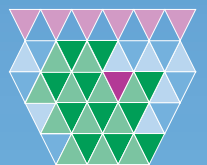


Development Services

Service Plan

2015-2018



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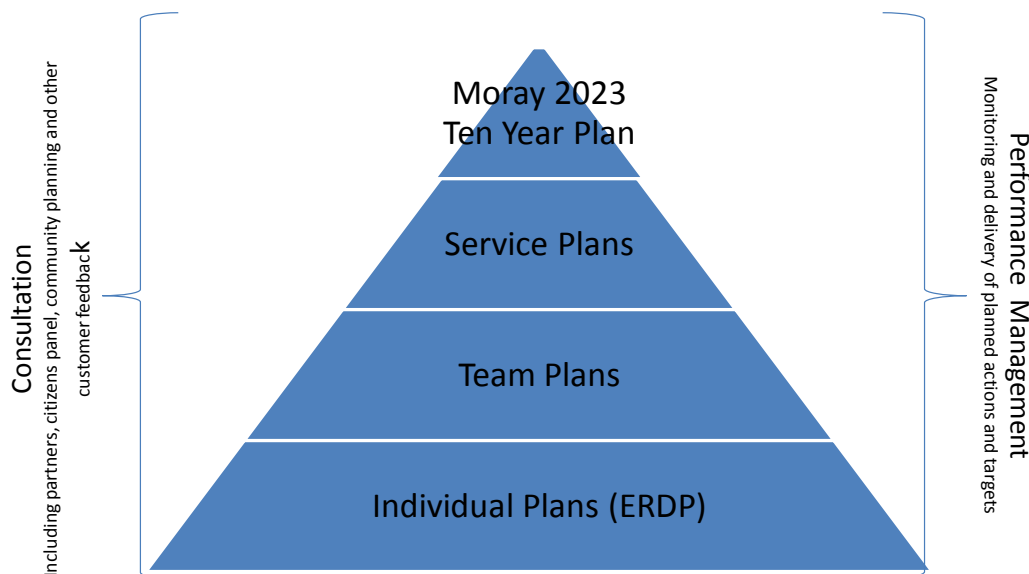
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1 Introduction

1.1 The Service Plan for Development Services seeks to set out :-

- how this service plan relates to the Council's objectives and priorities
- the context in which we work
- how the service is organised and resourced
- how we perform and how we will improve our performance
- planned actions to enable the service to contribute to the achievement of Council priorities

1.2 The diagram below describes the relationship of the service plan to the wider strategic and corporate objectives to which the Council is committed. Service planning provides a means to identify the service role in the 'bigger picture' whilst providing a means for staff teams and individuals to see how their team/individual actions contribute to the Council's corporate objectives.



2 Community Planning Partnership – Moray 2023 (Ten year plan)

2.1 The Moray 2023 A Plan for the Future identifies the need to work in partnership to deliver the necessary outcomes to ensure Moray is an area where people choose to live, learn work and enjoy. The Moray Community Planning Partnership is committed to delivering sustainable economic development to underpin this and enable its citizens to achieve their full potential.

The partnership has established five priority areas:

1. A growing, diverse and sustainable economy – this is the top priority at the heart of the future success of Moray. It covers business, employment, infrastructure, public services and the third sector developing sustainable communities.
 2. Healthier Citizens – the main areas identified for improvement are: to reduce incidence of obesity, reduce the number of smokers and reduce alcohol dependency.
 3. Ambitious and confident young people - the focus under this heading is to improve the life chances of children by supporting them and their families at the earliest possible stages and as required thereafter to give all children in Moray the best possible opportunities to achieve their potential.
 4. Adults living healthier, sustainable independent lives safeguarded from harm – the main areas identified are:
 - a) Reshaping the support available for older people to ensure their needs are met to sustain active lives in the community and
 - b) Reduce the number of households in fuel poverty.
 5. Safer communities – whilst recognising that Moray is a safe place to live, we need to do more to protect those most vulnerable and at risk and be proactive to ensure that communities feel safer in the years ahead.
- 2.2 For each of the 5 priorities a range of targets have been identified which aim to provide measurements of the outcomes we are seeking to achieve. The community planning partners will monitor performance against these targets and report on progress to the public.
- 2.3 Our activities to achieve these outcomes are supported within the corporate framework across human resources, financial management, procurement, risk management, health and safety, business continuity and performance management.
- 2.4 Development Services contribute to all these priority areas through proactive work associated with economic developments and community safety, but also

by targeted approaches to enforcement and regulatory activity which supports the main priorities.

