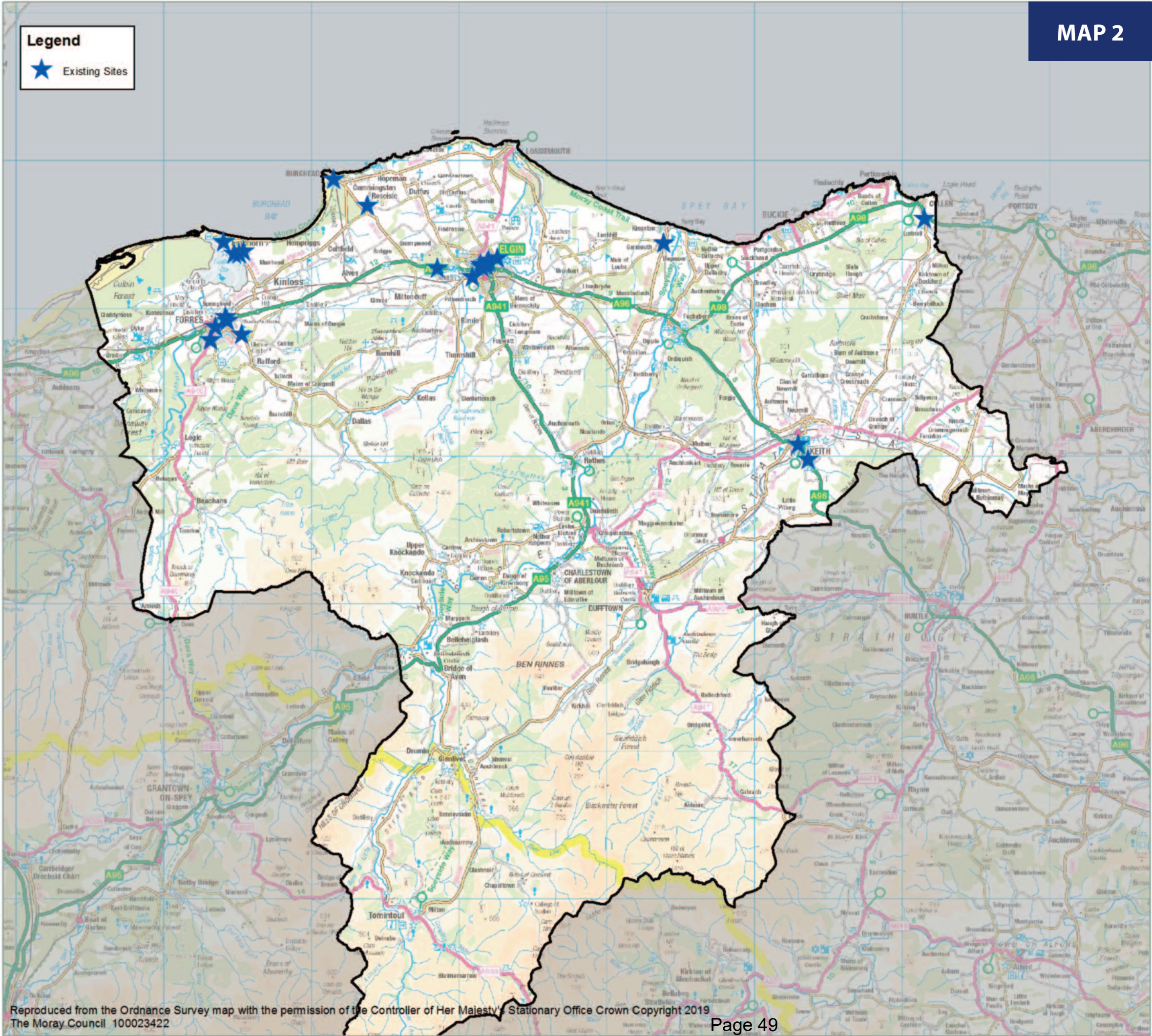
★

Existing Sites

EXISTING ALLOTMENTS & FOOD GROWING SPACES

MORAY 2019

LOCATION	DESCRIPTION
Burghead Community Garden	Community Garden
Cullen Community Allotments	Allotment
Elgin Cooper Park Crops (REAP)	Raised beds
Elgin Cooper Park Orchard (REAP)	Community Orchard
Elgin Kilmolymock Close Gardenshare	Raised beds
Elgin Wards Road Gardenshare	Community Garden
Elgin Holy Trinity Church Gardenshare	Community Garden
Elgin Herbs On The High Street	Planters
Elgin Calcots Court	Raised Beds
Elgin Oakwood	Raised Beds
Findhorn Cullerne Gardens	Community Garden
Findhorn Eco-Village	Edible Landscape
Findhorn Soillse Gardenshare	Community Garden
Findhorn Allotment	Allotment
Forres Community Garden (Transition Town)	Community Garden
Forres Newbold House Community Garden	Community Garden
Forres Community Orchard	Community Orchard
Forres Castlehill Church Garden	Raised Beds and planters
Forres Wee FIBbees	Community Garden
Garmouth Community Garden	Community Garden
Keith Allotments	Allotment
Keith Den Crescent	Raised beds
Roseisle Gardens	Community Garden



★

Existing Sites

★

Proposed Sites

MAP 3

EXISTING & POTENTIAL
FOOD GROWING SITES

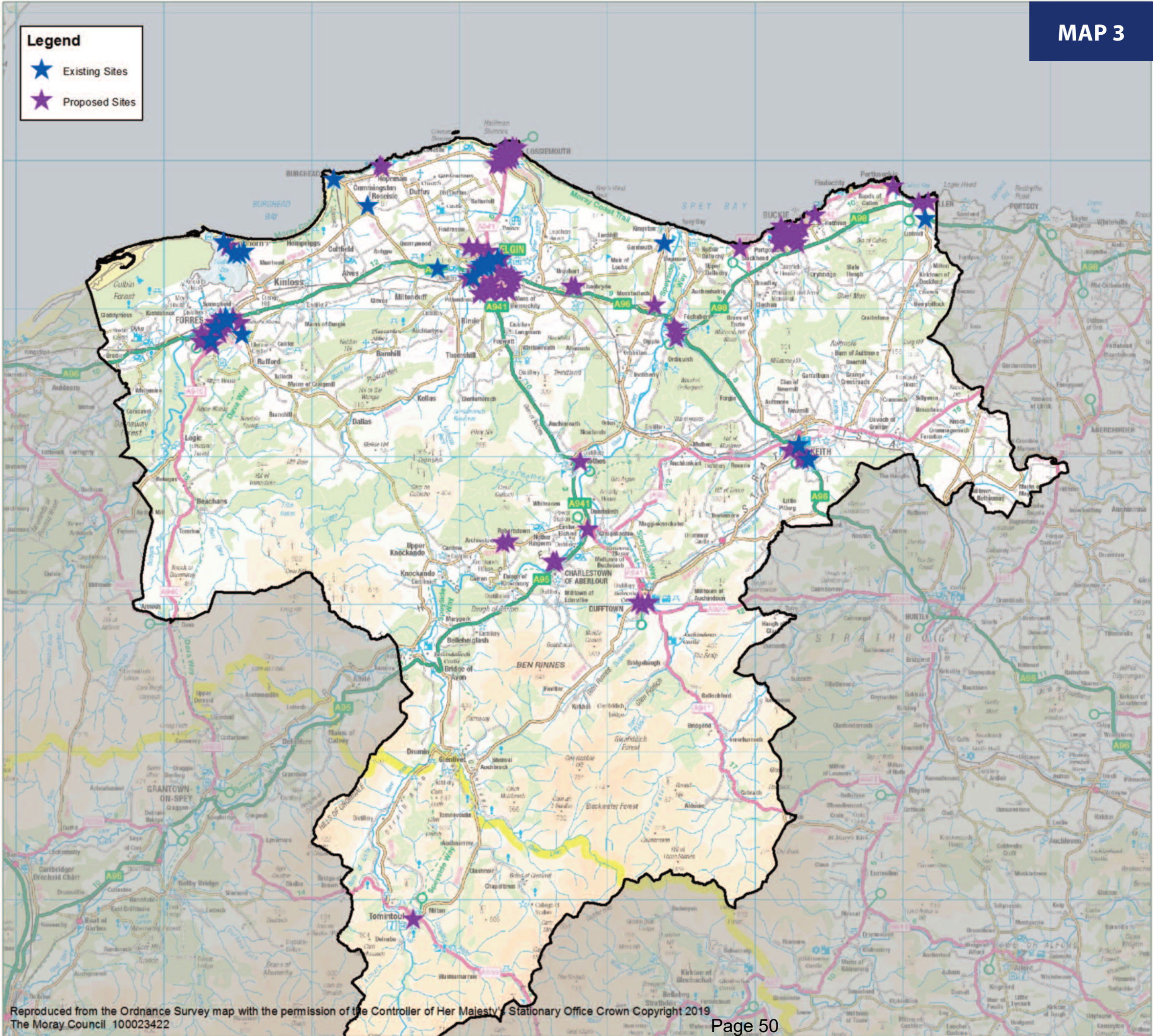
EXISTING
LOCATION

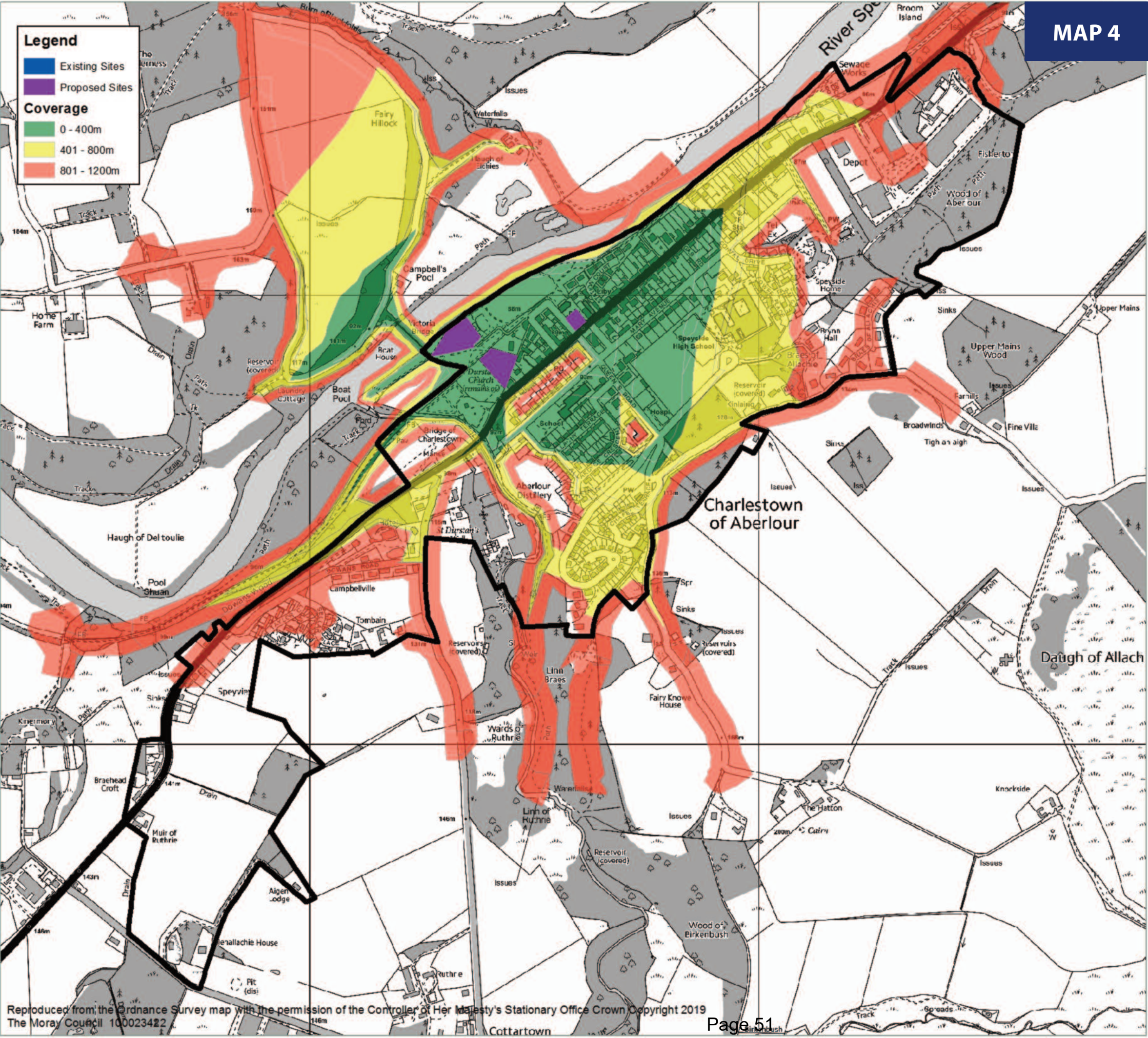
- Burghhead Community Garden
- Cullen Community Allotments
- Elgin Cooper Park Crops (REAP)
- Elgin Cooper Park Orchard (REAP)
- Elgin Kilmolymock Close Gardenshare
- Elgin Wards Road Gardenshare
- Elgin Holy Trinity Church Gardenshare
- Elgin Herbs On The High Street
- Elgin Calcots Court
- Elgin Oakwood
- Findhorn Cullerne Gardens
- Findhorn Eco-Village
- Findhorn Soillse Gardenshare
- Findhorn Allotment
- Forres Community Garden (Transition Town)
- Forres Newbold House Community Garden
- Forres Community Orchard
- Forres Castlehill Church Garden
- Forres Wee FIBbees
- Garmouth Community Garden
- Keith Allotments
- Keith Den Crescent
- Roseisle Gardens

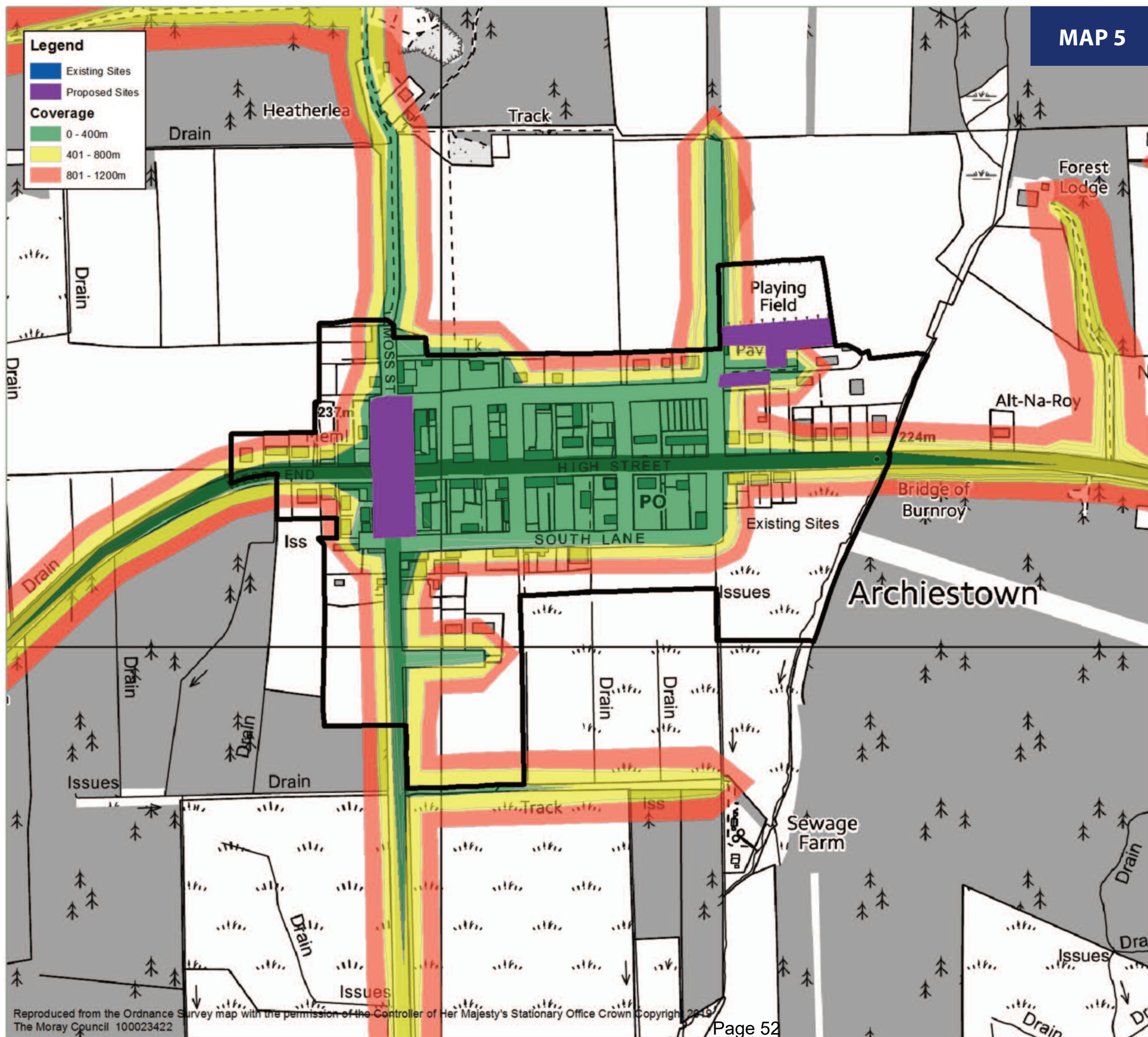
PROPOSED
LOCATION

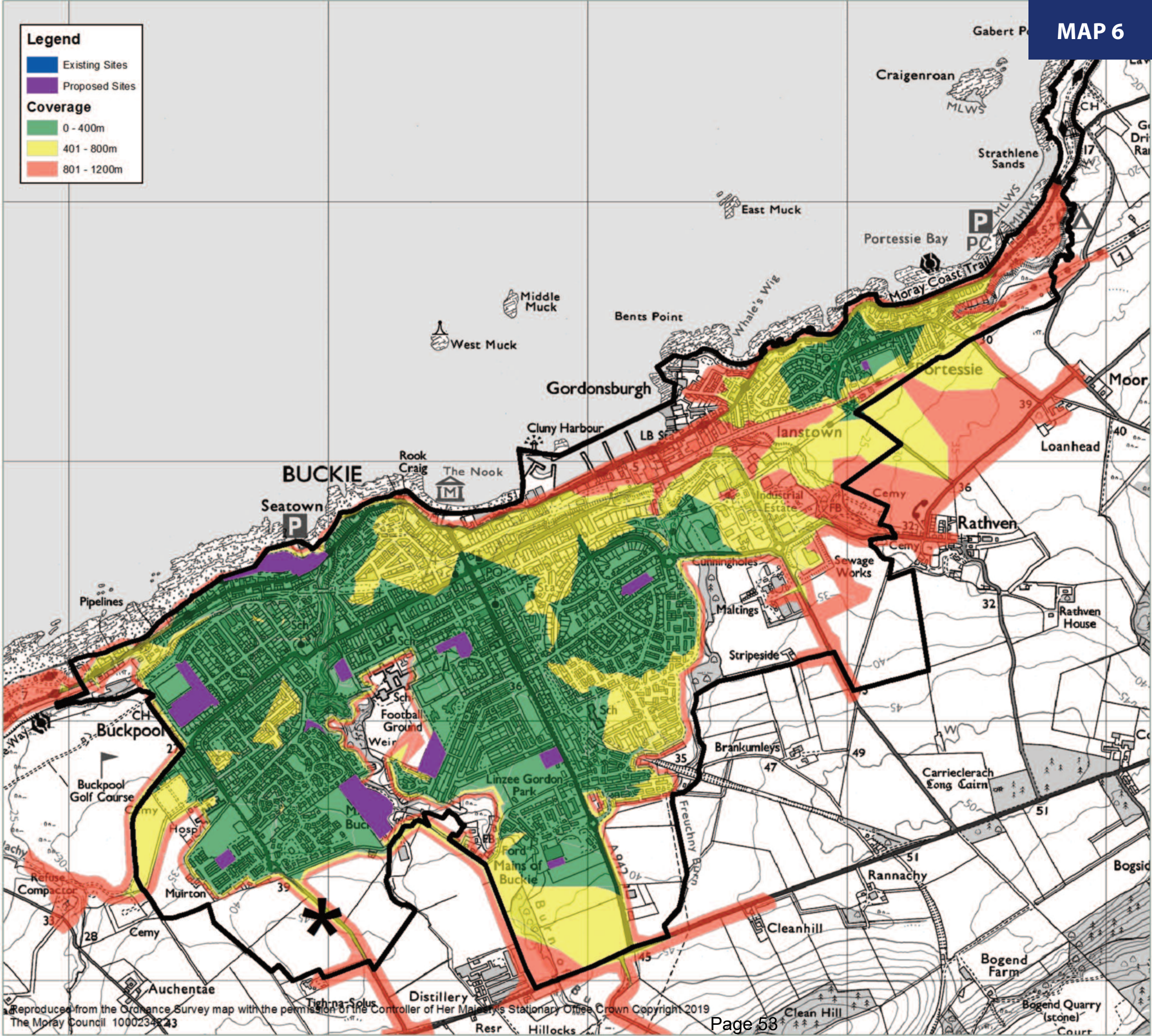
- Aberlour Cemetery Extension Site
- Aberlour The Square
- Aberlour Alice Littler Park (West)
- Archiestown Playing Fields
- Archiestown The Square
- Buckie Buckpool Harbour Park
- Buckie Burn Of Buckie
- Buckie Burnside Court
- Buckie Gollachy Street
- Buckie Highfield Road
- Buckie Ian Johnstone Park
- Buckie Linzee Gordon Park
- Buckie Merson Park
- Buckie Rose Garden
- Buckie Tesco
- Buckie Well Road
- Buckie Portessie Primary School
- Cullen Bayview Road
- Cullen Playing Fields
- Craigellachie Highlander Park
- Dufftown Hill Street Park
- Dufftown The Square
- Dufftown Tiniver Park
- Elgin Pinefield Playing Fields
- Elgin Bain Avenue
- Elgin Doocot Park
- Elgin Glen Way Avenue
- Elgin Glen Moray Drive
- Elgin Ladyhill Front
- Elgin MacKenzie Place