3 Development Services

3.1 Service Context

3.2 The Service has many roles, developing partnerships with business and local and national agencies to promote economic development, attracting external funding, assisting vulnerable groups with financial and welfare benefit issues and ensuring public health and community safety. It seeks to protect and enhance our environment, heritage and culture and enable opportunities for development and growth. The service ensures development in Moray is sustainable providing a safe and valued environment both now and in the future.

3.3 The service is committed to continuous improvement and places the customer at the centre of service provision.

Trading Standards	Building Standards	Environmental Health	Planning	
			Development Management	Planning and Development and Economic Development
Consumer Protection	Building Warrants	Food Safety	Planning Permission	Development Plan
Money Advice	Completion Certificates	Health and Safety	Listed Building Consent	GIS/CAG
Licensing Standards	Dangerous Buildings	Public Health	Conservation Area Consent	Economic Development
Welfare Benefits Assistance	Enforcement	Animal Health and Welfare	Planning Enforcement	Environment and Biodiversity
		Pest Control	Condition Monitoring	Carbon Management and Climate Change
		Dog Warden	High Hedges	Masterplans
		Contaminated Land	Works to Trees	Museums
		Abandoned Vehicles	Consultee on Energy Consents	Moray Economic
		Community Safety		

		Private Water Supplies	(S.36 & 37 Applications)	Partnership
		Housing Standards		
		Houses in Multiple Occupation		

3.4 Planning and Development and Economic Development

3.4.1 The Planning and Development and Economic Development teams provide a key role in facilitating sustainable economic development through the production of the Local Development Plan, participation in delivery of Moray Economic Strategy in particular through proactive engagement with developers to remove barriers to development. The service works in partnership and co-ordinates corporate teams to deliver projects in the Moray Economic Strategy and in the Local Development Plan. The service undertakes work that supports the Moray Economic Partnership, the Sustainability and Communities Partnership and Local Action Groups. The service maintains the Council's Geographical Information System (mapping) and Corporate Address Gazetteer (CAG), distributes and provides analysis of Census data, monitors and manages the availability of housing and employment land and carries out Town Centre Health Checks.

3.4.2 The service facilitates the provision of improved community infrastructure and regeneration. It provides support and advice to community groups, individuals, businesses and other Council services on external funding and project delivery. It facilitates Business Gateway providing advice and assistance to small and medium enterprises. It manages the conservation area regeneration schemes. It works with partners to support tourism events including working with other Council services to support the running of events. It promotes Moray as a place to invest. The implementation of the Tourism Strategy will be taken forward by the Moray Chamber of Commerce.

What we achieved in 2014/15

3.4.3 During 2014/15 the Planning and Development team has made significant progress with the Local Development Plan (LDP), publishing the Proposed Plan and submitting it for Examination within the timescales advocated by the Scottish Government. The team has been working collaboratively with developers and landowners to progress large scale masterplans which provide land for housing, employment, education and recreational uses. This includes Findrassie, Elgin and Altyre, Forres. Work has also started on preparing a

masterplan to better connect Central Elgin with Lossie Green with a public charrette held to engage all communities of interests in March 2015. The section has also contributed to the preparation of a masterplan for Buckie Harbour as well as assisting with harbour promotional activities.