- Elgin McBeath Avenue
- Elgin New Elgin Hall
- Elgin Bilbohall Playpark
- Elgin Birnie Road Playpark
- Elgin Teindland Court
- Elgin Waulkmill Grove
- Elgin West Covesea Road
- Elgin Beech Brae
- Elgin Moray Sports Centre
- Elgin Holy Trinity Church Gardenshare
- Fochabers Site by Tennis Court
- Fochabers Castle Gordon Court
- Fochabers Main Square
- Findhorn Playing Fields
- Forres Adjacent to 134 Forbeshill
- Forres Applegrove Gardens
- Forres Bogton Park
- Forres Caroline Street
- Forres Drumduan Road
- Forres Grant Park
- Forres High Street
- Forres Mannachie Brae
- Forres Mannachie Park
- Forres Pilmuir (Twinning Link)
- Forres Pilmuir Road West
- Forres Roysvale Park
- Forres South of 8 Califer Road
- Forres Thomson Memorial (Castlehill)
- Hopeman Cameron Park
- Hopeman Mid Street
- Keith Reidhaven Square
- Keith Seafeld Park
- Keith Dunnyduff Road
- Keith Nelson Terrace
- Lhanbryde Blackshaw Court
- Lhanbryde Community Centre
- Lossiemouth Coulardbank Road
- Lossiemouth Coulardhill Terrace
- Lossiemouth Coulardbank Terrace / Covesea Terrace
- Lossiemouth Esplanade
- Lossiemouth James Square
- Lossiemouth Marine Park
- Lossiemouth Market Cross
- Lossiemouth Moray Street
- Lossiemouth Scout Hut
- Lossiemouth Site near Cromarty Place
- Lossiemouth St Margarets Crescent
- Lossiemouth Hythehill
- Mosstodloch Stynie Road
- Portgordon Stewart Street
- Rothnockie McLeod Drive
- Roths Provost Christie Drive
- Tomintoul.The Square






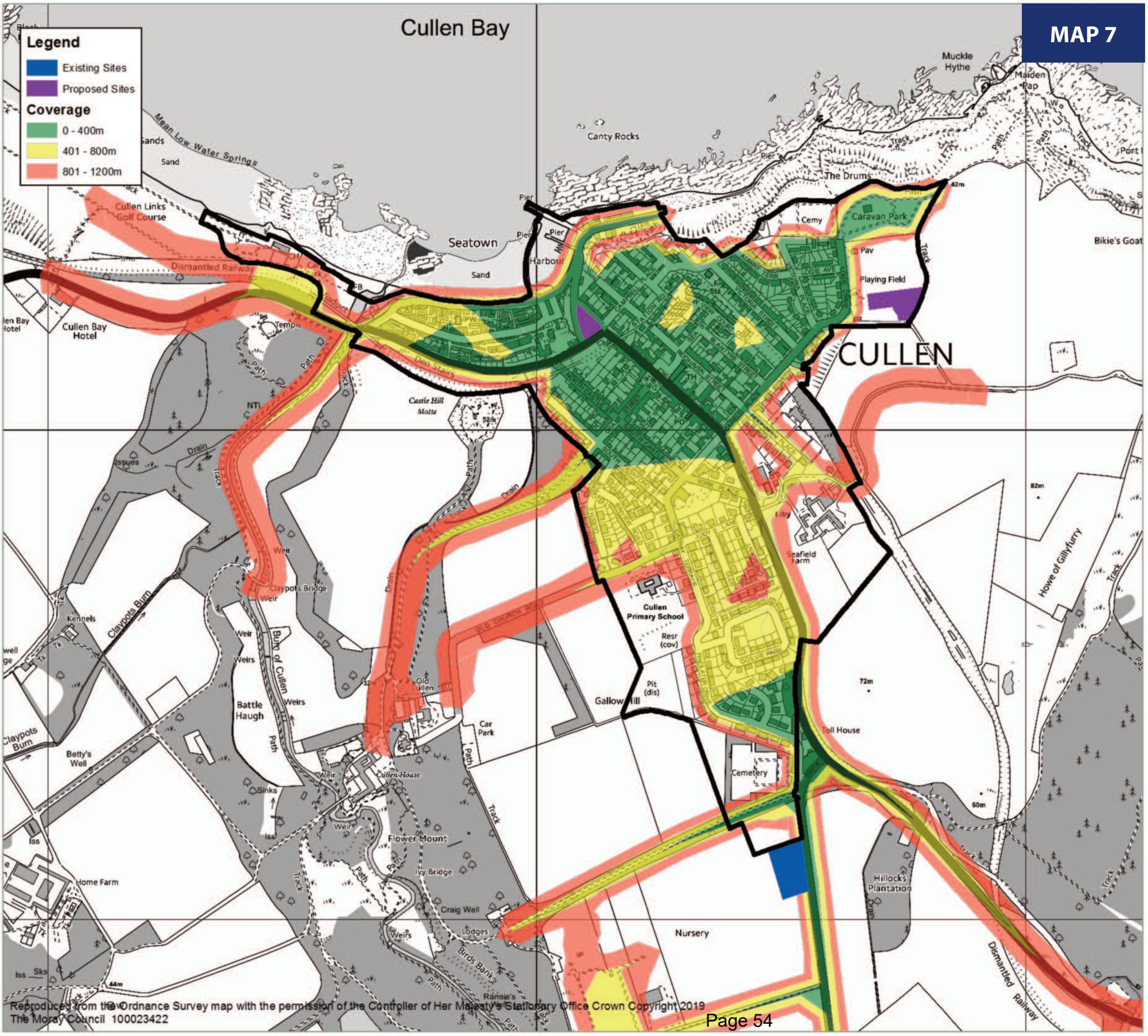




BUCKIE POTENTIAL FOOD GROWING SITES

LOCATION	DESCRIPTION
Buckie Buckpool Harbour Park	Raised beds/herbs only
Buckie Burn Of Buckie	Community Garden/orchard/raised beds
Buckie Burnside Court	Raised beds/herbs
Buckie Gollachy Street	Raised beds/herbs
Buckie Highfield Road	Allotments/multi use. If unsuitable smaller food growing types would also be appropriate
Buckie Ian Johnstone Park	Orchard/raised beds/veg patch
Buckie Linzee Gordon Park	Raised beds/herb garden/veg patch
Buckie Merson Park	Allotments/multi use. If unsuitable smaller food growing types would also be appropriate
Buckie Rose Garden	Community garden/orchard/raised beds
Buckie Tesco	Community orchard
Buckie Well Road	Raised beds/herbs
Buckie Portessie Primary School	Raised beds/community orchard

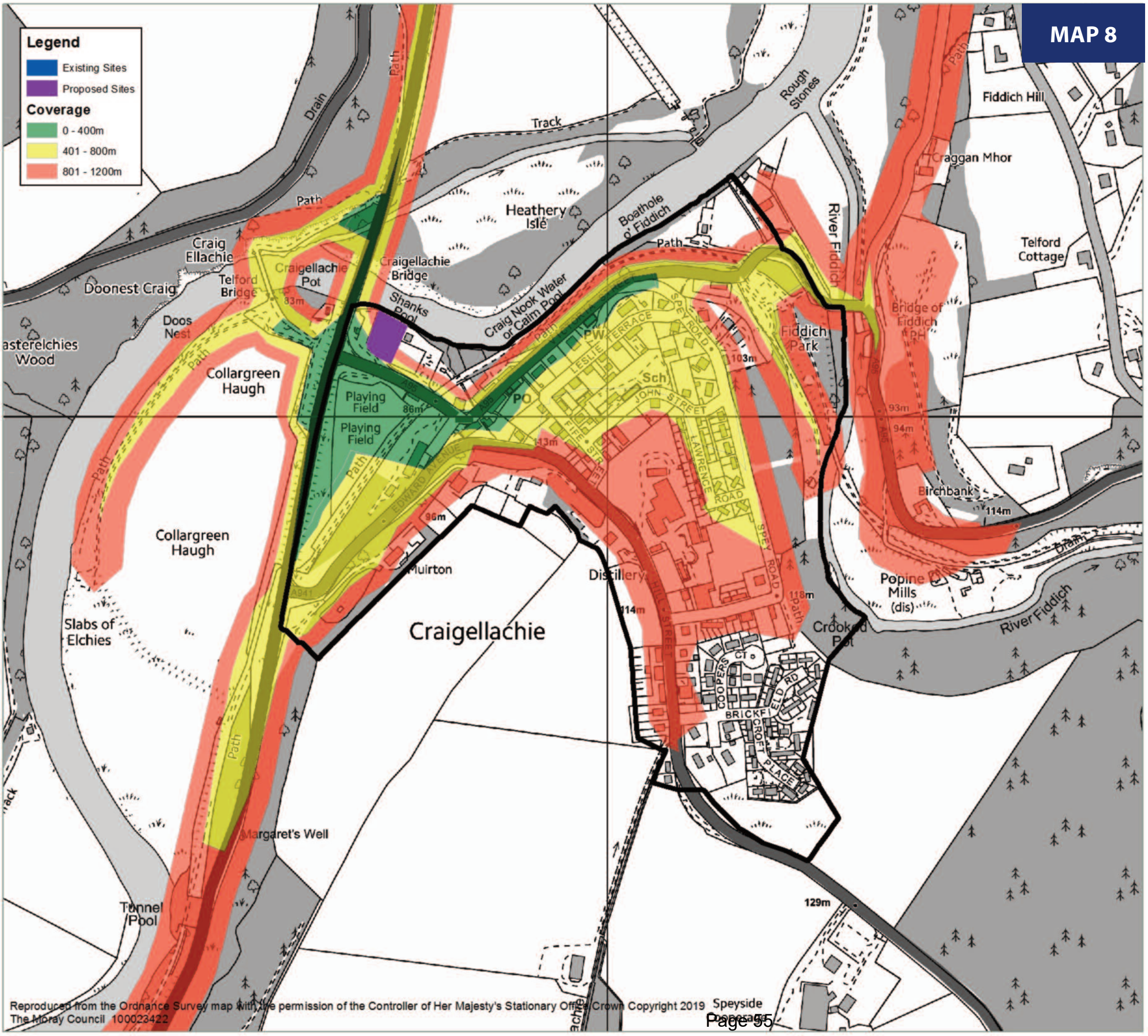
 Delivery of food growing spaces as part of South West expansion of Buckie



MAP 7

CULLEN POTENTIAL FOOD GROWING SITES

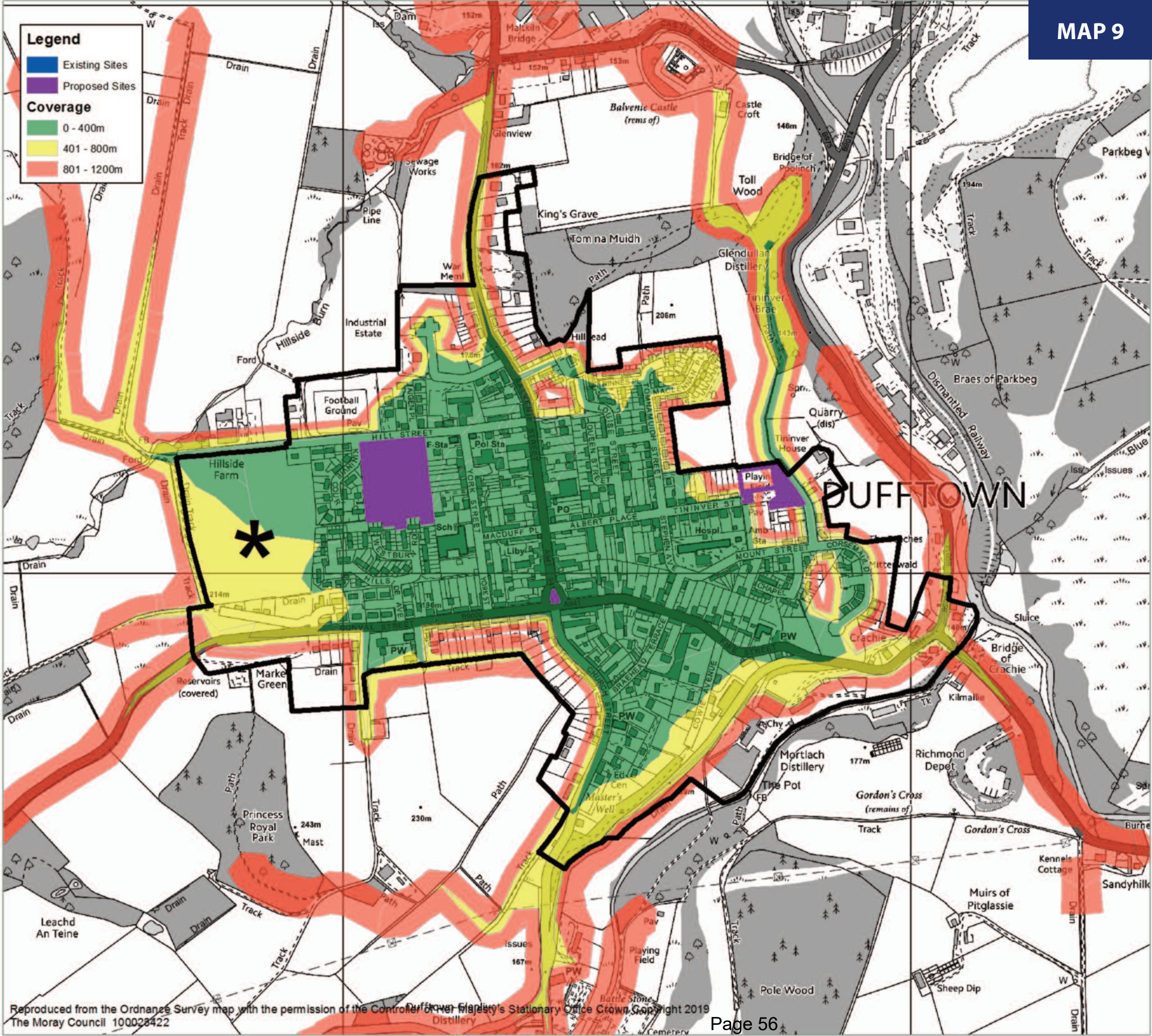
LOCATION	DESCRIPTION
Cullen Bayview Road	Raised beds or smaller food growing types
Cullen Playing Fields	Raised beds or smaller food growing types



MAP 8

CRAIGELLACHIE POTENTIAL FOOD GROWING SITES

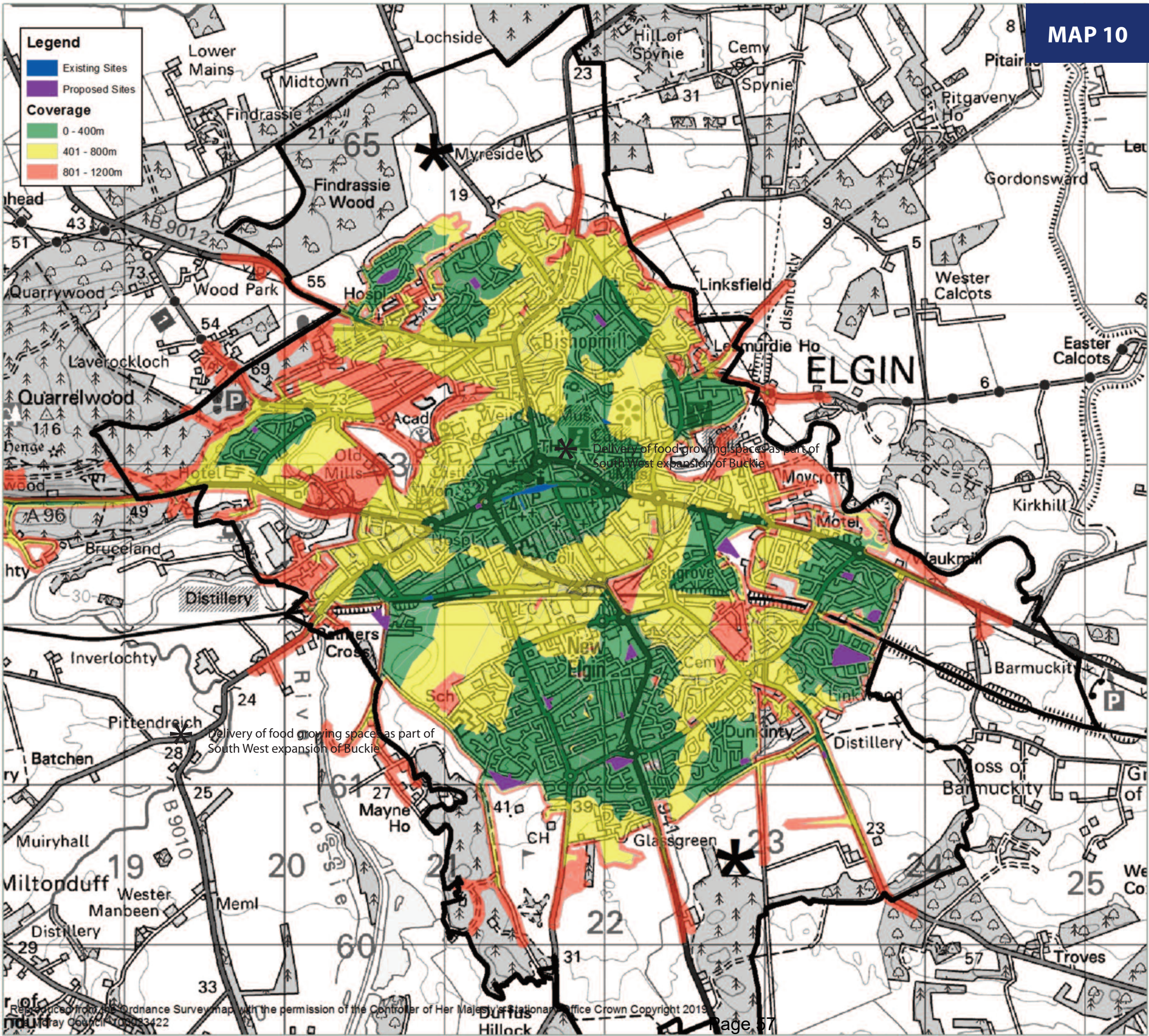
LOCATION	DESCRIPTION
Craigellachie Highlander Park	Multi use - community orchard; community garden; veg patch; raised beds. No buildings



DUFFTOWN POTENTIAL FOOD GROWING SITES

LOCATION	DESCRIPTION
Dufftown Hill Street Park	Multi use - community orchard; community garden; veg patch; raised beds
Dufftown The Square	Raised beds
Dufftown Tininver Park	Raised beds; veg patch

* Food growing spaces to be delivered as part of development of Hillside Farm



MAP 10

ELGIN EXISTING & POTENTIAL FOOD GROWING SITES

EXISTING

LOCATION	DESCRIPTION
• Elgin Cooper Park Crops (REAP)	Raised beds
• Elgin Cooper Park Orchard (REAP)	Community Orchard
• Elgin Kilmolymock Close Gardenshare	Raised beds
• Elgin Wards Road Gardenshare	Community Garden
• Elgin Holy Trinity Church Gardenshare	Community Garden
• Elgin Herbs On The High Street	Planters
• Elgin Calcots Court	Raised Beds
• Elgin Oakwood	Raised Beds

POTENTIAL

• Elgin Pinefield Playing Fields	Allotment
• Elgin Bain Avenue	Community garden/orchard/raised beds
• Elgin Doocot Park	Raised beds/orchard/veg patch
• Elgin Fairway Avenue	Allotments/multi use. If unsuitable smaller food growing types would also be appropriate
• Elgin Glen Moray Drive	Raised beds
• Elgin Ladyhill Front	Raised beds
• Elgin MacKenzie Place	Raised beds
• Elgin McBeath Avenue	Raised beds/orchard
• Elgin New Elgin Hall	Multi-use areas - community garden/orchard/veg patch/raised beds
• Elgin Billbohall Playpark	Raised beds/orchard
• Elgin Birnie Road Playpark	Raised beds only
• Elgin Teindland Court	Raised beds/orchard
• Elgin Waulkmill Grove	Raised beds/orchard
• Elgin West Covesea Road	Raised beds/orchard/veg patch
• Elgin Beech Brae	Multi use areas community garden/orchard/veg patch
• Elgin Moray Sports Centre	Community garden
• Elgin South Lesmurdie	Edible landscaping

* Allotments & food growing spaces to be delivered through Elgin South & Findrassie Masterplan

Legend

Existing Sites

Proposed Sites

Coverage

0 - 400m

401 - 800m

801 - 1200m

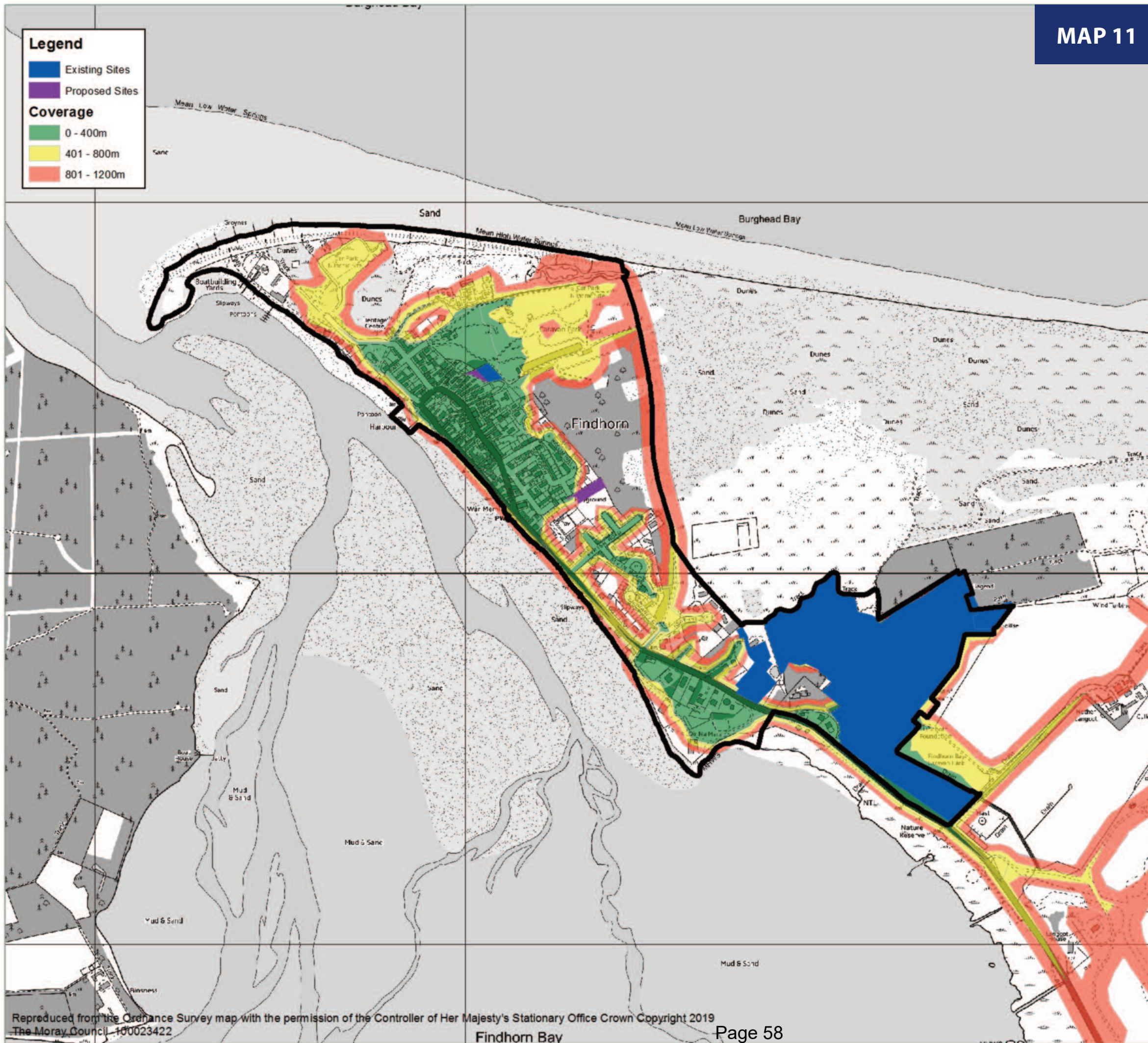
FINDHORN
POTENTIAL FOOD
GROWING SITES

EXISTING

LOCATION	DESCRIPTION
Findhorn Cullerne Gardens	Community Garden
Findhorn Eco-Village	Edible Landscape
Findhorn Soilse Gardenshare	Community Garden
Findhorn Allotment	Allotment

POTENTIAL

Findhorn Playing Fields	Multi use - community garden; veg patch; raised beds. No structures on site.
-------------------------	--



MAP 12

FOCHABERS POTENTIAL FOOD GROWING SITES

Legend

Existing Sites
Proposed Sites

Coverage

0 - 400m
401 - 800m
801 - 1200m

Legend

Existing Sites
Proposed Sites

Coverage

0 - 400m
401 - 800m
801 - 1200m

Legend

Existing Sites
Proposed Sites

Coverage

0 - 400m
401 - 800m
801 - 1200m

Legend

Existing Sites
Proposed Sites

Coverage

0 - 400m
401 - 800m
801 - 1200m

Legend

Existing Sites
Proposed Sites

Coverage

0 - 400m
401 - 800m
801 - 1200m

Legend

Existing Sites
Proposed Sites

Coverage

0 - 400m
401 - 800m
801 - 1200m

LOCATION	DESCRIPTION
Fochabers Site by Tennis Court	Raised beds – No technical consultation undertaken
Fochabers Castle Gordon Court	Raised beds – No technical consultation undertaken
Fochabers Main Square	Raised beds/herbs

LOCATION	DESCRIPTION
Fochabers Site by Tennis Court	Raised beds – No technical consultation undertaken
Fochabers Castle Gordon Court	Raised beds – No technical consultation undertaken
Fochabers Main Square	Raised beds/herbs

LOCATION	DESCRIPTION
Fochabers Site by Tennis Court	Raised beds – No technical consultation undertaken
Fochabers Castle Gordon Court	Raised beds – No technical consultation undertaken
Fochabers Main Square	Raised beds/herbs

LOCATION	DESCRIPTION
Fochabers Site by Tennis Court	Raised beds – No technical consultation undertaken
Fochabers Castle Gordon Court	Raised beds – No technical consultation undertaken
Fochabers Main Square	Raised beds/herbs

LOCATION	DESCRIPTION
Fochabers Site by Tennis Court	Raised beds – No technical consultation undertaken
Fochabers Castle Gordon Court	Raised beds – No technical consultation undertaken
Fochabers Main Square	Raised beds/herbs

LOCATION	DESCRIPTION
Fochabers Site by Tennis Court	Raised beds – No technical consultation undertaken
Fochabers Castle Gordon Court	Raised beds – No technical consultation undertaken
Fochabers Main Square	Raised beds/herbs

LOCATION	DESCRIPTION
Fochabers Site by Tennis Court	Raised beds – No technical consultation undertaken
Fochabers Castle Gordon Court	Raised beds – No technical consultation undertaken
Fochabers Main Square	Raised beds/herbs

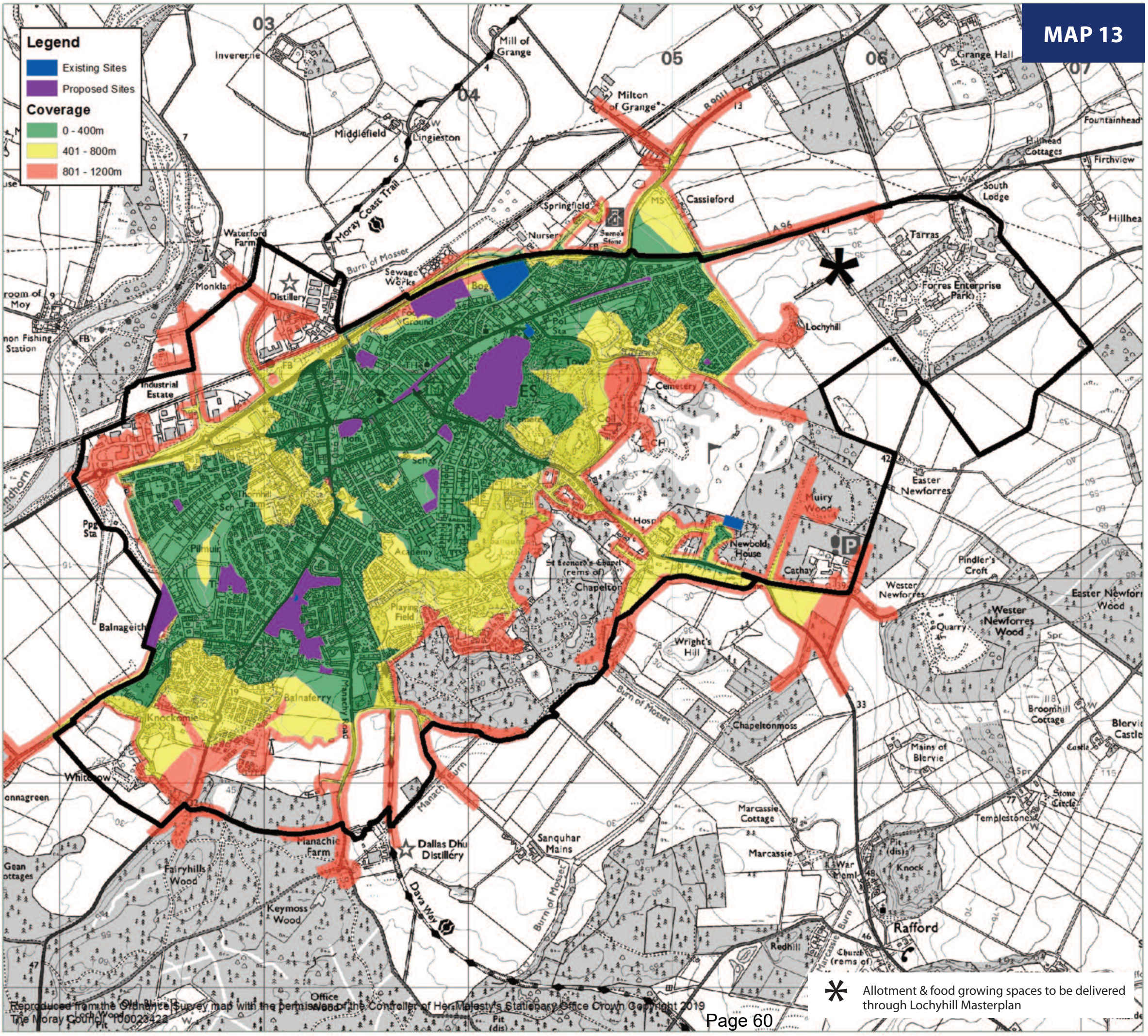
LOCATION	DESCRIPTION
Fochabers Site by Tennis Court	Raised beds – No technical consultation undertaken
Fochabers Castle Gordon Court	Raised beds – No technical consultation undertaken
Fochabers Main Square	Raised beds/herbs

FOCHABERS

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The Moray Council 100023423

Page 59

- * Food growing spaces to be delivered as part of the development of the LONG site.



MAP 13

FORRES EXISTING & POTENTIAL FOOD GROWING SITES

EXISTING

LOCATION	DESCRIPTION
• Forres Community Garden (Transition Town)	Community Garden
• Forres Newbold House Community Garden	Community Garden
• Forres Community Orchard	Community Orchard
• Forres Castlehill Church Garden	Raised Beds and planters
• Forres Wee FIBbees	Community Garden

POTENTIAL

• Forres Adjacent to 134 Forbeshill	Multi-use - community garden; raised beds; veg patch
• Forres Applegrove Gardens	Multi-use - community garden; raised beds; veg patch
• Forres Bogton Park	Allotments
• Forres Caroline Street	Farmer's Market
• Forres Drumduan Road	Edible verges / hedgerows
• Forres Grant Park	Multi-use - allotment; community bee keeping; community garden; community orchard; raised beds; veg patch
• Forres High Street	Farmer's Market; raised beds
• Forres Mannachie Brae	Community garden; raised beds; veg patch
• Forres Mannachie Park	Multi-use - community bee keeping; community garden; community orchard; raised beds; veg patch
• Forres Pilmuir (Twinning Link)	Multi-use - allotment; community garden; community orchard; veg patch; raised beds
• Forres Pilmuir Road West	Multi-use - community garden; community orchard; raised beds; veg patch
• Forres Roysvale Park	Multi-use - community bee keeping; community garden; raised beds; vegetable patch
• Forres South of 8 Califer Road	Community garden; raised beds; veg patch
• Forres Thomson Memorial (Castlehill)	Community orchard; community garden; raised beds

* Allotment & food growing spaces to be delivered through Lochyhill Masterplan

Legend

- Existing Sites
- Proposed Sites

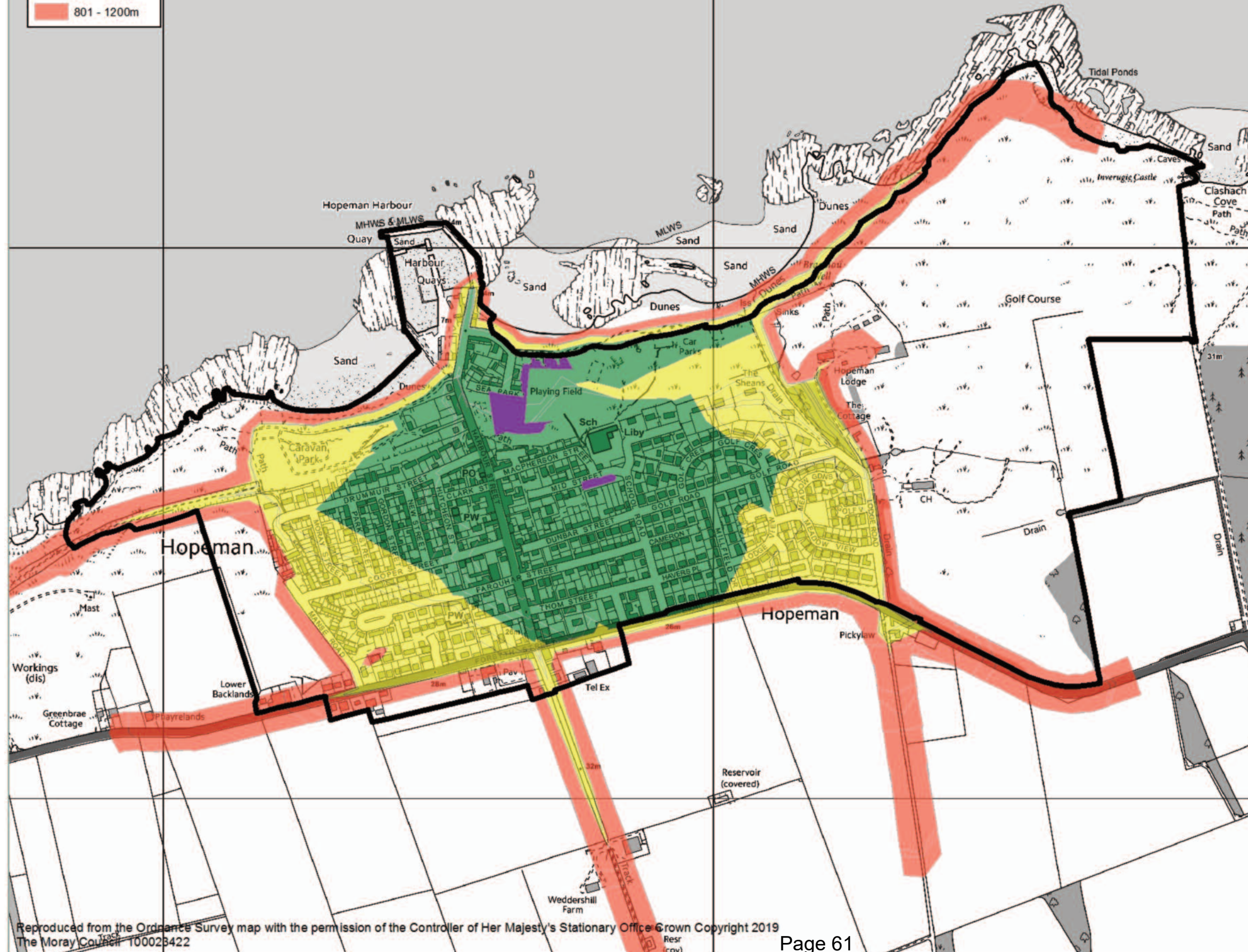
Coverage

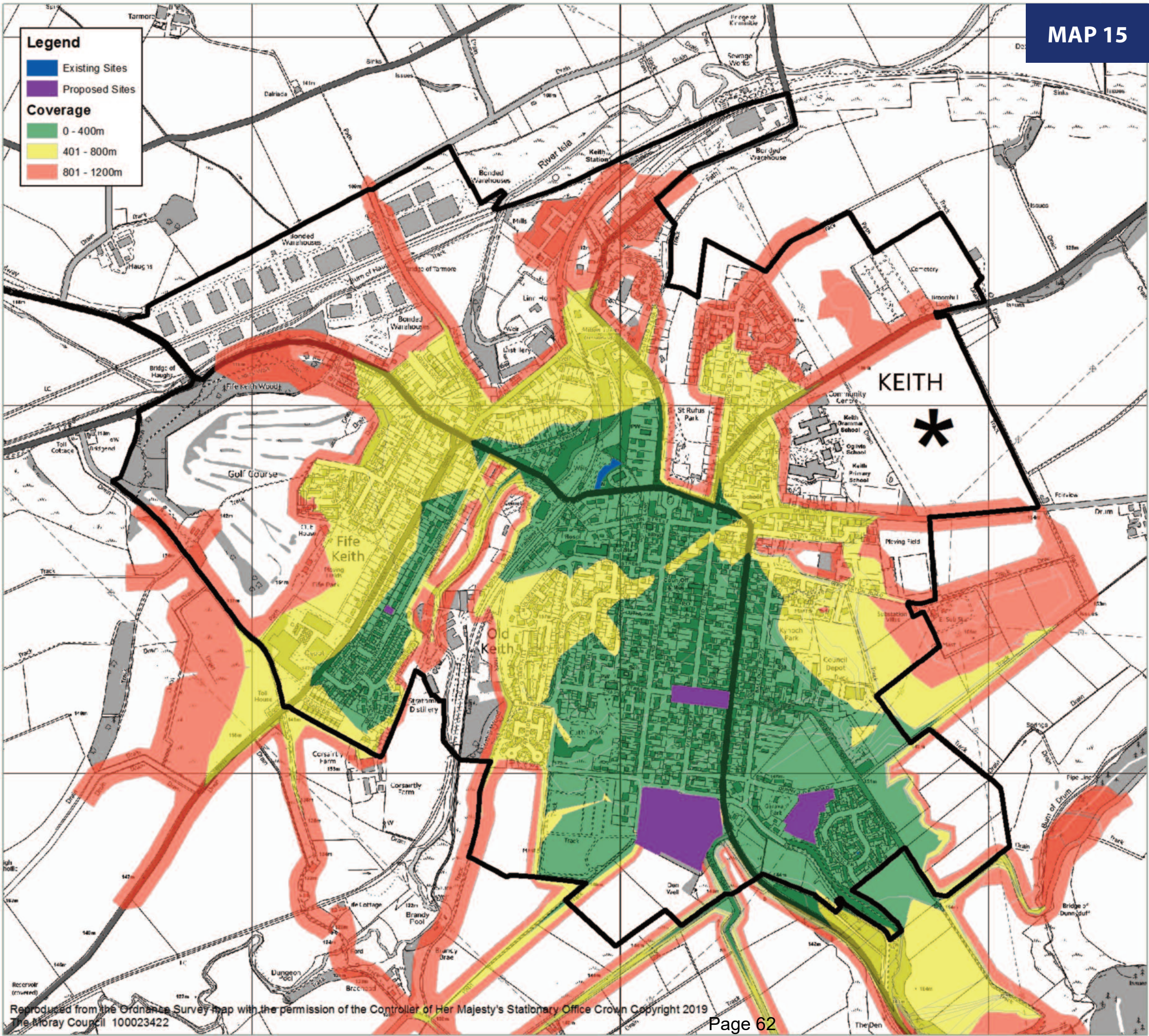
- 0 - 400m
- 401 - 800m
- 801 - 1200m

MAP 14

HOPEMAN POTENTIAL FOOD GROWING SITES

LOCATION	DESCRIPTION
Hopeman Cameron Park	Raised beds
Hopeman Mid Street	Raised beds; veg patch





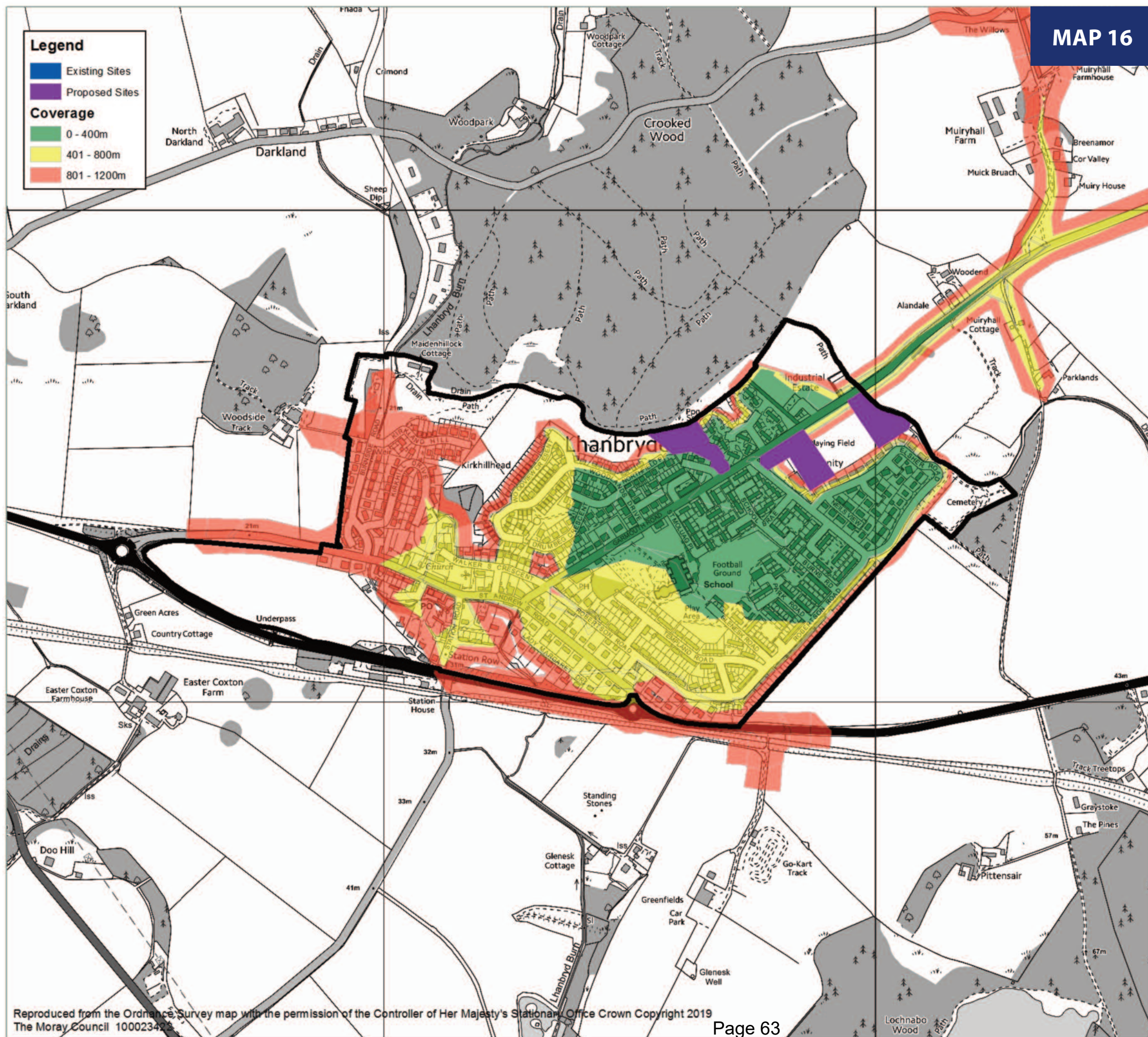
MAP 15

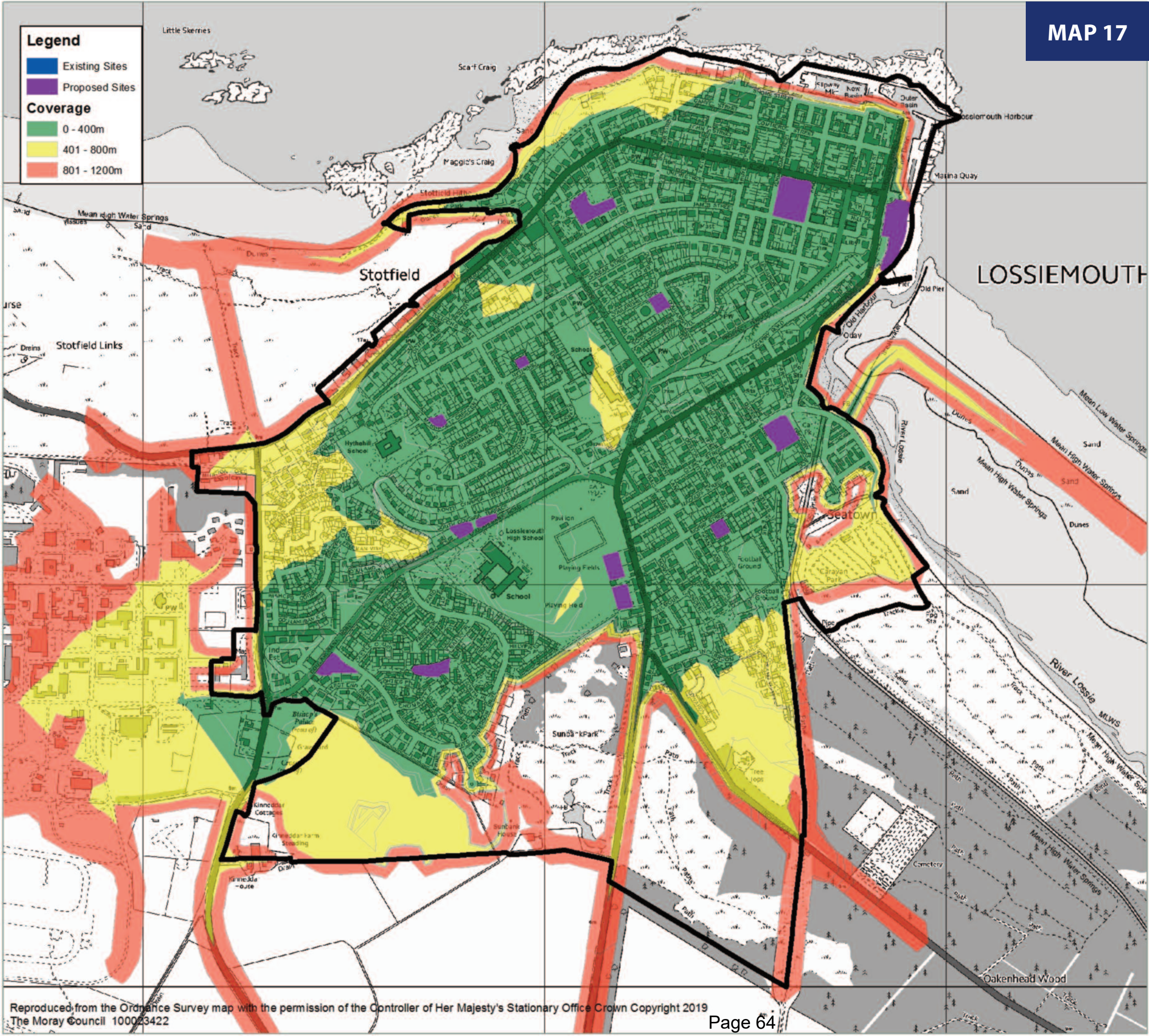
KEITH POTENTIAL & EXISTING FOOD GROWING SITES