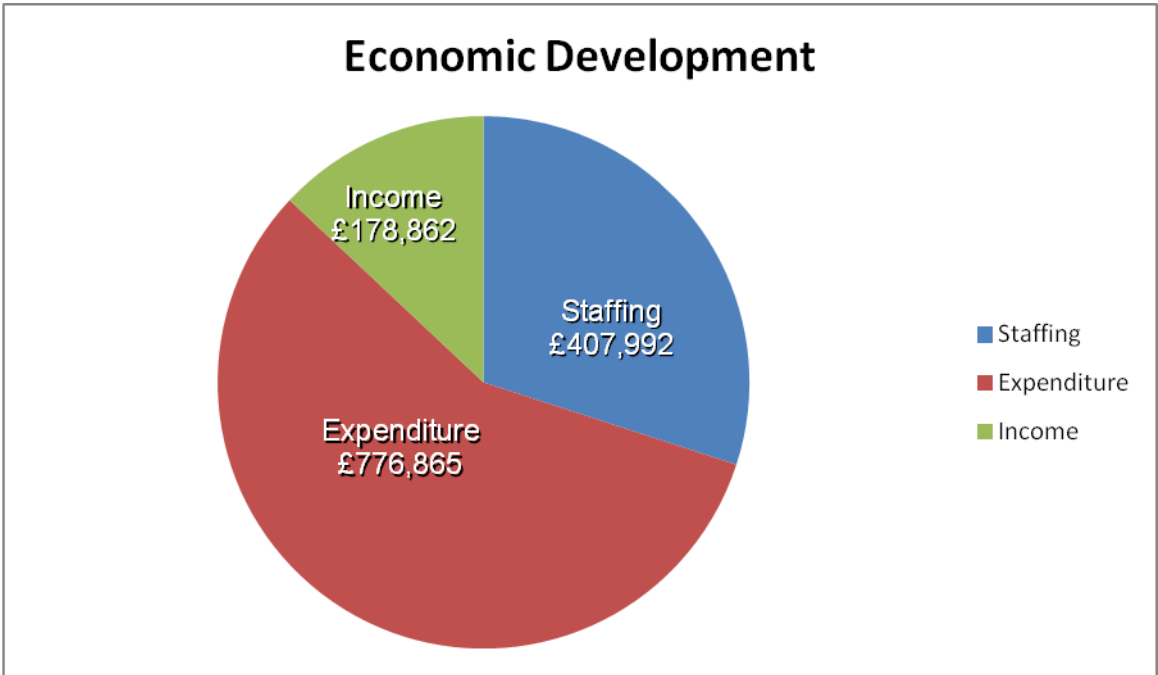
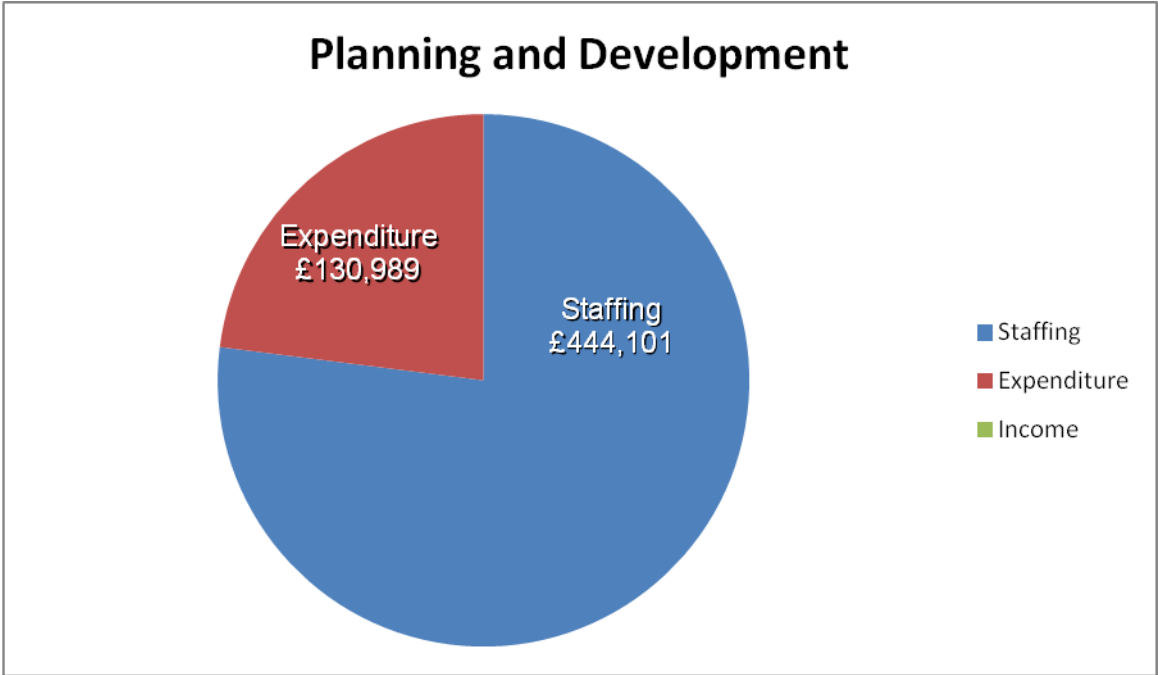
- 3.4.4 The Economic Development Team continued work to deliver the Elgin and Keith Conservation Area Regeneration Schemes (CARS), including a comprehensive traditional building skills training programme which has been welcomed by the building sector. Elgin & Keith CARs are 5 year programmes part funded by Historic Scotland to support the economy by preserving and enhancing the Towns Conservation Areas. For Keith CARs 2011-2016 the Council contributes £50,000 of revenue per year to the £2.1 million programme, For Elgin CARs 2013-2018 the Council contributes £150,000 per year from capital to the £3.3 million programme. Working with Business Gateway and the Council's Employment Support team, the team also facilitated and has overseen payments to Moray business for the Youth Employment Scotland programme which has matched up small and medium enterprises with recruitment advice and financial support to employ over 100 young people. The funding from the Scottish Government has paid out £107,000 in 2014-15 and is matched pound for pound by the employers. The Elgin Business Improvement District renewal ballot had a successful outcome extending support for Elgin town centre business for 5 years until 2020. The Elgin Heritage Experience project has been fully developed for implementation by the end of 2016. The Tomintoul and Glenlivet regeneration programme successfully achieved a stage 1 approval from the Heritage Lottery Fund for its Landscape Partnership programme. The Cullen Sailing School was assisted to receive European fisheries funding and coastal community funding and completed a successful community asset transfer to acquire a building. Business Gateway outperformed its Highlands neighbours with advice and support for new business start-ups and businesses of growth, supporting the Start-Up Loan Company. The Council agreed to join the Scottish Local Authority Business Loan Fund and held the largest ever Meet the Buyer event to allow Moray businesses to win work from Moray Council. The Business Gateway team also held the inaugural Moray Business Week in November opened by the Minister for Business, Energy and Tourism. Funding was put in place for the Chamber of Commerce to take a lead role facilitating tourism development in Moray and assisting tourism business to attract visitors to the area. The team supported the programme groups of the Moray Economic Partnership to grow and diversify the local economy, facilitating communication and promotion of Moray as a place to live work and invest and as the preferred location for a UK Spaceport. The team supported the submission of the response to the consultation by The CAA on the criteria for the location of a Spaceport and has supported the engagement with government and stakeholders to make the best possible case for its location on Moray. It supported the development of the Regional Skills Investment Plan and the Cairngorms Economic Development Strategy and Action Plan. During 2014 the LEADER Rural Development programme 2007-2013 and the European Fisheries Fund programme concluded, staff have administered the