EXISTING

LOCATION	DESCRIPTION
Keith Allotments	Allotment
Keith Den Crescent	Raised beds
POTENTIAL	
Keith Reidhaven Square	Raised beds/herbs
Keith Seafield Park	Allotments/multiuse. If unsuitable smaller food types would be appropriate eg orchard/raised beds
Keith Dunnyduff Road	Allotments/multiuse. If not appropriate smaller food types would be appropriate eg orchard/raised beds
Keith Nelson Terrace	Raised beds

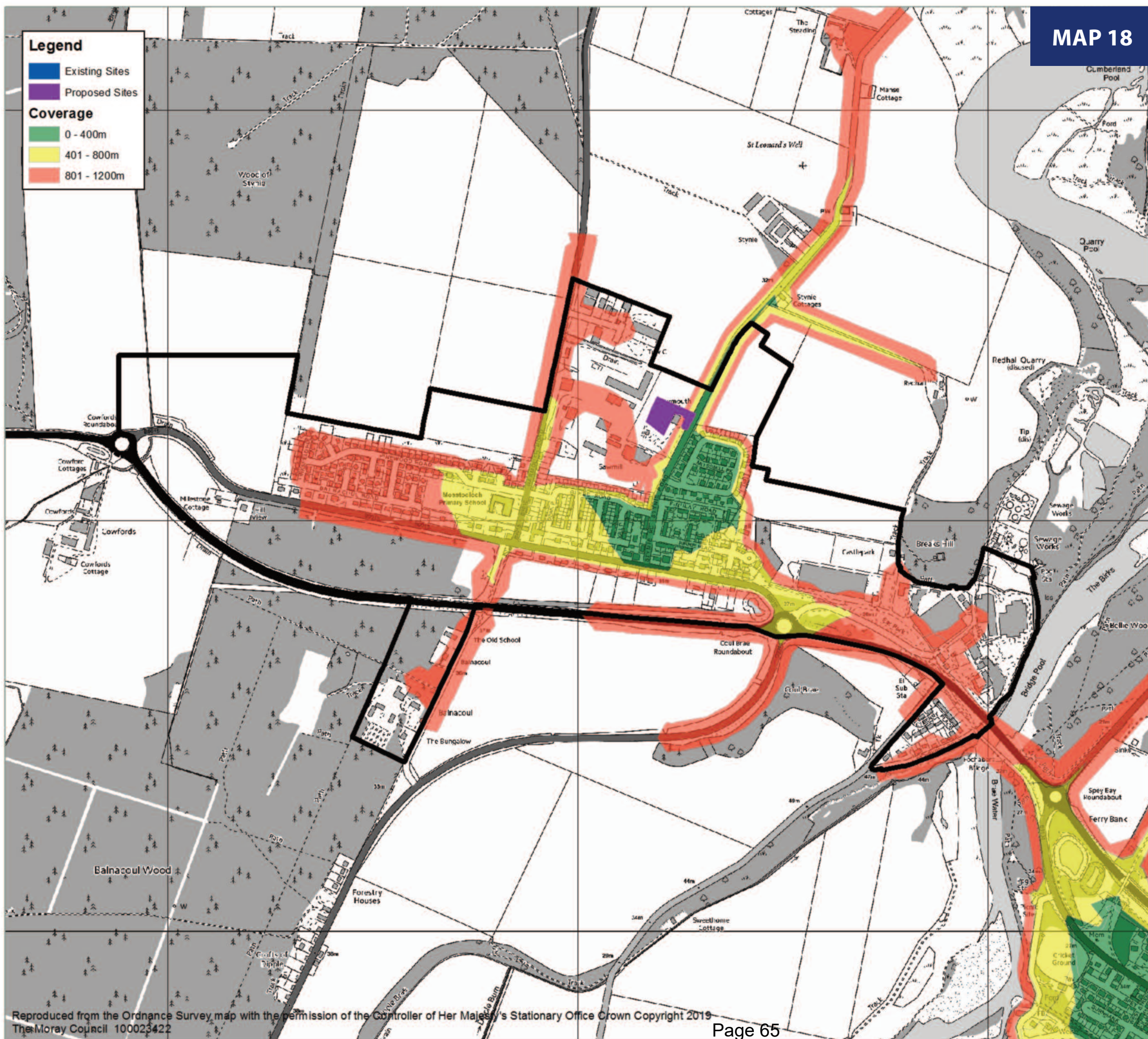
* Food growing sites to be delivered as part of development of Banff Road South in relation to the new health centre





LOSSIEMOUTH POTENTIAL FOOD GROWING SITES

LOCATION	DESCRIPTION
Lossiemouth Couldbanks Road	Raised beds/herbs or other smaller types of food growing
Lossiemouth Couldhill Terrace	Raised beds
Lossiemouth Couldbanks Terrace / Cove Sea Terrace	Raised beds
Lossiemouth Esplanade	Raised beds only
Lossiemouth James Square	Raised beds
Lossiemouth Marine Park	Raised beds
Lossiemouth Market Cross	Raised beds only
Lossiemouth Moray Street	Raised beds/community garden/orchard
Lossiemouth Scout Hut	Veg patch/raised beds
Lossiemouth Site near Cromarty Place	Potential multi use site. smaller food growing types eg raised beds/veg patch/orchard
Lossiemouth St Margaret's Crescent	Raised beds
Lossiemouth Hythehill	Raised beds



PORTGORDON POTENTIAL FOOD GROWING SITES

LOCATION
Portgordon Stewart Street

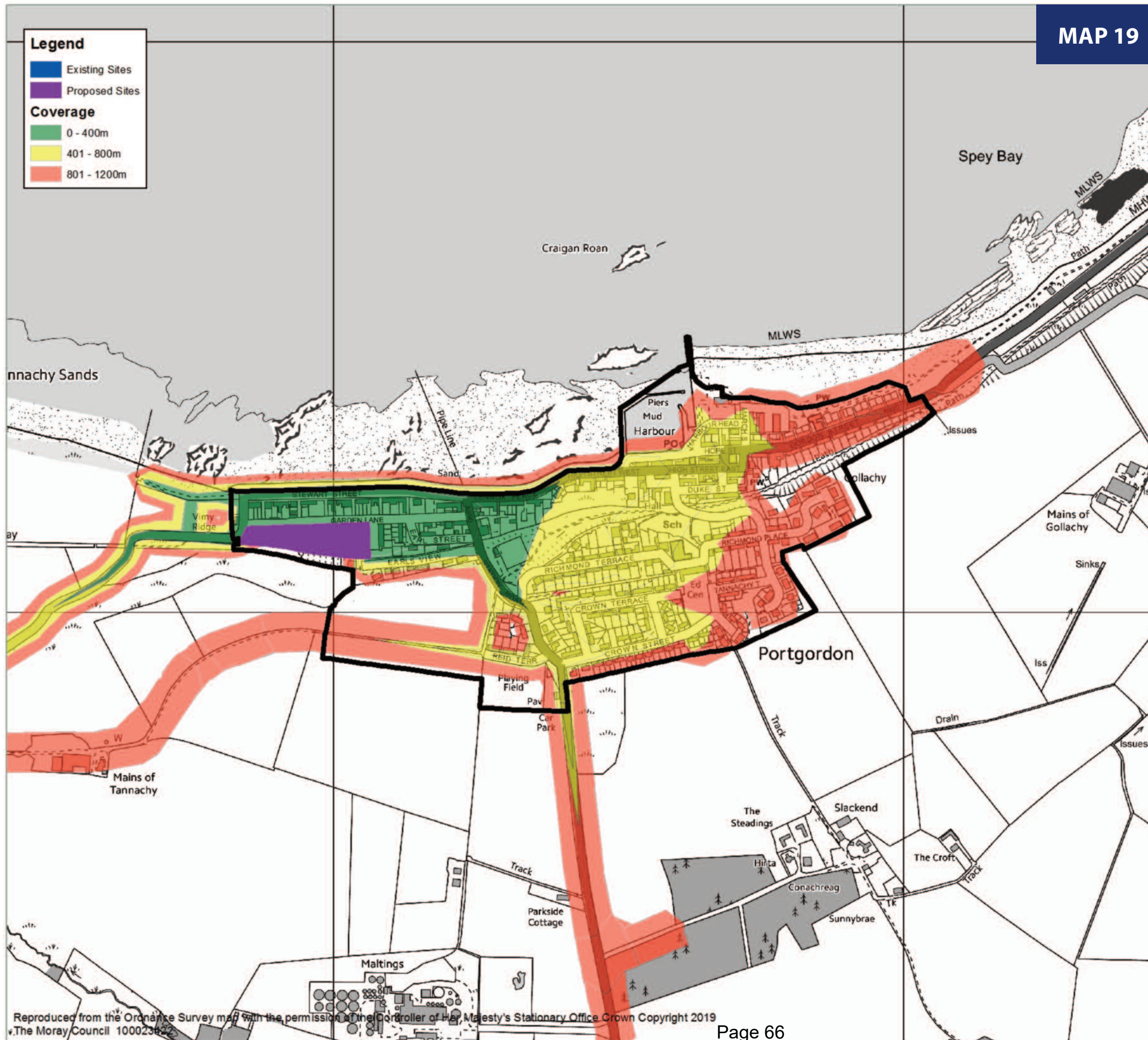
DESCRIPTION
Allotments/multi use.
e.g. orchard/raised beds

Legend

Existing Sites
Proposed Sites

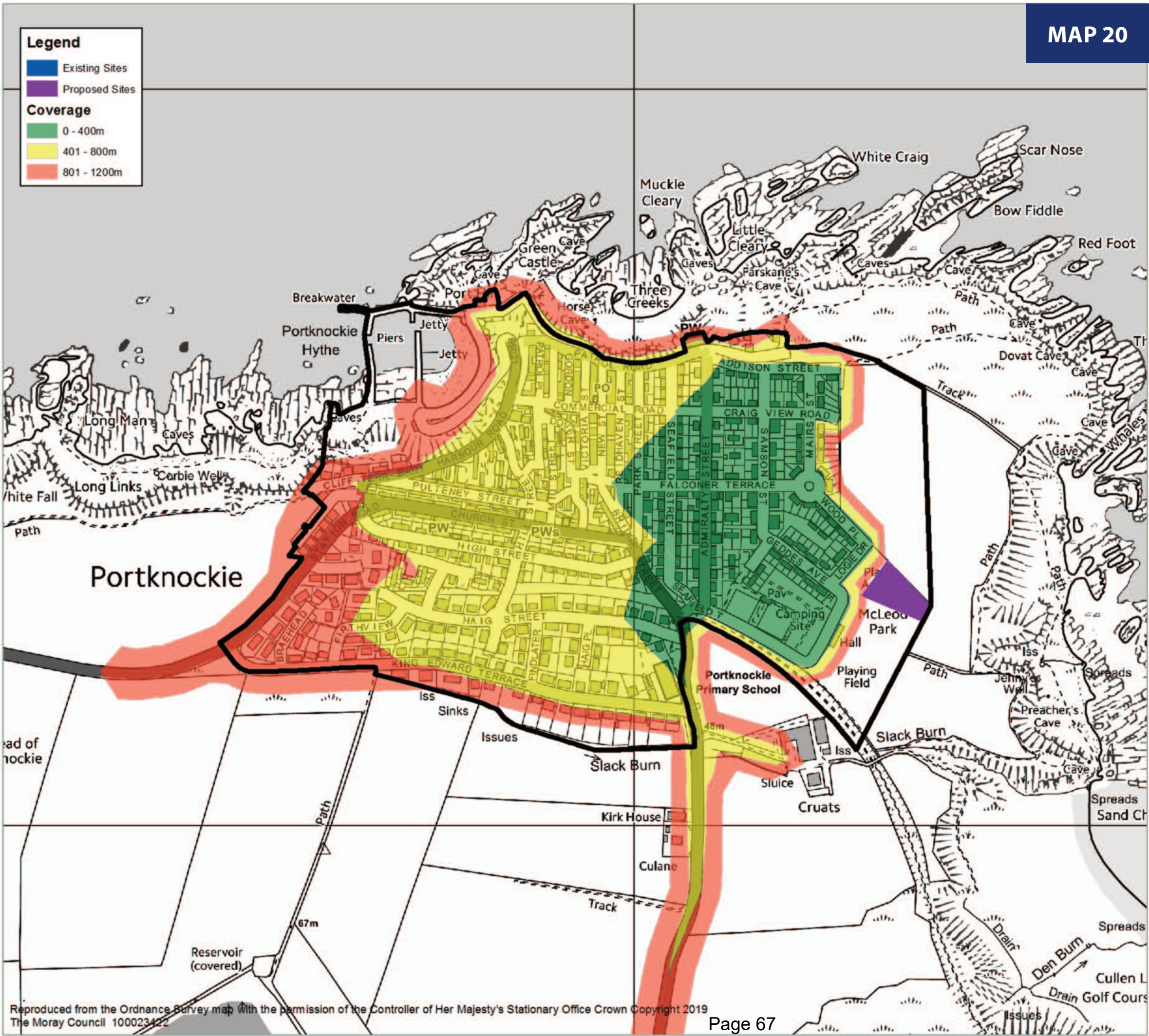
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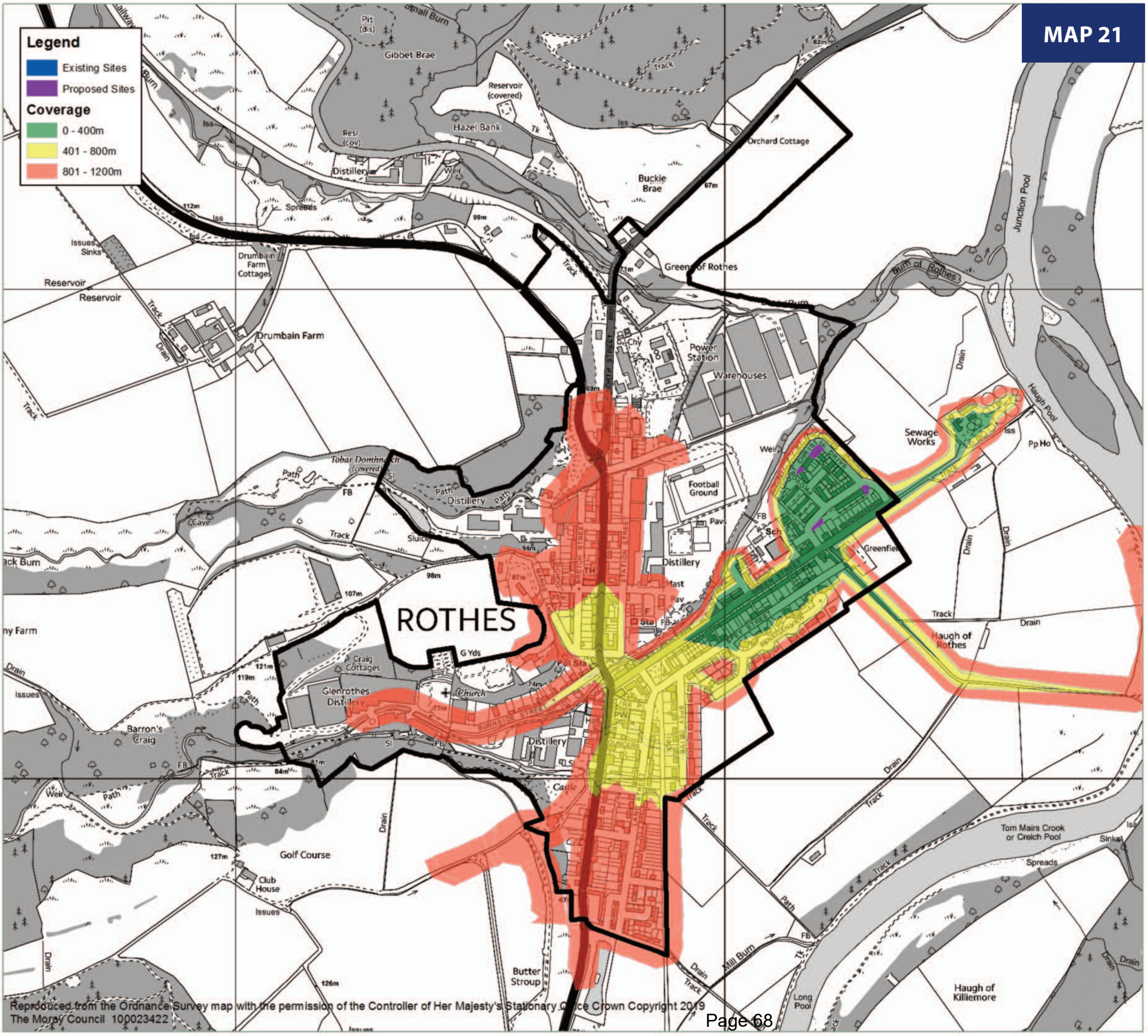
0 - 400m
401 - 800m
801 - 1200m

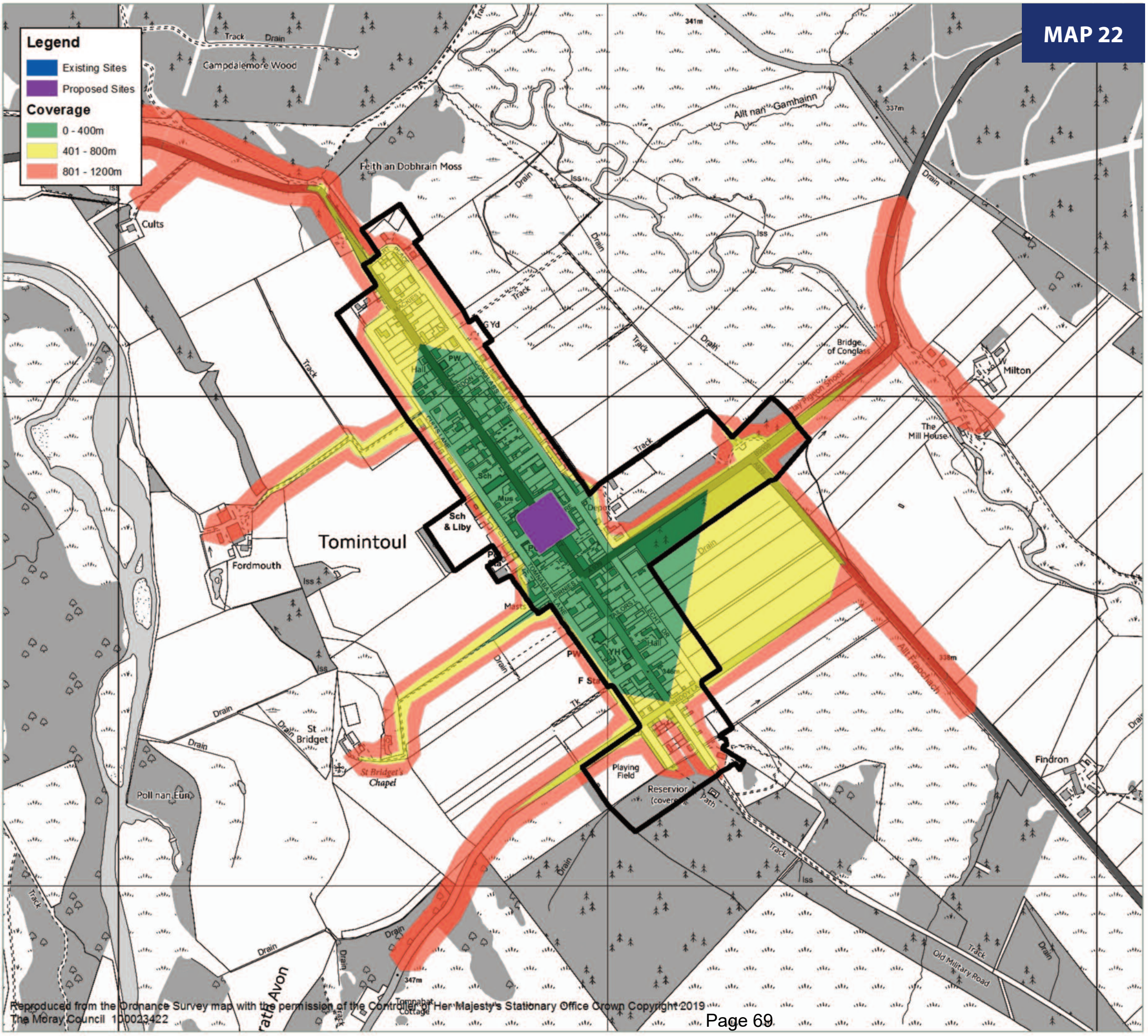


PORTKNOCKIE
POTENTIAL FOOD
GROWING SITES

LOCATION	DESCRIPTION
Portknockie McLeod Park	Raised beds or smaller food growing types







MAP 22

TOMINTOUL POTENTIAL FOOD GROWING SITES

LOCATION

Tomintoul.The Square

DESCRIPTION

Edible verges/hedgerows;
raised beds. No
structures on site.



REPORT TO: MORAY COUNCIL ON 7 AUGUST 2019

SUBJECT: PERFORMANCE MANAGEMENT FRAMEWORK

BY: CHIEF EXECUTIVE

1. REASON FOR REPORT

- 1.1 To seek approval of a revised Performance Management Framework for the Council.
- 1.2 This report is submitted to Council in terms of Section II (13) of the Council's Scheme of Administration relating to the approval of Council Reports and Strategies of a corporate nature.

2. RECOMMENDATION

2.1 It is recommended that the Council:-

- i) **note the issues identified with the current approach to Performance Management;**
- ii) **consider and approve the new Performance Management Framework, guidance and templates produced as Appendix A to this report;**
- iii) **agree that training for elected members on their role in effective performance management be provided;**
- iv) **note that training and development for officers on this subject will also be provided; and**
- v) **note that the Corporate Management Team (CMT) will review self-evaluation activity.**

3. BACKGROUND

- 3.1 Over the past year officers have been working with the Improvement Service in a number of areas, including a review of the Council approach to performance management. The Performance Management Framework was last reviewed in 2013. Since then, the Council has introduced a Corporate Plan, the 10 Year Local Outcomes Improvement Plan – the LOIP – has been developed and the strategic focus within many council services has shifted as

financial savings have been made. The approach to performance management has not kept pace with these changes.

3.2 A Performance Management Framework (PMF) should deliver the following:

- Support the corporate vision for Moray
- Support better diagnosis of issues and so better decision making
- Help to clarify corporate objectives and priorities
- Drive better service performance and the delivery of improved outcomes
- Promote accountability and transparency
- Instil confidence in stakeholders including service users and employees
- Enable Best Value to be demonstrated

3.3 The review identified a number of weaknesses in the current approach to performance management:

- A PMF should follow a clear plan – do – review cycle. Planning should both cascade down from strategic plans and be built up from operational experience, with a “golden thread” clearly apparent, showing how priorities run through all aspects of activity from high level strategy to operational service delivery. Although disparate reviews of the Corporate Plan and LOIP have affected this relationship, crafting appropriate and relevant linkages and performance indicators for both plans has been recognised as an ongoing challenge
- Reporting frequencies and destinations were viewed as reasonable, but Service Plans and quarterly monitoring needed to be simplified as over the years practice had become inconsistent, in part because the service planning process is seen as unwieldy and involving unhelpful duplication with other performance management systems
- More could be done to embed a performance culture within the organisation, both at service and elected member level. At service level, one example given was in the area of major strategies where new strategies were often implemented with little thought to how success, which should be framed in terms of outcomes and the difference being made, would be measured. This should be an integral part of creating a strategy, not something that is retrofitted. At elected member level, it was suggested that committees were not calling for poor performance such as that identified within inspections or audits to be regularly reported back to show that progress was being made.
- Plans supporting the delivery of priorities did not always identify appropriate performance indicators. Ideally there should be a “balanced scorecard” approach with a mix of input, activity/process, output and outcome indicators; a mix of quantitative and qualitative measures (e.g. customer feedback); a mix of cost and performance.
- The approach to self-evaluation across the council was mixed and the use made of results was not always clear

3.4 In light of these observations, a review of the whole performance management system was undertaken led by the Corporate Policy Unit Manager working with the Research and Information Team and CMT/SMT (the Senior Management Team) and a number of actions identified:

- i) The Performance Management Framework should be reviewed to address the issues identified. The revised PMF is produced as **Appendix A**. This is intentionally detailed in terms of the plan – do – review cycle to ensure that all stakeholders have a full understanding of the role which they play within that system. In contrast, Service Plan templates have been simplified. The Improvement Service and CMT/SMT have reviewed the PMF and support the revised PMF
- ii) Service Plans in terms of the new process will be prepared and submitted to the relevant service committee during quarter 3 of 2019/20. This should allow time for the Corporate Plan review currently ongoing to be completed and embedded in the new plans. Particular care will be required to ensure that the “golden thread” test is met in the areas of highest corporate priority. In addition, the Improvement Service has recommended that there is a focus on a relatively small and manageable basket of indicators as too many can result in a loss of that clear focus on priorities
- iii) A workshop for elected members will be arranged to provide guidance and support in utilising the new PMF, and particularly on the balance to be struck between asking difficult questions at committee about performance against strategic priorities while still encouraging a positive culture of improvement which ensures that officers feel able to be open about levels of performance, good or bad
- iv) Training will be held for officers both on the new PMF but also on the most effective way to articulate linkages and understand the route from operational activity to impact and the delivery of outcomes
- v) CMT will review self- evaluation activity underway and ensure that there is a corporate programme, particularly in the areas of highest priority, and that the results of this evaluation are fed into the service planning process.

4. SUMMARY OF IMPLICATIONS

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

Effective Performance Management is fundamental to delivery of the Corporate Plan and LOIP as outlined in the report.

(b) Policy and Legal

Effective performance management enables the council to deliver its statutory duty to make arrangements to secure Best Value as required by the Local Government in Scotland Act 2003. Audit Scotland view managing performance as a continuous part of the day to day role of councillors and all staff.

(c) Financial implications

Effective performance management contributes to good governance and enables resources to be targeted at the highest priorities.

(d) Risk Implications

The review described identified a number of weaknesses in the council's current approach to performance management. If these are not addressed timeously, there is a risk that this will lead to adverse findings in the anticipated Best Value Review, with the reputational and other consequences which this would bring.

(e) Staffing Implications

There are no staffing implications arising directly from this report.

(f) Property

There are no property implications arising directly from this report.

(g) Equalities/Socio Economic Impact

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

(h) Consultations

In preparing this report, consultations have been undertaken with CMT/SMT and the Democratic Services Manager whose comments have been incorporated in the report.

5. CONCLUSION

5.1 The council's Performance Management Framework has been revised to address weaknesses identified in the current approach. This should be implemented without delay to place the council on a strong footing for the forthcoming Best Value Review.

5.2 Recognising that performance management can operate effectively only within a wider system in which continuous improvement is embedded in corporate culture, training for officers and elected members will also be provided.

Author of Report: Rhona Gunn, Corporate Director, Economic Development, Planning and Infrastructure Services

Background Papers:

Ref: SPMAN-1108985784-70
SPMAN-1108985784-71 (Appendix A)

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MORAY COUNCIL'S PERFORMANCE MANAGEMENT FRAMEWORK AND GUIDANCE
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1. Introduction

- 1.1 This document sets out how Moray Council approaches performance and continuous improvement activity to ensure that it meets its obligations to deliver best value to the people of Moray.
- 1.2 Performance management is about the approach and systems implemented to manage and improve performance. It is an inherent part of the Council's culture and is fundamental to the achievement of our vision. It also helps us to place our customers at the centre of what we do as they can see how well we are doing and how we intend to improve.
- 1.3 Performance management is key to achieving high quality service delivery and delivering our priorities, and as a result improving outcomes for the people of Moray. It is about having the information needed to allow us to quickly take action if service delivery or outcomes are not as expected. This action may be at individual, team, service, corporate or partnership level.
- 1.4 All employees have a role in improving performance. This framework shows how individual activities contribute to the overall improvement of the service. That's why performance management is not an added extra, it has to be part of day to day service management and delivery.
- 1.5 The full performance framework is in three parts:
 - The Framework Overview –pages 1-19
 - Guidance and Templates – pages 20-29
 - Service Plans and Performance Indicators – developed separately
- 1.6 This Framework Overview is in turn divided into four sections:
 - The Theory of Performance Management
 - Planning and Prioritising Performance
 - Managing, Delivering and Reporting Performance
 - Reviewing and Improving Performance
- 1.7 This overview is subject to review on a regular basis (3 years) to ensure that it continues to operate effectively. If you wish more information on the framework or guidance notes or want support for the Performance Team please contact the Performance Management Officer, xxxx@moray.gov.uk or 01343 563320.

THE THEORY OF PERFORMANCE MANAGEMENT

2. Vision

- 2.1 Performance management is one of the ways in which we work to deliver the corporate vision for Moray which is:

'To make life better for everyone in Moray, where there is a positive future for all, within a vibrant economy, with empowered and connected communities'

Source: Moray Council Corporate Plan 2023

3. What is Performance Management and Why is it Important?

- 3.1 The focus of performance management is about how we consistently plan and manage improvements to our services. In simple terms, performance management enables key decision makers, both Elected Members and officers, to take action based on facts about performance.

'Managing performance is essentially about planning what an organisation wants to achieve, doing the work, reviewing what has been done and assessing whether it has the desired impact.'

Performance management involves gathering, analysing and acting on performance information to improve services and the quality of people's lives in the local community. Managing performance is a continuous part of the day-to-day role of Councillors and all staff.'

Source: Audit Scotland 2012

- 3.2 Good performance management offers the council many benefits including:

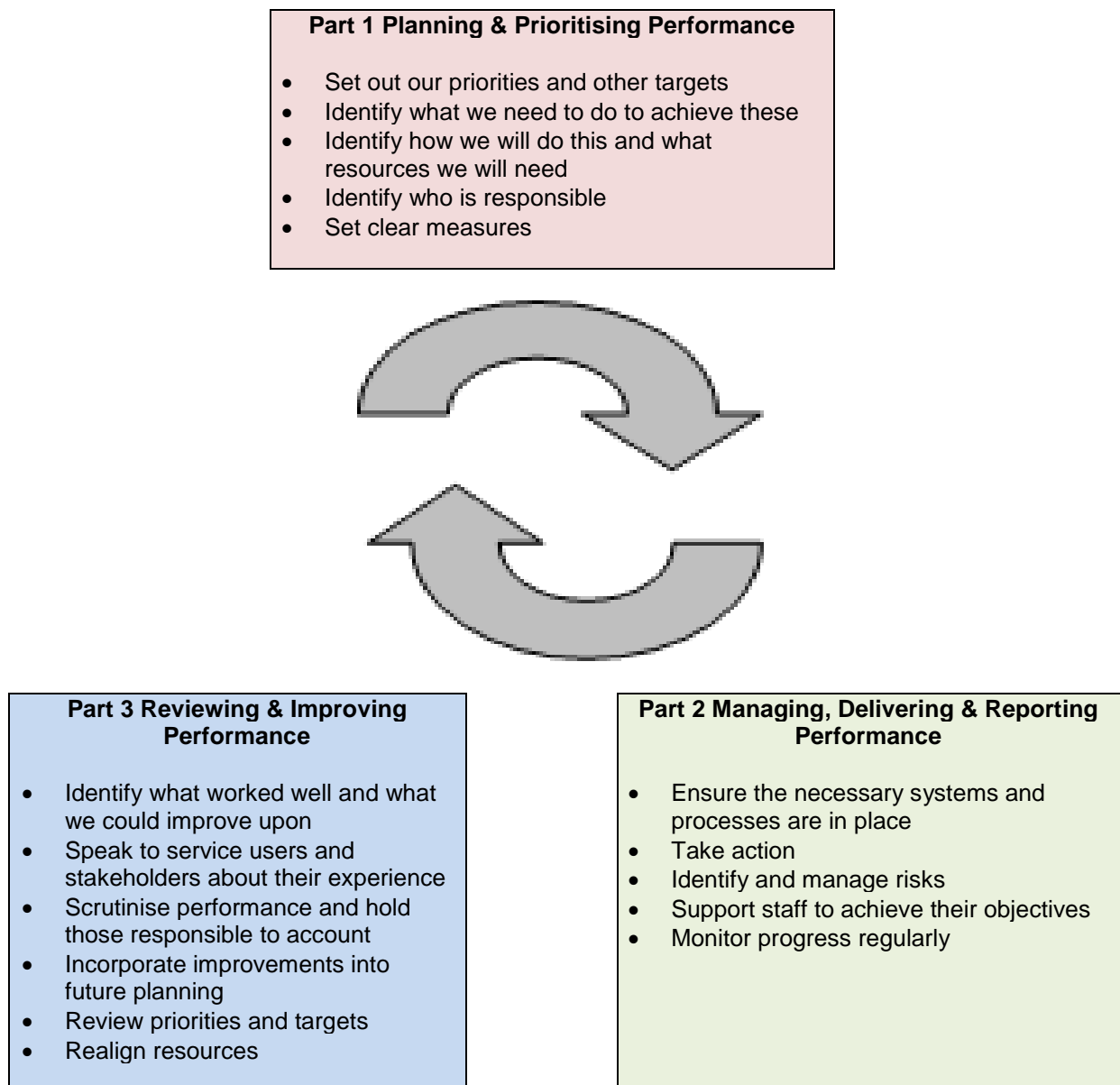
- Supporting the council's wider vision for Moray
- Driving continuous improvement
- Helping to clarify our corporate priorities and how they fit in the bigger picture
- Helping to measure whether priorities and outcomes are being delivered
- Promoting accountability and transparency
- Enhancing governance
- Enabling Best Value to be demonstrated
- Instilling confidence in employees, service-users and scrutineers
- Protecting and enhancing the council's reputation

3.3 What does effective performance management look like?

- 3.3.1 An ideal performance management framework should drive performance by defining relevant performance measures at various levels of the organisation, from the operational to the strategic. Data should be aligned with strategy and should drive organisational activity by identifying where activity needs to be changed.

3.3.2 Our framework has three parts:

Diagram 1



4. Embedding a Performance Management Culture

- 4.1 In successful organisations, a culture of performance management runs throughout everything the organisation does and it is clear how everyone in the organisation contributes to the overall objectives and priorities.

“Local commitment to driving future improvement will only be achieved if council employees understand what they should be doing, how they should be doing it and how what they are doing contributes to the achievement of corporate objectives.”

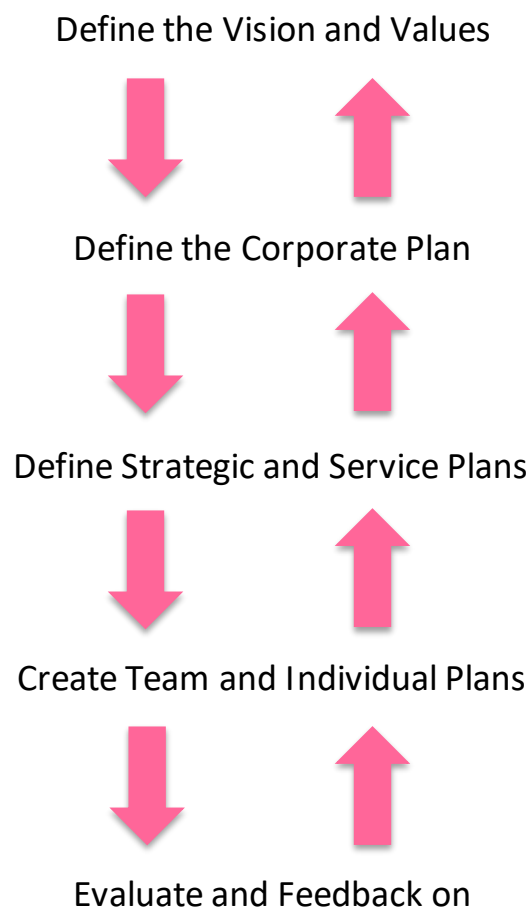
Source: IDeA – Performance Management, the People Dimension

- 4.2 Everyone in the council has a part to play in improving our services and achieving our strategic objectives. All of us need to understand the principles of performance management and how they are applied in Moray Council.

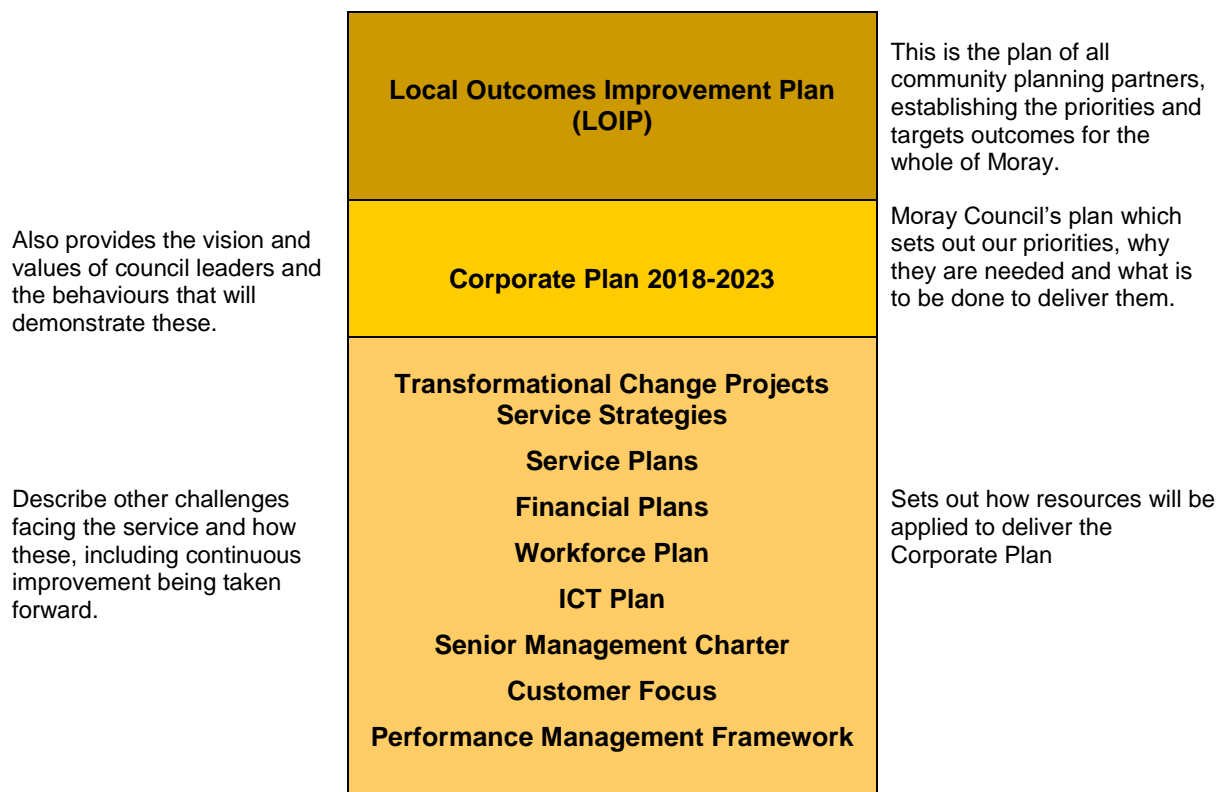
5. The “Golden Thread” – how plans fit together

- 5.1 Moray Council’s framework includes the strategies, plans, indicators, targets and standards that enable the performance of the council to be monitored to ensure the best possible outcomes for our customers, residents and communities. The “golden thread” is the phrase used to describe how our plans fit together and how this thread runs through them, connecting the strategic objectives of the council and our partners with the actions of managers and staff at directorate, service, team and individual level. The isn’t top down or bottom up, it’s both as the following diagram shows.

Diagram 2



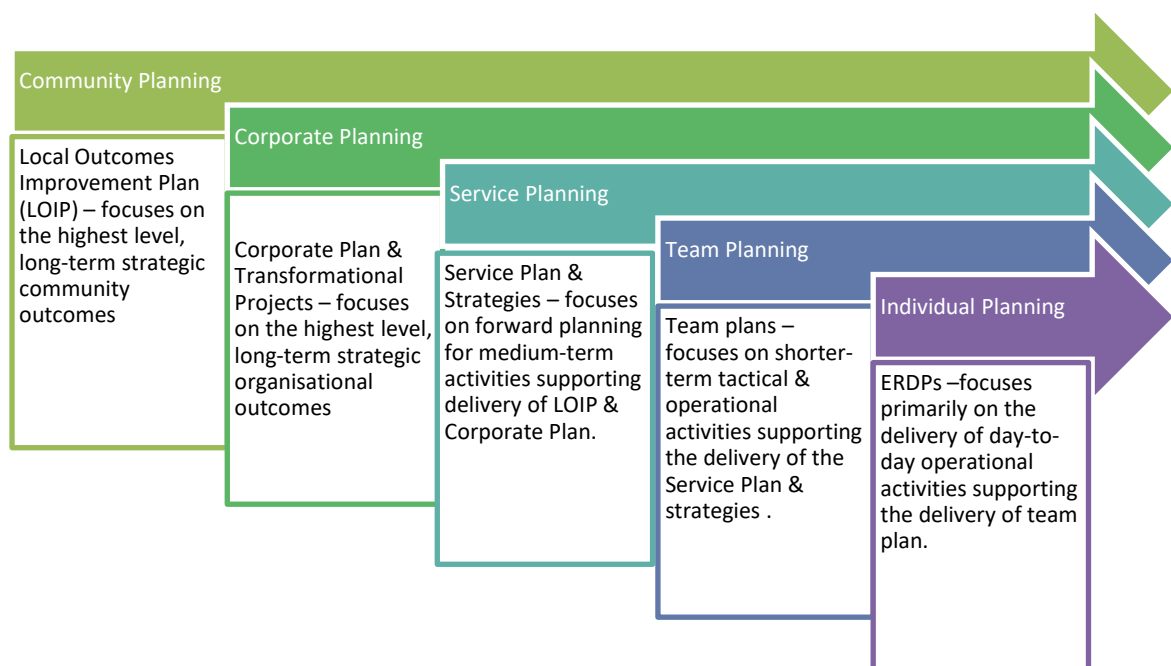
- 5.2 In looking at how we should define our corporate plan, we need to look more widely at other plans that cover the whole of Moray, primarily the Local Outcomes Improvement Plan (LOIP), as well as national priorities and local strategies that support effective governance, the efficient management of resources and the development of a performance management culture e.g. Financial strategy, ICT strategy. These all work together to help us deliver our priorities as a Council, and the golden thread is what links them.
- 5.3 The diagram shows how the corporate plan fits in with other key planning documents that cover the whole area.



5.4 Each of the Plans forms an important link into the overall picture of Council services and priorities. Plans at each level should use the priorities outlined in the plan above it to inform or direct the priorities. This enables the strategic priorities from the LOIP and Corporate Plan to flow into the operational work of the Council. Operational priorities, developments and improvements in turn feed into the setting of strategic priorities across the organisation. Therefore the link between plans provides the delivery and communication of priorities at all levels. This is shown in diagram 2.