programmes which have supported 86 and 23 community led local projects respectively.

- 3.4.5 In the summer of 2014, the Museums service was transferred to the team with 1.5 full time staff and 9/5 part time and seasonal staff. Added responsibilities include providing the museum service and accreditation for museums in Moray, and management of the Falconer Museum and museum store.

Key Drivers 2015-18

- 3.4.6 The focus for 2015/16 of the Planning & Development team is to adopt the new LDP. This will require considerable resources to co-ordinate the monitoring systems, administrative requirements and to raise awareness within other services, developers and elected members of new policy requirements. It will also publish draft supplementary guidance on Developer Contributions, carry out a Review of Rural (Housing) Groupings and work collaboratively with developers and landowners to complete Masterplans for Dallas Dhu in Forres, Findrassie in Elgin and Elgin South. A programme of conservation area appraisals has also started with Cullen and Findhorn programmed for completion in 2015. Work on facilitating Masterplans and their subsequent implementation at Barmuckity Business Park, Elgin and Buckie Harbour is also part of the sections remit and are also priorities for 2015/16. During 2015 the team will establish a Database of all developers and landowners to implement a rolling programme of contact and engagement.
- 3.4.7 During 2016 and 17 the team will continue the process of monitoring progress on implementation of the LDP, it will undertake a review of wind energy policy guidance, town centre health checks as well as the work to establish Moray's Housing Need and Demand Assessment and an Open Space Strategy. In 2017 the formal LDP review begins.
- 3.4.8 The focus for the Economic Development team will be to continue to support delivery of the Council's top priority- "Economic Development" by maintaining and growing the community's access to income and supporting infrastructure. Delivering the Elgin Heritage Experience project with all work completed by December 2016; town regeneration working in partnership with Elgin Business Improvement District to deliver more town regeneration such as facilitating the redevelopment of town centre derelict sites; short and medium term projects as an outcome of the Elgin city centre charrette; developing with EU funding the skills and employment pipeline and other EU funded strategic interventions to support business and communities, developing a Forres Conservation Area Regeneration Scheme; supporting visitor events including the Forres Pipe Band Championships and World Orienteering. At an operational level underpinning this work will be a number of actions including a refresh of the Moray Economic Strategy actions with the Councils Community Planning Partners, a review of Performance Indicators, enhanced economic development budget forecasting and reporting and improved guidance for applicants on the criteria applied to applications for Council funding from this budget.



3.5 Development Management

3.5.1 The Development Management service determines all planning applications, listed building & conservation area consent applications, provides a pre-application advice service as well as giving out informal determinations as to

whether or not planning permission is required. The service carries out condition monitoring to make sure all consents issued are implemented in accordance with the conditions imposed as well as monitoring legal agreements that are signed as part of planning decision. In terms of enforcement all breaches of planning control reported are investigated which extends to looking at land which is adversely affecting the amenity of the surrounding area. In addition this section responds to all the consultations issued by the Energy Consent Unit (S.36 & S.37 applications) within Moray and those that may have an impact on the Moray area.

- 3.5.2 The service is primarily a regulatory function that is essential to ensure sustainable economic development takes place with due consideration of planning policies. The service must also be seen as an enabling one that does not present a barrier to appropriate development and in doing so, must be responsive and sufficiently resourced to avoid unnecessary delay occurring in the planning process to support economic development.
- 3.5.3 The service is an essential element of the commitment within the Economic Strategy to ensure ease of doing business in Moray and the speed of processing planning applications is a target within Moray 2023. The post of Manager (Development Management) has been consolidated during 2014/15 and is now a permanent position ensuring that average performance targets that have been achieved are maintained and closely monitored. Performance has continued to improve for both householder and local planning applications with an increased focus on average timescales. There has been a reduction in the overall number of major applications submitted but there has been a steady increase in the number of consultations issued by the Energy Consent Unit (S.36 & S.37 applications) that have been responded to.
- 3.5.4 There is a continued expectation by the Scottish Government that continuous improvements are required to support economic growth by delivering an efficient and high performing planning service. The Planning Performance Framework (PPF) is submitted to the SG annually and is used by authorities to demonstrate the improvements they have made and propose to make. The submission is marked by the SG using a traffic light marking system and feedback is provided to each authority with an increasing emphasis on the average timescales that have been achieved throughout the year.

What we achieved in 2014/15

- 3.5.5 The service has continued to make significant improvements in 2014/15 with the average time for dealing with local development applications reducing to 7.5 weeks and householder applications reducing to 6 weeks. During this time we have continued to give all customers the opportunity to comment on the service, response rates were low and showed a satisfaction rate of 75%, it is often difficult to separate dissatisfaction with the planning decision compared to the service. An additional survey has been carried out enabling customers to respond to the service provided by the duty planning officers which has been very positive. Feedback has also been received from one to one meetings with

developers and agents on an ongoing basis and the feedback has been very positive with all indicating significant improvements in the timescales and attitudes of staff. The team has met the target set of removing all legacy cases during 2014/15 with only one of the applications left to issue (pending the signing of a S.75 legal agreement). This will benefit the performance indicators over the coming year. Planning application numbers fell from the previous year giving a total of 1036 applications received. Processing Agreements have now been used in three major planning applications, one of which was called in by the Cairngorm National Park. These have been effective project management tools giving developers certainty over timescales and delivering a development proposal in a timely and efficient manner.