5.5 The links between the various plans are shown in the diagram below.

Diagram 3



5.6 The diagram below shows how the three PMF strands, the Golden Thread and reporting cycles combine into our PMF.

Moray's Performance Management Framework

	Plan & Prioritise	Manage, Deliver & Report	Review & Improve
Community Planning Partnership Level	<p>National Outcomes These are set by the Scottish Government and place different expectations on each partner</p> <p>Moray 10 Year Plan: Local Outcomes Improvement Plan (LOIP) Long-term outcomes for local people relating to raising aspirations through expanded choices, improvement livelihoods and wellbeing.</p> <p>Area Profiles Evidence-base to support priority setting.</p>	<p>Public Performance Report/ Monitoring Statement Reporting on progress made across the partnership against long-term outcomes and targets.</p> <p>Partnership Website – yourmoray Online information about the Community Planning Partnership including monitoring and performance information.</p>	<p>Partnership Strategic Audits Many audits are now carried out on strategic objectives and services focusing on the collective delivery from the partnership.</p>
Moray Council Corporate Level	<p>Corporate Plan 2023 Council's strategic long-term objectives and priorities and commitments for the council in the LOIP.</p> <p>Major Strategic Projects Corporate Project approved through the Gateway system and under the direction of the Transformational Boards.</p>	<p>Public Performance Report/ Monitoring Statement Reporting on progress made across the council against long-term outcomes and targets.</p> <p>Council Website Online information about the council including monitoring and performance information.</p>	<p>Best Value Audit External audit focusing on the difference the council is making within the Community Planning Partnership.</p> <p>Assurance & Improvement Plan Annual external corporate assessment by Local Area Network informing the planned audit activity for the council during the coming year.</p> <p>Self-Assessment/ Evaluation Internal reviews undertaken by services using national tools or Best Value toolkit.</p>
Moray Council Service Level	<p>Service Plans Service level priorities and actions.</p> <p>Strategies Activities that support the delivery of long-term outcomes and strategic objectives</p>	<p>Public Performance Report/ Monitoring Statement Reporting on progress made across the services or strategies against long-term outcomes and targets</p> <p>Council Website Online information about services including monitoring and performance information</p>	<p>Services Specific:</p> <ul style="list-style-type: none"> • Audit and inspections • Benchmarking • Customer feedback • Financial planning • Performance results • Risk management • Team/ operational plans • ERDPs

Details of the three strands of the PMF and the reporting cycles are explained in the following sections.

PLANNING & PRIORITISING PERFORMANCE

1. Introduction

1.1 The key planning and prioritising documents underpinning the PMF are:

- National Performance Management Framework and Outcomes
- Local Outcomes Improvement Plan (LOIP)
- Corporate Plan
- Service Plans
- Team Plans
- ERDPs

1.2 Together these documents set out the main activities that the council carries out in the delivery of its functions. The actions set out in these plans may be complemented by thematic plans, service specific strategies, locality plans, financial plans and workforce plans.

1.3 Each of the main underpinning documents are explained below. The current priorities and their supporting documents should filter down the hierarchy of plans.

2. National Performance Management Framework and Outcomes

2.1 This sets out the direction and ambition of the Scottish Government and includes 5 strategic objectives, 16 national outcomes and 55 national indicators. The strategic objectives for these purposes can be summarised as:

- Early years and early intervention
- Outcomes for older people
- Health Inequalities
- Economic Recovery and Growth including Employability
- Public Sector Reform

These objectives are driven forward through a combination of legislation, policy and funding initiatives. A recent example is the Early Years initiative which has been supported by new legislation, policy and a change fund. Not every national strategic objective can or should be directly imported into the LOIP or Corporate Plan. However, major initiatives and shared objectives are likely to also feature in local plans.

3. Local Outcomes Delivery Plan (LOIP)

Plan

3.1 Community Planning is a process which helps public agencies to work together in a Community Planning Partnership (CPP) and with the community to plan and deliver better services which make a real difference to people's lives.

- 3.2 The CPP must prepare and publish a Local Outcomes Improvement Plan (LOIP) which sets out the local outcomes which the CPP will prioritise for improvement.
Tackling inequalities will be a specific focus. They must also produce 'Locality Plans' at a more local level for areas experiencing particular disadvantage. All partners must take account of these plans in carrying out their functions, and must contribute appropriate resources to improve the priority outcomes.

Prioritise

- 3.3 The LOIP vision for Moray is:

'Raising aspirations through expanded choices, improved livelihoods and wellbeing.'

Source: Moray 10 Year Plan Local Outcomes Improvement Plan

- 3.4 The CPP have identified four main priority areas to guide their work and deliver their vision:

1. Growing, diverse and sustainable economy
2. Building a better future for our children and young people in Moray
3. Empowering and connecting communities
4. Changing our relationship with alcohol

- 3.5 In addition two Locality Plans are being developed, one for New Elgin and another for Buckie.

4. Corporate Plan

Plan

- 4.1 The Corporate Plan is the council's primary statement of what we aim to achieve and the resources required to do this. It sets out the council's vision, values and priorities and the context for implementing these. There are strong links between the Corporate Plan and the LOIP.

Prioritise

- 4.2 The Corporate Plan describes how we will deliver our LOIP commitments, as well as our own priorities. The Corporate Plan outlines the transformational change required within the Council to deliver better services, address the challenges, maximise income and employment, and manage a reduction in public sector funding.

- 4.3 Moray Council's Corporate Plan states our vision as

'To make life better for everyone in Moray, where there is a positive future for all, within a vibrant economy, with empowered and connected communities'.

Source: Corporate Plan 2023

- 4.4 The vision for Moray links to our four strategic priorities:

- Provide a sustainable education service aiming for excellence
- Ensure caring and healthy communities

- Promote economic development and growth, and maintain, and promote Moray's landscape and biodiversity
- Work towards a financially stable council that provides valued services to our communities

5. Service Plans

Plan

- 5.1 Service Plans are an integral part of effective performance management. They outline how each directorate will deliver on the Corporate Plan and reflect our vision. An effective Service Plan forms a vital part of the golden thread, so all directorates' services/teams and in turn all employees are fully aware as to how they contribute and are responsible for achieving the council's strategic priorities.

Prioritise

- 5.2 Service Plans are set over a three-year period and are written at Head of Service level. Service plans are reviewed and updated on an annual basis, aligned closely with the financial planning, corporate and CPP strategic priorities and the council's transformation programme.
- 5.3 Key drivers like legislation, corporate priorities, and available resources determine the plan's objectives, as well as improvement actions.
- 5.4 To ensure service delivery against the corporate priorities demonstrating the 'golden thread', Service Plan templates have been prepared and these will be pre-populated with their relevant corporate priorities.
- 5.5 Service Plan Guidance is contained in the appendices (**Appendices 1 and 2**)

6. Team/Operational Plans

Plan

- 6.1 To strengthen the council's performance management framework services are recommended to develop Team/Operational Plans to demonstrate that there is a clear 'golden thread' leading from the Service Plans through the Team/Operational Plans and on to an employee's Employee Review and Personal Development (ERPD). Team/Operational Plans provide a key document for staff in preparing their ERDPs to ensure that their ERPD objectives align with the objectives and actions of the directorate and/or Service Plan.

Prioritise

- 6.2 Team Plans are more operational level documents that set out the priorities for the team, which come from the hierarchy of plans. By defining exactly what the team priorities are and setting out in detail the steps by which they will be achieved at operational level, these plans will assist the service in delivering against their priorities, assist in meeting corporate objectives and generally improve performance across the whole Council.

7. ERDPs

Plan

- 7.1 In order to ensure that an individual employee's performance and development objectives are fully aligned with the priorities of the council, a robust and regular staff appraisal process is vital. The ERDP process enables this alignment and ensures that establishment of the 'golden thread', linking personal objectives right through to delivery of the council's strategies, plans and priorities. It is therefore vital that all managers ensure the annual ERDP reviews are being implemented across their service areas.

Prioritise

- 7.2 The Employee Review and Development Programme (ERDPs) helps to identify the role of the individual in delivering the Team / Operational Plan as well as focussing on how the Council can support individual employees to provide services which will enable us to achieve our vision. Individual objectives for the year ahead are set to support this.

MANAGING, DELIVERING AND REPORTING PERFORMANCE

1. Introduction

- 1.1 Performance information allows us to ensure resources are in the right place to achieve results. There are a range of methods and tools used to enable us to manage our performance. These include Pentana, the council's performance management system, benchmarking tools and customer service standards, where they are defined.
- 1.2 Our focus should be on delivering the actions laid out in the various plans. At certain intervals, we need to review and monitor how we are performing against targets and benchmarks we set against those actions so that we can continuously improve our services to local people. Having reviewed our performance we should identify what is working and what needs to change.
- 1.3 To complete the cycle, we need to tell our stakeholders how well we performed against our stated actions and targets. This information is contained in a wide range of performance information which is made available through reports to committee and our public website.

2. Manage

Performance Measurement

- 2.1 Accurate, high quality, timely and relevant performance data at all levels of the organisation helps us to keep improving. Performance measures are reviewed on an annual basis to ensure that the data collected is useful in terms of being able to measure performance and delivery against key priorities and outcomes.
- 2.2 Good performance measures are SMART:
 - Specific – Performance measures have to indicate exactly what result is expected so that the performance can be judged accurately.
 - Measurable – The intended result has to be something that can be measured and reported in quantitative and/or clear qualitative terms.
 - Achievable – Performance measures are realistic.
 - Relevant – Performance measures matter to the intended audience and relate to the service being measured.
 - Timely – Information is available to support effective decision-making as well as allowing for the reporting of performance in a timely manner.

Targets

- 1.3 Setting targets allows us to work towards improving our services. Targets should be based on past and current performance as well as comparisons with other services/councils so they contribute to improved performance.

Targets can:

- Promote accountability
- Help manage a service
- Stretch performance
- Enable self-improvement

Using Pentana (formerly Covalent) to capture actions and Performance Indicators (PIs)

- 2.4 Performance data is reported via Pentana, the council's online performance management system. Pentana allows us to effectively analyse data, track progress of indicators and actions and to provide and communicate regular and robust performance information to managers and Elected Members.
- 2.5 Pentana can capture all activity (actions, sub-actions and milestones), PIs and risks and where appropriate link these together (for example, specific actions may mitigate against risks; specific actions will affect movement within performance indicators). This enables a direct link to be seen between the work being undertaken and the resulting impact of this work.
- 2.6 Performance can be monitored in a range of frequencies e.g. monthly, quarterly, half yearly and annually. The system also means that all data is stored in one place. Ongoing development of Pentana is supported by Research and Information Officers (RIOs) who will work with Heads of Service and Service managers to collect data for monitoring purposes .

Monitor

- 2.7 Performance reporting to Elected Members is underpinned and supported by detailed reporting and scrutiny at service and directorate level.
- 2.8 It is the responsibility of the relevant Head of Service to deliver and monitor progress of service strategies and service plans that have clear and measurable milestones and performance indicators which will support both the delivery of the Corporate Plan priorities as well as all other service functions.
- 2.9 Actions and indicators are cascaded down from the strategic level and assigned to the relevant service lead who will take responsibility for implementation. Significant performance breaches or risks identified during the monitoring process can be escalated via the Departmental Management Team (DMT) and Corporate Management Team (CMT) for corrective action/decisions to be made.

Performance management processes, systems and information

- 2.10 Each plan's objectives are detailed and taken forward through specific actions and indicators for service managers and their staff. Actions, PIs and associated risks are uploaded into Pentana and monitored on a regular basis.

Performance Indicator Level Hierarchy Chart

2.11 Performance monitoring information will be provided at 5 indicator levels in the support of delivery of CPP outcomes and strategic corporate priorities.

- Level 1 - A suite of national core outcome indicators set by the Scottish Government as measures of progress towards achieving national outcomes.
- Level 2 - A subset of the CPP targets that have been delegated to the council or one of the Council's strategic partnerships groups.
- Level 3 - Corporate Plan indicators measuring performance against priorities.
- Level 4 – Service Plan indicators measuring performance against priorities.
- Level 5 - A range of locally developed indicators that support priority setting and input to the planning process.

Quality assurance information

2.12 Data reported influences decisions at all levels and so having good quality data is essential.

Heads of Service and Service Managers supported by the RIOs and other key staff are responsible for undertaking their own quality assurance throughout the year, checking that systems and methods used to measure and report the data are robust and effective.

Reporting and analysis of information

2.13 Reporting and analysis of information to support delivery with ongoing monitoring of performance against national outcomes, corporate priorities and local indicators will be supported by the RIOs. Information will be drawn from our systems where available.

2.14 Performance will continue to be monitored through DMTs on a quarterly basis; CMT and Service Committees on a six monthly basis; and annually to CPP and some committees.

- Level 1 information will be reported to Committee annually and, where required to Scottish Government
- Level 2 will be reported to Community Planning Board annually
- Level 3 will be reported to CMT and Committee annually
- Level 4 will be reported to CMT and Committee half yearly
- Level 5 will be reported to DMTs quarterly

Additional operational dashboards for managers and staff will be developed over time in support of service performance objectives.

Specific/Detailed Analysis

- 2.15 RIOs and other key staff undertake service specific research and analysis to support the development of strategies and high level plans. The scope of the research and analysis is agreed at the start of the project.
- 2.16 Additionally, geographically based information and detailed specific analysis in support of strategic and locality priorities is available from the RIOs and other key staff as is nationally published data such Scottish Index of Multiple Deprivation (SIMD) and Census data.

3. Deliver

Delivery of High Level Plans

LOIP

- 3.1 The Council works in Partnership with many agencies on national and local priorities. Many of these partnerships produce joint plans. The Council must ensure the delivery of joint plans through the integration of the priorities into our strategic plans where appropriate.
- 3.2 The strategic direction of the Moray Community Planning Partnership is set by the Community Planning Board which is supported by four strategic partnership groups: Moray Economic Partnership, Moray Chief Officers Group, Moray Integration Joint Board and Community Learning & Development Partnership.
- 3.3 Strategic Partnership Groups have lead responsibility for meeting a priority within the LOIP and are responsible for reporting progress on an annual basis to the Community Planning Board.

Corporate Plan

- 3.4 The Corporate Plan 2023 includes the Council's commitments from the LOIP alongside other strategic priorities. Departments with lead responsibility for meeting council priorities are defined within the Corporate Plan and they will be responsible for reporting progress on an annual basis to the Corporate Management Team, Policy and Resources Committee and annually to the Audit and Scrutiny Committee.

Service Plans

- 3.6 Service Plans set out what the service aims to deliver in the coming year incorporating commitments from the Corporate Plan. Officers with lead responsibility for meeting activities that support outcomes are defined within Service Plans. They are responsible for reporting on a half yearly basis by exception (where performance has not met target) to the Corporate Management Team and Service Committees.

Team / Operational Plans

- 3.7 At an operational level, performance is monitored and managed as an integral part of service management by Heads of Service and Corporate Directors at Departmental Management Teams quarterly. This would include the undertaking and tracking of team plan activities, operational performance indicator results and complaints.

Service Strategies

- 3.8 Strategies also set out what the service aims to deliver over a period, more often focused by theme. Heads of Service assume responsibility for activities that support objectives and outcomes. Strategies have to be more flexible due to the time span they cover but annual progress reporting to Service Committee is required, with milestones and outcome based indicators used to do so.

Major Complex Projects

- 3.9 CMT have taken a corporate approach to project management to bring control and discipline to high risk, large investment and complex projects. The Project Management Governance Policy provides a framework for the council by defining roles, responsibilities, procedures and controls with the aim of enhancing successful project delivery. Projects are allocated to one of the Transformational Boards (Learning, Economy and Council) which streamline governance arrangements and incorporate Elected Members representation. Projects referred to the Boards have been subject to the Gateway process managed by CMT which ensures that minimum standards are met when a project is initiated.
- 3.10 Monitoring information is collected monthly and reported to the Boards on an eight-week cycle. Service Committees receive regular updates on these projects, albeit not as part of the Transitional Board arrangements but more that the Senior Responsible Officer / Project Sponsor will have occasion to report to committee i.e. to request funding, report slippage or progress. More routine reporting to committee may be developed as the Transitional Boards mature.

4. Report

- 4.1 Reporting performance to Elected Members, the public and other stakeholders helps to ensure accountability. Elected Members have a key role in prioritising and scrutinising improvement activity through the committee process including:
- The approval of the Corporate Plan, Financial Plans, Service Plans, high level strategies and annual reports.
 - The scrutiny of six monthly performance reports.
 - The approval and scrutiny of action plans developed in response to investigation, inspection or audit actions.
- 4.2 Further details of the roles and responsibilities within the PMF are explained in the appendices (**Appendix 3**) and the reporting cycles (**Appendix 4**)

Annual/Public Performance Reports (PPR)

- 4.3 For some services and plans, there is a requirement to produce annual reports to stakeholders and performance results at service level support this obligation. These annual reports are sometimes referred to as Public Performance Reports.

'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 improvement. 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)

- 4.4 There is an annual Public Performance Report on the LOIP usually published at the end of the calendar year.
- 4.5 The annual Public Performance Report on the Corporate Plan is published annually in July.
- 4.6 Service Plans are reported on 6 monthly to Service Committees with the quarter 4 report being an Annual Performance Report covering progress, challenges and improvements undertaken during the previous year.
- 4.7 Links to all performance related reporting is included on the Performance page of the Council's website.
- 4.8 Further guidance on Annual Service Performance Review is explained in the appendices (**Appendix 5**).

REVIEWING AND IMPROVING PERFORMANCE

1. Review

- 1.1 The review stage assesses whether or not we are on course to deliver our outcomes, service objectives and targets, so that corrective action(s) can be taken where needed, and success can also be celebrated. This stage focuses on evaluating, or self-assessing, rather than monitoring. Review will occur at all levels within the performance framework but will culminate in a formal review process annually (public performance reporting or the service annual performance report).
- 1.2 This stage in the performance management cycle is about learning from the information gained. This stage is crucial to developing an organisational culture of performance, it is about gathering and understanding information about what has and has not worked.
- 1.3 Analysis, knowledge and information is gathered and scrutinised from a number of sources, including:
- Current performance - How are we performing against targets? Are objectives and targets still relevant and realistic?
 - National priorities - Have national priorities remained the same?
 - Self-assessment - Following evaluation from strategic through to service level what have we learned about ourselves and how we are performing?
 - Resource availability - How are we performing financially and in terms of our workforce?
 - Risks - What are our main risks and how are we managing these?
 - Surveys - What do public, service users and/or staff think about particular themes and objectives? Have the public's priorities changed?
 - Complaints and feedback - What are our service users saying? What are we doing well/poorly?
 - Staff views - What are our staff saying? Are our staff motivated and engaged in delivering our vision and objectives?
 - External audits and inspections - What are external scrutiny bodies saying about us? How do they feel we are performance following inspection? Are changes needed, if so, how quickly can we implement these?
 - Internal audits - Do we have a process of internal audit of services and if so what are the outcomes and finding of these audits?
- 1.4 As a result of analysing all the information, informed decisions can be made and corrective action taken where required. This may include a redistribution of resources, revised plans and timescales, or even a revision to our corporate objectives and priorities in the next round of planning.

2. Improve

2.1 Areas for improvement may be identified from the following sources:

Improvement through self-evaluation

- 2.2 Self-assessment and evaluation underpin the council's PMF. Unlike external scrutiny, self-assessment does not rely on others to make the assessment but is completed by the council, directorate or individual services.
- 2.3 Robust and regular self-evaluation is critical to inform and deliver performance improvement, and the council uses a variety of methods to include Public Sector Improvement Framework (PSIF) and Public Library Quality Improvement Matrix (PLQIM). It is crucial that these self assessments are done regularly, with PSIF reviews for example recommended every 3 years. In Integrated Children's Services specific teams address self-evaluation; Quality, Assurance, Performance and Planning Team (QAPP).

Scrutiny and assurance

- 2.4 Scrutiny and assurance is provided by service committees and the Audit & Scrutiny Committee. A key component of scrutiny and performance assurance processes is the inspection of services by external scrutiny bodies. The findings from those inspections taking place during the year forms part of the public annual performance report and regular reports to service committee.

External audits and inspections

- 2.5 A Local Area Network (LAN) operates for each council area bringing together representatives of all the main local government audit and inspection agencies in a systematic way. Their common aims are joint scrutiny; scheduling and planning; agreeing the shared risk assessment (SRA) and the delivery of a single corporate assessment – Assurance Improvement Plan (AIP). The AIP outlines any planned scrutiny and inspection activity which will be undertaken as a result of the assessment. Audit Scotland leads the coordination of this work.
- 2.6 Evidence from the LAN assessment confirms that we are clearly focusing on and improving our performance management and continuous improvement arrangements.

Benchmarking

- 2.7 Benchmarking can contribute to improving services by sharing data, processes and solutions to common areas. Benchmarking can be undertaken with other councils, organisations and sectors but also carried out internally across services.
- 2.8 The introduction of the Local Government Benchmarking Framework (LGBF) coordinated by the Improvement Service requires the council to include comparison with other local authorities as part of their public performance reporting. The core purpose of the LGBF is to support all councils to improve their services by working and learning together.

- 2.9 Engaging in benchmarking helps us to improve our use of performance information, our understanding of why councils vary in terms of what is achieved for our communities and sharing service practices across all councils. This information is publicly available so that we can be held to account for what is achieved.
- 2.10 The LGBF is made up of a range of data drawn from an array of already collected and validated sources e.g. Local Financial Return, national datasets, etc., as well as performance indicators retained from the old Statutory Performance Indicators (SPIs), where information is provided directly by councils.
- 2.11 Each year the council reviews its performance in relation to the national LGBF data as well as in relation to our 'family groups' (other local authorities similar to us) in order to explore areas where we can improve performance in relation to, for example, cost or customer satisfaction.
- 2.12 In addition to the LGBF council there are several other sources of benchmarking activities including:
- Insight – a virtual education comparator
 - Chartered Institute of Public Finance and Accountancy (CIPFA)
 - Society of IT practitioners in the public sector (SOCITM)
 - Society of Local Authority Lawyers and Administrators in Scotland (SOLAR)
 - Association for Public Service Excellence (APSE)

Implementing changes

- 2.13 Implementing changes embeds quality and improvement across the council. Changes are informed by the areas for improvement identified as part of the monitoring and review process. Change may be incremental, relating to continuous improvement or transformational.

SERVICE PLAN GUIDANCE

The Service Plan is a three-year plan with the budget set for one year. It's split into two distinct sections – a Strategic Section (locked down against commitments in national outcomes, LOIP and Corporate Plan) and a Service Section (flexible to reflect service priorities not covered in those high level plans).