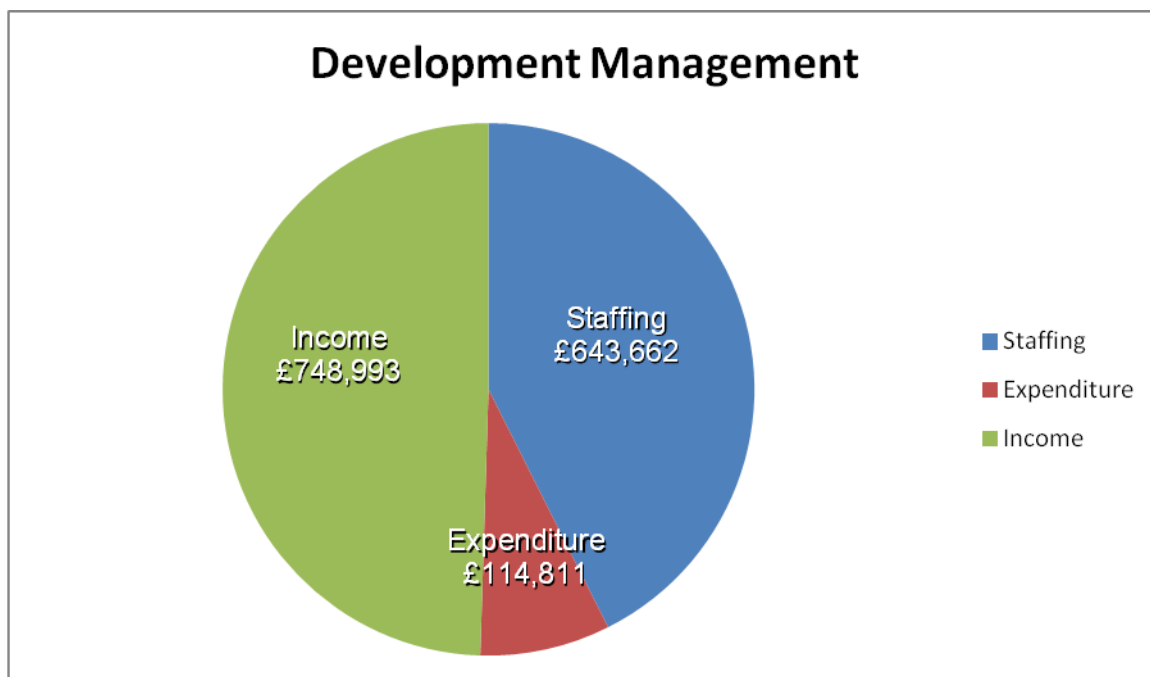
- 3.5.6 The service is committed to providing a modern, effective and efficient planning service which operates in the interest of the community and the environment. Having a responsive planning enforcement team is vital to ensure that development on the ground is delivered as approved and to maintain the integrity of the Development Management process. In 2014/15 the service dealt with over 167 complaints in relation to breaches of planning, 77.8% of which were dealt with within 10 weeks. One Amenity Notice, and two S.33A Notices have been issued within 2014/15. The enforcement team will continue to strive to maintain performance at 80% during the next year.
- 3.5.7 The Manager for Development Management attends the Development Management Heads of Planning (HOPS) Sub-Committee meetings held quarterly, participates in the protocol meetings attended by the five Cairngorm National Park Authorities, as well as being part of the SOLACE family benchmarking group as (and the local Highland & Aberdeenshire group) all of which assist with shared learning and are essential to making continuous service improvements.
- 3.5.8 The High Hedge legislation was introduced and so far one application has been processed along with the service of a formal notice. Training to members of the Planning & Regulatory Service Committee has been given. The Planning Committee reports/site plans have been reviewed and implemented to make the reports more robust to legal challenge and to adopt a format that flows through the assessment process in a more logical manner.

Key Drivers 2015-18

- 3.5.9 The Moray 2023 plan for the future (2015 edition) sets out the context of Moray's economic ambitions. The target set for development Management is that planning applications will be processed flexibly and pragmatically to support sustainable economic development, whilst safeguarding the natural and built environment. The target has been set for planning applications to be processed in 9 weeks up to 2023/24. This target has been met but maintaining it over the plan period will be challenging with existing resources. In addition the Council is committed to working with its partners to maintain vital and viable

high streets and town centres by developing working relationships with Elgin Bid and by producing a Town Centre Protocol to assist with dealing with development proposals in the town centre in a streamlined manner.

- 3.5.10 In 2015/16 Development Management will be charged with implementing the revised Hazardous Substances Legislation (target date June 1015) and taking over proposals to carry out works to trees from Planning & Development team. The existing set of standard planning conditions is to be reviewed along with validation requirements to assist with making further service improvements in terms of decisions being more robust to enforce and front loading the process.
- 3.5.11 The Planning Performance Framework (PPF) will be submitted to the SG in July 2015 and is being coordinated again by the Manager for Development Management. Development Management procedures will also be reviewed and updated to consolidate incremental changes that have occurred since e-planning was introduced in 2009. In addition measures are also proposed to introduce timescales for dealing with legal agreements and the promotion of processing agreements as a project management tool. The data protection requirements will be rolled out in accordance with a programme anticipated to last 18 months.
- 3.5.12 Development Management needs to take forward the Cairngorms National Park Adopted Local Development Plan (March 2015) as well as Moray's Local Development Plan (June 2015). This will present significant challenges in terms of briefing members, developers and officers with the new policy requirements and supplementary guidance that will follow. This will inevitably impact on planning performance significantly over the next 12 months and will need careful management.