Service Plans have three key purposes –

1. They allow managers to illustrate how their services will contribute to the delivery of national outcomes, the LOIP and the Corporate Plan.
2. They influence the budget allocated to agreed outcomes.
3. They are made public and therefore contribute to our statutory requirements for PPR.

SERVICE PLAN CONTENT

Overview

Service Plans are recorded in Pentana and are supported through the service monitoring process. The end result is a plan with strategic and service level priorities, targets and performance indicators. In creating your Service Plan you should consider:

- National Outcomes
- LOIP
- Corporate Plan
- Previous Service Plan
- Any major strategies or initiatives, action plans and PIs for your service
- LGBF

Detailed Guidance

There are five sections in the Service Plan, which are:

1. Service definition - This is where the purpose of the service is briefly explained in typically 2-3 sentences.
2. Service resources – A simple summary of people (counted in FTE) and budget for the service.
3. Key Service Improvements – This lists a small number of the most significant improvement activities the service will undertake, explaining why that activity is necessary – what is the challenge it addresses and what evidence has been used to identify the improvement? These improvements should then be referenced in sections 4 or 5.
4. Strategic priorities – The strategic priorities will be locked-down and populated from priorities expressed in national outcomes, LOIP and Corporate Plan.
5. Service priorities – these are flexible specific service level priorities not already contained in one of the high level plans.

Strategic and Service priorities

Strategic Priorities (fixed)

Service Plans should reference the agreed priorities already contained in national outcomes, LOIP and Corporate Plan. These priorities are 'fixed' and require to be prioritised by the service for delivery. Therefore any priorities within these areas must be listed in the Service Plan in the 'locked down' section.

LOIP and Corporate Plan priorities are listed in the table below.

National priority	Early Years & Early Intervention	Outcomes for Older People	Health Inequalities	Economic Recovery & Growth Employability	Public sector Reform
LOIP priority	Building a better future for our children & young people in Moray	Empowering & connecting communities	Changing our relationship with alcohol	Growing, diverse & sustainable economy	Community Planning Partnership
Council priority	Provide a sustainable education service aiming for excellence	Ensure caring & healthy communities	Support for Moray IJB and as shown relative to caring & health communities priority	Promote economic development & growth, & maintain, & protect Moray landscape & biodiversity	Work towards a financially stable council that provides valued services to our communities
Specific Plans	Integrated Children's Service Plan	Integrated Health & Social Care Strategic Plan		Local Development Plan Strategic Housing Investment Plan Moray Growth Deal Skills Development Plan	Corporate Plan
Supporting strategies	National Improvement Framework Early Learning & Child care Delivery Plan Corporate Parenting Strategy Early Years Strategy	Community Learning & Development Plan Moray Cultural Strategy Moray Social Enterprise Strategy Locality Plans CPP Community Engagement Strategy Moray Lifelong Learning Strategy		Moray Economic Strategy Employability Strategy Moray Skills Strategy Developing the Young Workforce Attainment Strategy Moray Transport Strategy Local Housing Strategy	ICT Strategy Workforce Strategy Procurement Strategy
Organisational plans	Education & Children's Services Service Plan	LOIP & Locality Plans Planning for Real Local Management Groups' Action Plans		Development Services, Direct Services, Housing and Property Service Plans	Education & Children's Services, Corporate Services Service Plans Financial Management Procurement Workforce Plan Asset Management ICT & Digital

The strategic outcomes or priorities are chosen from the drop-down list of the strategic priorities shown above. These outcomes form the strategic plan element and will be locked-down for the life of the Service Plan. The detail on how we will achieve that strategic priority or outcome in Moray should be added in this section.

Service Section (flexible)

This section contains the activities which are not directly referenced in the strategic priorities but are nonetheless essential to ensure our services continually improve. These priorities would be taken from relevant legislation for the service, service pressures and challenges and other areas for improvement or development.

Delivering Outcomes

To demonstrate delivery of outcomes, the service identifies appropriate success measures, targets, timescales and where possible benchmarks. This section of the Service Plan is live and forms the service section of the Plan. It is monitored by the Corporate Director, Head of Service and senior managers.

This section should have:

- An outcome which describes the difference we will make through the work that we do. Outcomes are not inputs like staff time, resources or partner contributions. Nor are they outputs or activities. Outcomes are the impacts which our activities have on stakeholders. Outcomes are best described using change words like increased, better, fewer or improved.
- Each outcome should be accompanied by at least one outcome measure. Outcome measures can be difficult to identify. They can identify change in the short, medium or long term. Often there will be national indicators which are collated locally which can demonstrate progress towards delivering outcomes. If it's not possible to identify a measure, then consider recasting the outcome.
- A completion target or forecast against each priority.
- Try to include measures which describe the quality of the service and the impact on customers
- If the service delivers a measure already incorporated into the LOIP where possible this should be included
- LGBF measures should be considered for inclusion

Priority Rating

Sometimes it will be important to recognise a priority in the Service Plan but also to acknowledge that available resources, however efficiently they are used, will make delivering that priority very challenging. If there is a real risk that all priorities cannot be delivered on target, assigning each priority a rating to show that the priorities themselves have been prioritised within the service for delivery is good practice. This allows Elected Members to scrutinise and challenge this prioritisation and also makes the challenges clearer for the public.

SERVICE PLAN TEMPLATE

1. Service Definition:						
2. Service Resources:						
3. What have we identified for improvement in 2019/20?			What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.			
4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating

ROLES AND RESPONSIBILITIES

All Managers have the same broad roles and responsibilities in relation to data capture, monitoring and reporting to improve performance which is:

- Understanding what is important to stakeholders
- Setting challenging, realistic and relevant targets
- Measuring outcomes
- Identifying trends and comparisons with other providers
- Reporting performance in a timely manner to stakeholders
- Being responsive to performance data
- Ensuring linkage through corporate service and individual staff goals and targets
- Developing staff to deliver performance results
- Understanding the impact of performance on service delivery

There are some specific roles and responsibilities in addition to the generic ones mentioned above. These specific roles and responsibilities are contained in the table below.

Roles & Responsibilities – who does what	
Audit & Scrutiny Committee	The Audit and Scrutiny Committee scrutinises performance information received from Service Committee to ensure key objectives are being met, identifying potential improvements and recognising success.
Community Planning Board	The Community Planning Board provides effective leadership to the Partnership facilitates agreement on the strategic priorities of the area and scrutinises the performance of the Partnership.
Corporate Directors	Strategic responsibility for the directorate. Responsible for leading and directing the performance of their directorate and contributing to the council's priorities. The Corporate Director (Corporate Services) controls the reporting of revenue and capital expenditure monitoring information; ensures that financial monitoring is provided to budget holders on a regular basis and co-ordinates reporting on efficient government targets
Corporate Management Team (CMT)	The Corporate Management Team (Chief Executive and Corporate Directors) have responsibility for monitoring the overall progress against the strategic plans of the Council.
Corporate Policy Unit	The Corporate Policy Unit is responsible for maintaining the Council's performance management software: Pentana; collating performance information corporately and drafting consolidated performance reports for the Corporate Management Team, Audit & Scrutiny Committee and the Council, ensuring full consultation. The section is responsible for producing overarching, council wide Public Performance Reports on progress against corporate priorities and statutory performance indicators.
Departmental Management Teams (DMTs)	Departmental / Senior Management Teams / Heads of Service monitor, evaluate and report performance relating to the achievement of objectives and activities set out in the various plans. In some cases these officers produce Public Performance Reports, key strategies and plans on an annual basis.
Heads of Service	Responsible for the delivery of the Service Plan, overseeing the performance of service areas within their remit and contributing to the council's priorities
Individuals	All staff have a responsibility to deliver the tasks that have been agreed in their ERDPs and understand how their work contributes to the overall strategic objectives
Line Managers	Responsible for delivering Team / Operational Plans, monitoring and managing performance against targets and supporting staff to deliver their objectives
Research & Information Officers	RIOs should work alongside Heads of Service and Lead Officers to assist in the development of local performance indicators across services and produce relevant information in the monitoring of indicators e.g. exception reports on activity targets.
Senior Managers	Responsible for setting objectives and targets, monitoring and managing performance against targets and contributing to the council's priorities
Service Committees	Service Committees scrutinise performance information received from services to ensure priorities are met, identifying potential improvements and recognising success.
Service Managers	Service Managers are responsible for delivering the tasks set out in their team plans and reporting on performance indicators.
Service staff	Data, collection, input and reliability
Transformational Boards	Responsible for overseeing progress against major complex projects approved through the Gateway process and assigned to one of the three Transformational Boards.

REPORTING CYCLES

Introduction

Performance is reported on a quarterly, six monthly and annual basis to a variety of audiences. Scrutiny of performance is an essential tool for improvement and is carried out at all levels of the council by senior managements, Corporate Management Team (CMT) and Elected Members. Reports are submitted to the various committees on a 6 monthly basis.

Reporting Format

Pentana holds performance information; in addition data on resources and staff absences is collated corporately.

The data extracted from Pentana is supported by written reports that highlight the departmental successes, challenges and actions to support the challenges. Performance reports are submitted to the various service committees and partnership meetings on a quarterly, 6 monthly and annual basis to allow scrutiny from Elected Members, partners and senior managers.

Each service completes a PPR which summaries the key successes, key challenges and key improvement actions to address the challenges. This is supported by data, case studies, customer satisfaction including complaints and summary of any engagement with the resulting improvement actions. This is completed at the end of each financial year and forms the basis of the corporate annual report.

Performance Reporting Cycle and Responsibilities

	CMT	CPB	Service Committee	A&S	P&R	TRANSFORM BOARDS	SMT/ DMT
LOIP & Indicators		Lead Partner (A)					
Corporate Plan & Indicators	Head of Service, Lead Department (A)			Head of Service, Lead Department (A)	Head of Service, Lead Department (A)		
Transformational Programme						Senior Responsible Officer (8 weekly)	
Strategies & Indicators			Head of Service (A)				
Service Plan & Indicators	Lead Officer (by exception) (H)		Lead Officer (by exception) (H)				
Team/ Individual Plan & Indicators							Head of Service (Q)
Local Government Benchmarking Framework				Corporate Policy Unit Manager (A)	Corporate Policy Unit Manager (A)		
Complaints	Corporate Complaints Officer (A)			Corporate Complaints Officer (A)	Corporate Complaints Officer (A)		Head of Service (Q)
Revenue/ Budget Monitoring	Corporate Director (Corporate Services) (prior to P&R)		Heads of Service (every cycle)		Corporate Director (Corporate Services) (every 2 nd cycle)		
Expenditure compared to Capital Plan	Corporate Director (Corporate Services) (prior to P&R)		Heads of Service (every cycle)		Corporate Director (Corporate Services) (every 2 nd cycle)		

Key

Q	Quarterly
H	Half Yearly
A	Annually

SERVICE ANNUAL PERFORMANCE REVIEW (APR)

INTRODUCTION

The Service APR is undertaken at the end of each financial year and is an opportunity for Heads of Service to summarise and review the key successes, challenges and improvement actions to address the challenges. This is supported by case studies and a note of any consultations with the resulting improvement actions.

Within the key successes are the improvements listed from the previous year's review. Performance against these improvements is listed.

The Service Plan is key to the review as it will enable stakeholders to track the delivery of the agreed service outcomes and with the delivery of the Corporate Plan and LOIP. It will also form the basis of key improvements for the future.

The Service APR also forms the basis for the corporate annual report and our public performance reporting duties.

DETAIL

The Service APR has four sections for completion:

- Key successes – This should include the key improvements identified from the previous years' APR along with the progress made as well as improvements identified during the year and noted in the Service Plan. There is an opportunity to detail the positive contribution made to our communities in the form of case studies.
- Key challenges – Any key improvements to complete within the agreed timescale and any additional challenges that have been identified should be noted.
- Key improvement actions – The key improvement actions to redress the challenges are noted.
- Consultation and engagement – Details of any consultation or engagement activity that have been undertaken, a summary of customer response and the improvement action undertaken in response are listed. This in itself is part of our public performance reporting duties – You said/we did.

Service Annual Performance Review Template	
Key successes (as listed in the Service Plan)	
1.	
2.	
Other successes	
1.	
2.	
3.	
Case Studies (illustrating the positive contribution to our communities)	

Key Challenges (as listed in the Service Plan)	Key improvement actions to address challenges
1.	1.
2.	2.
Other Challenges	
1.	4.
2.	5.
3.	6.

Consultation and Engagement	You said (customer response)	We did (improvement actions)

Head of Service: _____

Attach quarterly performance report.



REPORT TO: MORAY COUNCIL ON 7 AUGUST 2019

SUBJECT: AUDIT SCOTLAND – MANAGEMENT REPORT – 2018/19

BY: CORPORATE DIRECTOR (CORPORATE SERVICES)

1. REASON FOR REPORT

- 1.1 To provide Council with a copy of the External Auditor's management report for 2018/19.
- 1.2 This report is submitted to Council in terms of Section III (I) (8) of the Council's Scheme of Administration relating to consideration of reports produced by the Council's External Auditor.

2. RECOMMENDATION

- 2.1 **It is recommended that the Council considers and notes the contents of the External Auditor's Management Report for 2018/19.**

3. BACKGROUND

- 3.1 A management report has been received from Audit Scotland and is attached as **APPENDIX 1** to this report. The report contains a summary of the key issues identified during the interim audit work undertaken to gain assurances over systems and processes used in the preparation of the financial statements.
- 3.2 The audit findings together with management responses to issues raised are detailed in the report.
- 3.3 The report also includes consideration of wider issues which impact on the Council, and highlights financial sustainability as the major challenge currently facing the Council, noting that there is a risk that the Council is unable to agree and implement a sustainable model for service delivery before the Council's uncommitted reserves are exhausted.

4. SUMMARY OF IMPLICATIONS

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

The work of the external auditor provides assurances on key elements of the council's governance arrangements; arrangements that are central to the delivery of community and council plans.

(b) Policy and Legal

The audit is conducted in terms of statutory powers afforded to the appointed External Auditor and in accordance with Audit Scotland's Code of Practice.

(c) Financial implications

There are no financial implications directly arising from this report.

(d) Risk Implications

Implementation of the audit recommendations will mitigate the risk issues identified in the External Auditor's report.

(e) Staffing Implications

Audit recommendations will be addressed using existing staffing resources.

(f) Property

There are no property implications arising directly from this report.

(g) Equalities/Socio Economic Impact

There are no equalities or socio economic impacts known at this time.

(h) Consultations

The report has been agreed with the Corporate Management Team, Head of Financial Services, Internal Audit Manager and Payments Manager, who contributed the management responses to issues raised during the audit.

5. CONCLUSION

- 5.1 The Management Report forms part of the external audit reporting for 2018/19 and is submitted to Council for its consideration.**

Author of Report: Lorraine Paisey
Background Papers: Held by external auditor

Moray Council

Management report 2018/19



 AUDIT SCOTLAND

Prepared for Moray Council
July 2019

Audit findings

Introduction

1. This report contains a summary of the key issues identified during the interim audit work carried out at Moray Council (the council). This work included testing of key controls within financial systems to gain assurance over the processes and systems used in preparing the annual accounts. We consider the results of this testing when determining our approach to the audit of the 2018/19 annual accounts.

2. Our responsibilities under the [Code of Audit Practice](#) require us to assess the system of internal control put in place by management. We seek to gain assurance that the audited body:

- has systems of recording and processing transactions which provide a sound basis for the preparation of the financial statements
- has systems of internal control which provide an adequate means of preventing and detecting error, fraud or corruption
- complies with established policies, procedures, laws and regulations.

3. We also carried out work on the wider audit dimensions as required by the [Code of Audit Practice](#). This focussed on financial sustainability, governance and transparency.

4. The contents of this report have been discussed with relevant officers to confirm factual accuracy. The co-operation and assistance we received during the course of our audit is gratefully acknowledged.

5. All our outputs and any matters of public interest will be published on our website: www.audit-scotland.gov.uk.

Conclusion

6. Overall, we found that the key controls in place within the council's main financial systems were operating effectively with the exception of payroll validation checks, the completion of the housing rents reconciliation and changes to suppliers' bank details. These control weaknesses are set out in [Exhibit 1](#) along with other areas where controls could be further improved. We will be undertaking additional work in response to six of the findings set out in [Exhibit 1](#) and those set out in the [Appendix](#) (nos. 1 and 2) as part of our audit of the 2018/19 financial statements.

7. In terms of our wider dimension audit work, we identified areas where the council could improve current arrangements. These are summarised in [Exhibit 3](#) and will inform our annual audit report which will be issued in September 2019.

8. Three of the eight agreed recommendations included in our 2017/18 management report were completed during 2018/19 (see [Appendix](#) nos. 4, 5 and 6 for details). The remainder have been included in [Exhibits 1](#) and [3](#) and the [Appendix](#) (no. 2) as appropriate.

Internal control systems

Work done

9. Our 2018/19 testing covered key controls in a number of areas including bank reconciliations, payroll validation and exception reporting, changes to supplier bank details and IT access controls. Additionally, we tested controls in the following areas: budget monitoring and control; feeder system reconciliations and controls for preventing and detecting fraud in areas such as taxation receipts, welfare benefits, grants and other claims. We also assessed the financial controls within social work services to support the assurances required for the audit of Moray Integration Joint Board.



Bank reconciliations



Payroll controls



IT access



Budgets

10. In accordance with *ISA 330: the auditor's response to assessed risk*, our audit judgements are based on current year testing of controls and, where appropriate, prior year results. Our risk based audit approach allows us to take a three-year cyclical approach to controls testing. This approach enables us to place reliance on previous years' audit work where controls remain unchanged and no significant weaknesses had been identified.

Key control risks

11. The key control risks identified during the interim audit are detailed in [Exhibit 1](#). Any weaknesses identified represent only those that have come to our attention during the course of our normal audit work and, therefore, are not necessarily all of the weaknesses that may exist. It is the responsibility of management to decide on the extent of the internal control system appropriate to Moray Council.

Additional audit work due to identified systems weaknesses

12. As a result of the findings set out in [Exhibit 1](#) and the control weaknesses where management have previously accepted the risk ([Appendix](#)), we have reviewed our approach to the audit of the financial statements and identified that we need to do additional work. This has been set out in the additional procedures column in [Exhibit 1](#) and [Appendix 1](#).

Additional audit work due to issues with access to audit evidence

13. As part of our audit testing we asked for documentation of the interface between the Tranman system and the accounts payable system. The council was unable to provide these for 3 out of the 5 samples selected as the building used to store these records had been closed due to a fire in an adjacent building. As a result, we have revised our approach to this area of the financial statements audit and will do additional substantive testing of transactions processed through the Tranman system.

Exhibit 1

Internal control systems - action plan 2018/19

Audit findings	Management response, responsible officer and target date	Additional audit procedures
<p>1. Payroll validation</p> <p>Last year we reported that a validation exercise to verify the existence of employees on the payroll system had not been undertaken since the introduction of the new payroll system on 1 April 2017. Establishment lists were sent to budget managers in November 2018 but this highlighted that these were out of date due to delays in HR processing changes to the payroll system. Since November 2018, HR have been clearing their backlog but are not yet at a point where establishment lists can be sent out.</p> <p>Without regular confirmation of payroll details, there is an increased risk of fraudulent payments being made.</p>	<p>This has not been given priority with available resources directed to other more immediate payroll tasks. Higher level budget management reports are issued monthly which detail variances in payroll spend; establishment lists complement these reports. Work to ensure accurate data and linkages with regard to the council's organisational structure to allow the establishment lists is currently being taken forward within HR.</p> <p>Responsible officer:</p> <p>Acting Joint Head of HR and ICT</p> <p>Target Date: December 2019</p>	<p>We will substantively test a sample of paid employees to ensure they are current employees of the council through confirmation to other records/ management response.</p>
<p>2. Payroll – calculation of pension contributions</p> <p>Pension contribution percentages are assessed manually and input to the payroll system. We have been advised that a sample of the resulting pension calculations is checked but no evidence is retained of these checks.</p> <p>There is a risk that pension contribution percentages have not been correctly updated within the payroll system resulting in incorrect deductions from employees.</p>	<p>The risk is acknowledged, however employees are notified individually of their pension contribution and how it has been determined. Contribution rates are also checked by the North East Scotland Pension Fund which receives remittances for participating employees. We will await the results of the audit work but no change is proposed at present.</p> <p>Risk accepted by management.</p>	<p>We will substantively test the calculation of pension contributions for a sample of employees to ensure that they are correct.</p>
<p>3. Changes to supplier bank details</p> <p>All changes to supplier bank details require to be verified prior to processing. In 2016/17 and 2017/18 we reported that our interim testing had identified instances where changes had not been verified in line with council procedures or there was no evidence that the change had been independently verified.</p> <p>Our 2018/19 interim testing identified further issues. Of the 24 changes to suppliers' bank details tested:</p> <ul style="list-style-type: none"> – there was no evidence for 4 changes that they had been verified in line with council procedures. Of these, 1 change had been incorrectly input and this had not been picked up until our audit testing 	<p>Although a robust procedure has been developed to evidence the steps to be completed, the team have struggled to ensure this has been applied in practice, mainly due to staff turnover. Staff changes are unavoidable and management acknowledges the need for an additional check to ensure the task is carried out to the required standard. The consequences of any error or indeed fraudulent intent are significant enough for additional resources to be allocated to this issue. Independent from the procedure, a senior officer will be notified of all changes (report from the Financial Management System) on a regular basis and</p>	<p>We will substantively test a sample of changes to suppliers' bank details to ensure that they were valid and had been correctly updated in the council's financial management system.</p>

Audit findings	Management response, responsible officer and target date	Additional audit procedures
<ul style="list-style-type: none"> – 1 further change had been incorrectly input and this had not been picked up until our audit testing – 1 change had been incorrectly input but was subsequently identified and corrected by council staff – 1 change had not been made in a timely manner and was not identified until a payment to the supplier failed. 	<p>the actions taken for each transaction reviewed.</p> <p>Responsible officer: Payments Manager</p> <p>Target Date: September 2019</p>	
<p>Audit Scotland's Technical Bulletins regularly highlight examples of cases where fraudulent payments have been made due to weaknesses in controls over changes to suppliers' bank details. If procedures are not followed, there is a high risk that fraudulent payments will be made to unauthorised third parties.</p>		
<p>4. Housing rents reconciliation</p> <p>Reconciliations between the financial ledger and housing rents system provide assurance that rents, voids, cash received from tenants and write offs are correctly recorded in the financial statements.</p> <p>In our 2016/17 Management Report we highlighted that a reconciliation between the ledger and the housing rents system was only performed at the year end and recommended that management should undertake more regular reconciliations to ensure that the ledger did not become inconsistent with the feeder system. In response, management stated that nothing substantive had come out of doing reconciliations more regularly and that they preferred to focus on the year end reconciliation.</p> <p>The 2017/18 annual reconciliation had an unexplained difference of £9,750 at 31 March 2018 which was subsequently written off. Finance and housing staff have attempted to identify the reason for this difference but have been unable to do so due to the volume of transactions involved. Internal Audit reported this issue in their Housing Rents report in August 2018 and recommended that work should continue to identify the cause of the imbalance to ensure that it does not persist in 2018/19.</p> <p>The lack of regular reconciliations between the financial ledger and the housing rents system increases the</p>	<p>Notwithstanding checks undertaken in both Housing and Accountancy, the reconciliation for 2018/19 has disclosed an unidentified variance of £6,231 This represents 0.03% of gross rental income. Whilst recognising there could be compensating errors included in the variance, it is not proposed to undertake further checking. Accountancy is developing coding structures to separate rent refunds and 'other' adjustments that are currently processed together as 'cash adjustments' on weekly housing journals. This will aid cross checking of sundry adjustments where it is considered variances are most likely to emerge. We will also await the results of audit testing of rents transactions to determine if any further actions are required.</p> <p>Risk accepted by management.</p>	<p>We will review the annual reconciliation between the ledger and the housing rents system to ensure that any differences have been investigated and explained. We will also substantively test a sample of housing rents transactions to ensure that they have been accurately processed through the housing rents system.</p>

Audit findings	Management response, responsible officer and target date	Additional audit procedures
<p>risk that significant time and resources will be required to explain any differences identified at the year end.</p>		
<p>5. Reconciliations of bank and feeder systems</p> <p>Audit review of bank and payroll reconciliations noted that there was not always evidence that they had been reviewed by a manager or independent officer. In addition, there is no senior manager review of council tax or non-domestic rates reconciliations.</p> <p>There is a risk that reconciling items are not investigated and frauds or errors are not identified in a timely manner.</p>	<p>Agreed in principle. Technology is changing how the control environment is operating and we intend to review the internal control checks currently in place and give consideration to their sufficiency and to whether any further measures require to be introduced.</p> <p>Responsible officer: Payments Manager</p> <p>Target Date: November 2019</p>	<p>We will review year end bank and feeder system reconciliations and sample test any significant reconciling items.</p>
<p>6. Care home payments</p> <p>Care homes are required to submit a fortnightly return outlining any changes to the level of care provided prior to payment being made. Last year we reported that our interim testing identified that payment is not withheld if these care schedules are not returned. Our 2018/19 audit testing confirmed that this is still the case.</p> <p>There is a risk that payments have been made to care providers for care services they have not provided.</p>	<p>The council takes the view this is a low risk given its on-going relationship with few care providers. The more likely scenario is that a care home advises the council of any changes promptly so that the Resource Allocation Panel (which meets weekly) can approve any changes necessary as this optimises the level of income available to the care home. We will await the results of the audit work but no change is proposed at present.</p> <p>Risk accepted by management.</p>	<p>We will substantively test a sample of payments to care homes who have not returned their fortnightly schedules to ensure that they are valid through confirmation to other records.</p>
<p>7. Awarding of non-domestic rates reliefs and exemptions – annual review</p> <p>Reliefs and exemptions awarded in previous years are not regularly reviewed.</p> <p>There is a risk that taxpayers continue to receive reliefs and exemptions they are no longer entitled to.</p>	<p>Over 1600 council tax review forms were issued in 2018/19, of which 85% were returned with the remainder being followed up in the current year. Work on non domestic rates reliefs is outstanding and having regard to workload priorities and staff resource levels this is likely to be carried into 2020/21.</p> <p>Responsible officer: Taxation Manager</p> <p>Target Date: March 2021</p>	<p>We do not consider this a key risk to our audit opinion and so no additional work will be done in this area. We have taken controls assurance from the checks undertaken on the award of new reliefs and deductions during the year and the annual canvass of council taxpayers in receipt of single person discounts.</p>

Source: Audit Scotland

Accounts preparation process

14. In response to the findings reported in our 2017/18 annual audit report, the finance team have reviewed their accounts preparation processes to address the issues identified during our audit of the 2017/18 annual accounts and have shared their revised working papers with us. In addition, the accounts document has been comprehensively reviewed in an effort to streamline the annual accounts. We have contributed to this process and, although we have yet to see the revised format, we commend this effort to focus and reduce the length of the financial statements.

Wider dimension audit work

Financial sustainability

The immediate financial position remains extremely challenging, and the council continues to rely on using reserves to balance its 2019/20 budget

15. In February 2019 the council approved a balanced net revenue budget of £204 million for 2019/20 for general services. This included the use of £5.1 million of reserves and required £10.1 million of savings to be achieved including £250,000 from the council's Improvement and Modernisation Programme (see paragraphs 20 and 21 below). Council tax was also increased by 4.79%. As in previous years, the planned savings for 2019/20 are made up of many small amounts.

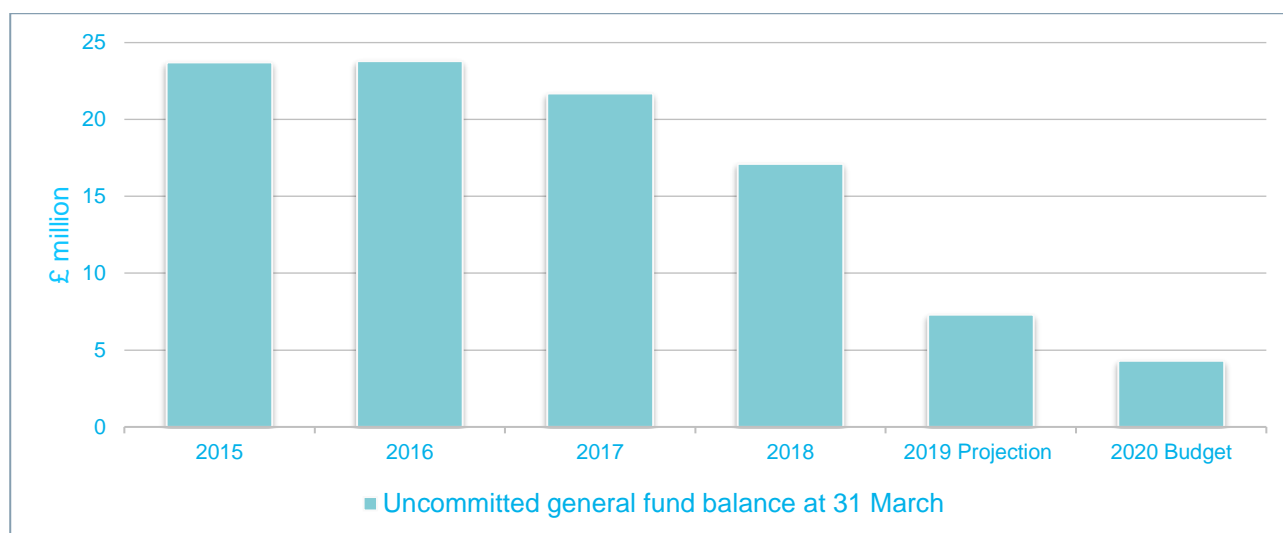
Uncommitted general fund reserves, which have been used to support the revenue budget in recent years, will be reduced to below the minimum level by 31 March 2020

16. The council considers the level of its general fund reserve when setting the budget each year. The council's approved reserves strategy is to hold £5 million as uncommitted reserves. In January 2019, the council agreed to breach this minimum level due to its challenging financial position. The 2019/20 budget assumes that £700,000 of the minimum balance will be used in 2019/20.

17. [Exhibit 2](#) provides a summary of uncommitted general reserve balances since 31 March 2015. This shows that the uncommitted general fund balance has been reducing since 2015/16 and is budgeted to be below £5 million (2.5% of gross expenditure) by 31 March 2020.

Exhibit 2

Uncommitted general fund reserves



Source: Moray Council Accounts 2014/15 to 2017/18, 2018/19 budget monitoring report (December 2018) and 2019/20 Budget papers

Medium term financial pressures are also significant, and the council will need to transform how it delivers services in order to achieve the savings required

18. Current projections indicate that the council continues to face significant funding gaps for 2020/21 (£12 million) and 2021/22 (£7.1 million). As noted above, uncommitted general fund reserves will be below the council's minimum level by 31 March 2020 and so all of this funding gap will require to be met by savings. To date, the council has achieved significant recurring savings on a year on year basis to deliver annual budgets. In order to achieve the level of savings required in 2020/21 and beyond, the council will have to transform how it delivers its services.

The council is developing an Improvement and Modernisation Programme but has yet to identify how it will transform service delivery within Education and Integrated Children's Services which accounts for nearly half its net expenditure. Members have limited time to make the difficult decisions required to achieve financial sustainability before available reserves run out

19. The council acknowledges, in its latest Corporate Plan, that sustainable service delivery will require extensive and detailed consideration of every aspect of what services the council can provide, to what scale and quality, and how services are delivered.

20. We reported last year that work had begun to develop an Improvement and Modernisation Programme to deliver the transformational change required to achieve medium and long term financial sustainability. Although work has continued during 2018/19 (see paragraphs 22 to 24), progress in developing projects to transform Education and Integrated Children's Services has been slower than expected. These services account for nearly half of the council's net expenditure and so transforming how these are delivered is essential to achieving financial sustainability.

21. Members have limited time to make the difficult decisions required to achieve financial sustainability before the council exhausts its available reserves. This will require effective political leadership and communication, and all councillors, not just the administration, to work effectively with officers and other stakeholders to identify and deliver the necessary savings. The Accounts Commission recognises the need for members to make difficult decisions and has published a report *Roles and working relationships in councils – are you still getting it right?*, to support them in their role.

A significant number of the council's properties (mainly schools) are in poor condition. The council cannot afford the £142 million investment required to bring its schools up to a satisfactory standard

22. As part of its Improvement and Modernisation Programme, the council reviewed its property portfolio during 2018/19. The resulting Property Asset Management Appraisal (PAMA) report was considered by members in December 2018. The report notes that the council uses 198 properties to deliver services, the majority of which are considered suitable for their intended use. However, a significant number of these properties (mainly schools) are in poor condition. The PAMA estimates that it would cost £151 million to bring all of the current property portfolio up to a satisfactory (B condition) standard of which £142 million relates to schools. The council cannot afford this level of investment and so must reduce, replace, and reconfigure its property portfolio if it is to protect front-line services and deliver sustainable schools for the future.

23. An improvement plan has been developed to address the recommendations included in the PAMA. This focuses on quick wins, highest financial returns and longer term strategic objectives. Key recommendations for completion by 31 March 2020 include:

- development of a schools' estate strategy

- completion of a review of corporate buildings (offices, depots and storage facilities)
- completion of the review of leisure facilities.

24. The council estimates that its review of corporate buildings could generate recurring savings of £0.2 million (revenue) and £0.25 million (capital). Additional staff costs, funded from reserves, have been approved to complete these reviews by 31 March 2020.

The council has yet to develop medium or long term financial plans

25. In previous years we have reported that the council did not have medium or long term financial plans in place. Little progress has been made with this during 2018/19 as the council focussed on delivering a balanced budget for 2019/20 and developing its Improvement and Modernisation Programme as a basis for its medium and long term financial plans.

26. We will continue to monitor the council's progress in developing a sustainable model for service delivery over the summer and report our findings in our annual audit report in September 2019.

Exhibit 3, no 1

Governance and transparency

EU withdrawal

The council has taken reasonable steps to prepare for EU withdrawal and has recognised that the loss of EU funding will place additional pressure on its ability to achieve financial sustainability. The impact on the wider Moray economy is also likely to be significant.

27. The UK was due to leave the EU on 29 March 2019. EU withdrawal will inevitably have implications for devolved government in Scotland and for Scottish public bodies including councils. As part of our interim audit we undertook a high level review of the council's preparedness for EU withdrawal focussing on three key areas: people, regulations and funding and concluded that it had taken reasonable steps ahead of the expected withdrawal date.

28. Overall arrangements: a detailed report on the implications of Brexit for the local economy was prepared by the council's Director of Economic Development, Planning and Infrastructure and considered by the Community Planning Board in September 2018. The council appointed a strategic and tactical lead for EU withdrawal in January 2019 and established an EU-Exit working group in February 2019. The EU-Exit working group was temporarily disbanded following the announcement that EU withdrawal would be delayed until 31 October 2019.

29. The Chief Executive has taken the lead for EU withdrawal and has liaised with Police Scotland who are leading Scottish preparations and have developed a national plan as part of the Scottish resilience framework. The Scottish Government is also providing organisations with regular advice and guidance. Preparations have been officer-led with limited reporting to councillors in 2018/19.

30. People: as at 31 March 2019, the council had identified the number of non-UK EU nationals it employs. Given the relatively small numbers involved (0.5% of employees), staffing was assessed as a low risk area which did not require any additional workforce planning. Contact was made with affected staff to ensure that they knew where to access information on settled status/ citizenship applications.

31. The council has also been in contact with major employers in the area including food production and agriculture businesses employing mainly low paid low skilled staff. These employers have confirmed that they have their own contingency plans in place for a 'no deal' exit.

32. Regulations: this is considered to be a low risk area for the council as the Withdrawal Act will transpose current EU regulations into UK law until any future amendments are actioned by the UK Government. There is a significant risk to the wider Moray area, however, and the council, through its membership of the Highlands and Islands European Partnership forum and other multi-organisation groups, is seeking to influence future regulatory frameworks and advocating for the development of a new regional policy.

33. Supply chain: the council has done limited work on its supply chain as it does not see this as a high risk area as most suppliers are locally based and ingredients for school meals are locally sourced.

34. EU funding: the council receives EU structural funding predominately to enhance employability services and also administers LEADER (rural development) funding as part of the Scottish Rural Development Programme. The Moray area received £33 million of European funding from the 2007-2013 programme of which £6 million was received by the council. Although this is not significant when compared to the council's annual budget of £204 million, the council's challenging financial position means this has been recognised as an additional pressure to achieving longer term financial sustainability within the council's risk register.

35. There remains significant uncertainty over the arrangements under which the UK will leave the EU or the point at which this will become clear. We will continue to monitor the council's preparations for EU withdrawal and provide an update in our 2018/19 annual audit report.

Internal audit

Internal audit has been externally assessed as generally conforming with the Public Sector Internal Audit Standards. Audit & Scrutiny Committee members now have access to internal audit's full reports

36. In our 2017/18 annual audit report we noted that an external assessment against the Public Sector Internal Audit Standards (PSIAS) had not taken place as required by the Standards within five years of their introduction. The external assessment was completed in February 2019 and concluded that the council's internal audit service '*generally conforms*' with the PSIAS. Of the thirteen assessment areas, internal audit fully conforms with four, generally conforms with seven and partially conforms with two. The assessment identified twelve recommendations for improvement all of which have been accepted by management. We will monitor progress in implementing the agreed actions as part of our 2019/20 audit.

37. Last year we also reported that internal audit reports were not provided in full to members of the Audit & Scrutiny Committee which increased the risk of members being unable to properly scrutinise internal audit's findings. In response to our recommendation, the Internal Audit Manager now makes all reports available to all members via the members' portal.

Wider dimension action plan

38. The wider dimension risks identified in the previous paragraphs are detailed in [Exhibit 3](#). These findings will help inform our annual audit report conclusions on each of the wider dimension areas.

Exhibit 3

Wider dimensions audit work - action plan 2018/19

Audit findings	Management response	Responsible officer and target date
<p>1. Financial sustainability</p> <p>The current level of service provision is not financially sustainable and the council has continued to rely on reserves to bridge its funding gap in 2019/20. An Improvement and Modernisation Programme is being developed but the council has yet to identify how it will transform service delivery within Education and Integrated Children's Services which accounts for nearly half of its net expenditure. Members have limited time to make the difficult decisions required to implement a sustainable financial model before available reserves are exhausted. In order to achieve this, all members, not just the administration, need to work together effectively and with officers and other stakeholders to identify and deliver the necessary savings.</p> <p>There is a risk that the council is unable to agree and implement a sustainable financial model for service delivery before its available reserves are exhausted.</p>	<p>A report to Council on 27 June 2019 set out proposals to strengthen the support for transformational change with a particular focus on Education.</p> <p>Additional resource has already been allocated to review of contracts for Integrated Children's Services.</p> <p>It is recognised that the timescale for transformational change in these areas is very challenging.</p>	<p>Responsible officers:</p> <p>Corporate Management Team / Head of Financial Services</p> <p>Target Date:</p> <p>February 2020</p>

Source: Audit Scotland

Appendix

Risks accepted by management and follow up of 2017/18 management report

Audit finding	Management response	Additional audit procedures
<p>1. Authorisation of Journals</p> <p>There is no authorisation of journals posted to the ledger.</p> <p>There is a risk that incorrect or fraudulent changes could be processed within the ledger system.</p>	<p>Management response 2016/17</p> <p>In the opinion of management there is no risk of fraud as journals are used to amend coding or make internal recharges within the general ledger and cannot result in cash payments. However, journal types and processes will be reviewed to ensure that this is the case and consideration given to authorisation procedures.</p> <p>Responsible officer:</p> <p>Head of Financial Services</p> <p>Target date: January 2018</p> <p>Update from management 2017/18: A review was undertaken of month 10 journals. Following review, management remain of the view that the risk of incorrect or fraudulent changes processed within the ledger system is extremely low.</p> <p>The benefit of authorisation of journals is outweighed by the cost of implementation and no further action is proposed.</p> <p>Risk accepted by management.</p>	<p>We will use data analytics to identify and test a sample of high risk journals.</p>
<p>2. Changes to Chart of Accounts</p> <p>The council does not have a formal process in place for recording new/ amended ledger code requests. Changes are made by the accountancy section following correspondence with the relevant department requesting the change but audit trails of changes were not evident.</p> <p>There is an increased risk of misclassification of transactions if there is no audit trail evidencing the basis for changes.</p>	<p>Management response 2016/17</p> <p>Nominals can only be created with the permission of a principal accountant and audit trail reports are available from the financial system</p> <p>This issue is considered to be low risk for the council however management will consider developing a procedure for review of amendments made to the chart of accounts and impact on disclosure.</p> <p>Responsible officer:</p> <p>Head of Financial Services</p> <p>Target date: March 2018</p> <p>Update from management 2017/18 : From January 2018 Accountancy is piloting a review of structure changes on a monthly basis. Nominal changes will be reviewed by a Principal Accountant and other structural changes reviewed by the accountants to</p>	<p>We will review the mapping of balance sheet codes from the ledger to the accounts using data analytics to identify any significant changes and to confirm that the mapping for the balance sheet is accurate and complete. This will confirm the overall net income/ expenditure.</p>

Audit finding	Management response	Additional audit procedures
	<p>confirm structure accuracy for management reporting and SeRCOP reporting</p> <p>Recommendation implemented on a pilot basis.</p> <p>Update from management 2018/19: The pilot was abandoned in April 2018 due to resourcing and timing constraints. No issues were identified during the pilot period therefore there is no need to continue/reinstate the pilot.</p> <p>Any amendments are usually discussed within the section and are usually done to comply with the legislation/LFR/POBE requirements or restructures within services for which there are procedures followed by the dept/HR and finally accountancy.</p> <p>Risk accepted by management.</p>	
<p>3. Refunds</p> <p>Prior to issuing refunds, the council does not check other systems to identify whether the taxpayer or tenant has any outstanding debts. Checks of prior year accounts are made within individual systems.</p> <p>There is a risk that the council does not receive all income due for the services provided.</p>	<p>This has been considered in terms of the council's ability to legally set off credit balances against various sums that may be payable to the council. This is reflected in the council's Debt Management Policy approved by Policy and Resources Committee in 2015.</p> <p>The council intends to investigate the use of a corporate debt module within the Financial Management System. This would provide linked enquiries for debt across all services.</p> <p>Responsible officer:</p> <p>Head of Financial Services</p> <p>Target date: November 2017</p> <p>Update from management 2017/18: The work undertaken on the implementation of a corporate debt system established that considerable work would be required to automate the matching of accounts from three different systems. The current practice of offsetting Accounts Payable and Accounts Receivable will continue.</p> <p>Risk accepted by management.</p>	<p>No further action – we report this as a value for money issue.</p>
<p>4. Payroll system access</p> <p>Five members of staff have access to both the human resources and payroll system areas of iTrent enabling them to create a new employee and make payments through payroll.</p> <p>There is a risk that weaknesses in segregation of duties could result in fraudulent payments.</p>	<p>Management response 2017/18</p> <p>Changes have been made to some HR access levels to streamline duties and a comprehensive review will be part of the consultancy work referred to above.</p> <p>Responsible officers:</p> <p>Head of Financial Services / Acting Head of HR and ICT</p> <p>Target date: December 2018</p> <p>Update 2018/19:</p>	<p>No further action – matter closed.</p>

Audit finding	Management response	Additional audit procedures
	<p>Access levels have been reviewed and three of the five members of staff no longer have access to both the HR and payroll areas of the system. The two remaining members of staff continue to have access to all areas of iTrent as they are system administrators. Internal audit has conducted recent work in this area and made recommendations to further strengthen access controls.</p>	
<p>5. Transparency</p> <p>Internal audit reports are not provided in full to members of the Audit & Scrutiny Committee.</p> <p>There is a risk that members are unable to properly scrutinise internal audit's findings.</p>	<p>Management response 2017/18</p> <p>Full internal audit reports will be placed on the members portal to mitigate the identified risk.</p> <p>Responsible officer:</p> <p>Internal Audit Manager</p> <p>Target date: October 2018</p> <p>Update 2018/19:</p> <p>Full internal audit reports are now uploaded to the members portal.</p>	<p>No further action – matter closed.</p>
<p>6. Registers of Interest</p> <p>Members' register of interest forms do not ask members to consider the need to declare the financial or non-financial interests of family members.</p> <p>There is a risk that registerable interests of members are not adequately identified in the interests of openness and transparency.</p>	<p>Management response 2017/18</p> <p>The forms used are considered to be set out in accordance with the Code of Conduct. The Standards Commission Guidance is provided to councillors to assist their declarations of interest and that guidance includes reference to declaring financial or non-financial interests relating to family.</p> <p>This element will be highlighted when the six-monthly reminders about keeping declarations up to date are sent to members.</p> <p>Responsible officer:</p> <p>Democratic Services Manager</p> <p>Target Date:</p> <p>September 2018</p> <p>Update 2018/19:</p> <p>Reminders were issued in September as planned.</p>	<p>No further action – matter closed.</p>

Source: Audit Scotland

Moray Council

Management report 2018/19

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