3.6 Building Standards

3.6.1 Building Standards determines applications for building warrants and provides verification of compliance on site through inspection and completion certificates. The purpose of the Building Standards system is to protect the public interest and is pre-emptive, designed to check that building work on both new and existing buildings meets the standards as set by building regulations. These standards are intended to:

- Secure the health, safety, welfare and convenience of persons in or about buildings and of others who may be affected by buildings or matters connected with buildings,
- Further the conservation of fuel and power, and
- Further the achievement of sustainable development.

3.6.2 The Service is also responsible for enforcement related to unauthorised work, defective buildings and dangerous buildings where there is a risk to the safety of persons in and around the building and to adjoining buildings.

3.6.3 Although the service is primarily a regulatory function, ensuring an effective and efficient service delivery is essential in order to aid rather than hinder development progress. The Building Standards service is an essential element of the commitment within the Economic Strategy to ensure ease of doing business in Moray. The speed of processing planning applications is a target

within Moray 2023 and, equally, a robust, responsive and efficient building warrant process is necessary to compliment and support economic growth.

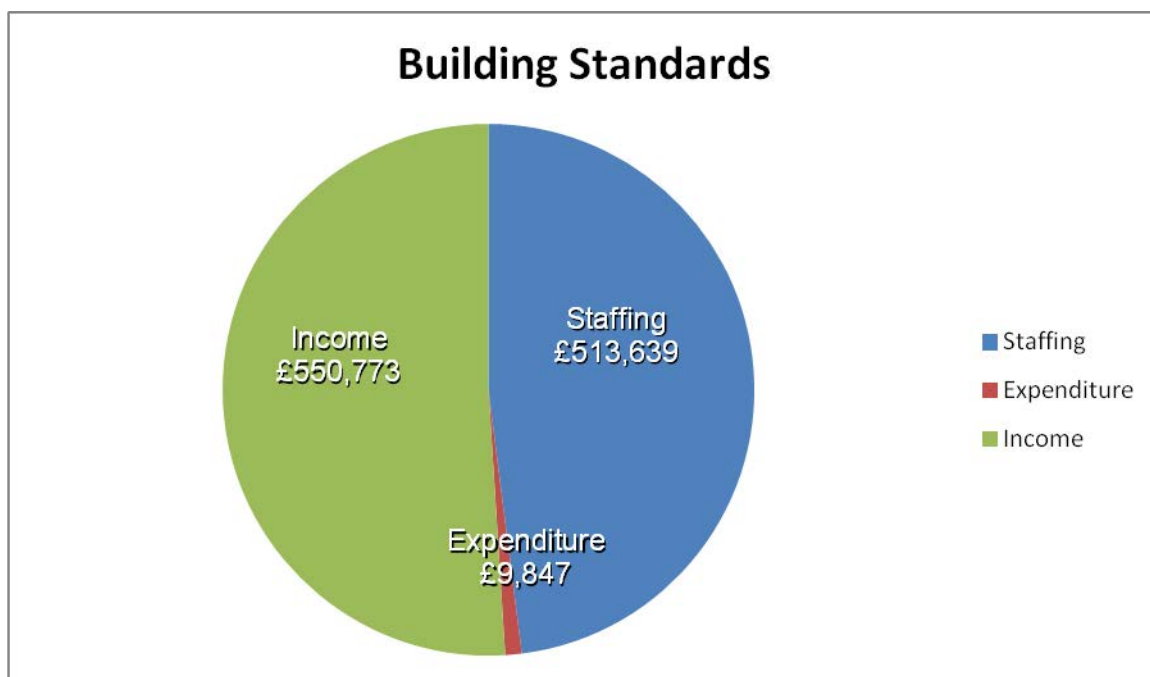
What we achieved in 2014/15

- 3.6.4 The service has continued to improve during the year with 94% of building warrant applications being dealt with within 20 days compared with 90% from the previous year. The remaining 6% were completed within an average of 22 days. The number of applications has remained constant although the value of work has increased significantly with the average time taken overall for these applications being 13 days.
- 3.6.5 All customers were invited to comment on the service with a link provided on every email and details on every letter. This was not quite as successful as hoped but did provide a constant opportunity for customers to leave feedback. There was a noticeable increase in feedback received in the later part of 2014. A National customer satisfaction survey was also carried out in 2014 and Moray fared only slightly below the national average. Overall 70% of customers contacted were either satisfied or very satisfied with the service. A more focused customer satisfaction exercise will be carried out during 2015.
- 3.6.6 Benchmarking within Building Standards services throughout Scotland is in it's infancy and only limited statistics and information is readily available. There is currently no formal or mandatory requirements as such for Building Standards in the National Performance Framework. However, Scotland is divided into 7 areas and Moray is part of the Grampian Consortium Group, forming part of Local Authority Building Standards Scotland (LABSS), along with Aberdeen City and Aberdeenshire Councils. The consortium meets quarterly with the main purpose being to promote the delivery of a consistent service across the area, to share best practice and to benchmark.
- 3.6.7 A recent benchmarking exercise using the SOLACE family group did not receive the anticipated response rate but from the information that was received it was clear that Moray is line with others regarding staff numbers and costs, fee income, performance and work load per case officer etc. However, the Building Standards Manager has been pro-active in trying to set up benchmarking partners both through the LABSS Grampian Consortium as well as nationally with a view to obtaining much more accurate and meaningful data. This will be progressed during 2015.
- 3.6.8 One of the corporate outcomes from the recent DBS initiative was that all mail received by the service is scanned and distributed electronically. One of the issues with this is that the scanning of large size plans does not always achieve a good enough image and definition is lost when zooming in or enlarging. In addition a national eBuilding Standards system is being developed that will be introduced in autumn 2016. With these issues in mind the service introduced a pilot for submitting building warrant applications by email. This was continually developed throughout 2014 and has helped to identify any changes required in our systems and processes. There are currently 8 local architects and agents

using this service on a regular basis and the feedback received from them has been very positive with many benefits gained for all parties.

Key Drivers 2015-18

- 3.6.9 The National performance Framework continues to be the main focus with year-on-year improvements being expected from Scottish Ministers. Continuous Improvement and consistency amongst all 32 Local Authorities is one of the key areas that influence the appointment of LAs as sole verifiers of the Building Standards system in Scotland. The current 6-year appointment period ends on 31 March 2017 and LA's must work together with LABSS to ensure that the verification service remains within Local Authority.
- 3.6.10 The national eBuilding Standards system is being developed and will be operational by autumn 2016 and it is mandatory that all LAs adopt the system. The work that the service has already completed will make the transition less of a burden but there will still be significant work and resources required during the development period. One main issue will be the identification of what hardware and software will be required in order to carry out a detailed check of plans from an electronic screen. This is a completely new concept and staff will need to learn and adopt new skills. This may also have an impact on office space as staff may not be able to replicate the virtual office remotely. In addition, more than 60% of Planning applications are received via the current on-line module and it is anticipated that a similar percentage of building warrant applications will be received from day one. This could impact on performance and will need to be carefully managed.
- 3.6.11 The Buildings (Recovery of Expenses) (Scotland) Act 2014 and the Building (Scotland) Act 2003 (Charging Orders) Regulations 2014 came into force on 24 January 2015. These give new powers to Local Authorities to recover any reasonable costs incurred for work in relation to compliance or enforcement, and defective and dangerous buildings under sections 25 to 30 of the Building (Scotland) Act 2003. Whilst this is welcome there will be an additional administrative cost associated with the issuing and recording of any Charging Order.
- 3.6.12 There are changes to the building regulations taking effect from 1 October 2015 regarding the Energy Standards. This is the next stage in the process of the Scottish Government aim to achieve net zero carbon buildings. Further improved standards to address carbon dioxide emissions and energy performance of all buildings will be introduced. The change may have an impact on performance until the service and, importantly, agents are familiar with the new requirements



3.7 Environmental Health

- 3.7.1 Environmental Health delivers the Council’s regulatory functions associated with food safety, health and safety, public health, housing standards, caravan sites, animal boarding, riding establishments, contaminated land, pest control, animal welfare, private water supplies, air quality and community safety.
- 3.7.2 The functions are predominantly statutory with an emphasis in the protection of public health making a significant contribution to Moray 2023 Priorities relating to Healthier Citizens and Economic Development.

What we achieved in 2014/15

- 3.7.3 A comprehensive review covering the whole remit of Environmental Health is partially completed. New procedures, practices and monitoring for food safety, animal services, housing and caravan sites have been designed, trialed and implemented. Work continues with ICT on data capture devices.
- 3.7.4 The cross contamination strategy, which was a national framework agreement that permitted LAs to temporarily redirect resources for repeated premises visits to highest risk premises in relation to E coli 0157 thus reducing the number of inspections, maternity leave and the review has reduced staffing levels and impacted significantly on the number of food inspections due to the increased number of visits to businesses that are part of the cross contamination strategy. As the cross contamination strategy concludes the percentage of premises achieving a PASS in the Food Hygiene Information Scheme has increased. The new National Local Authority enforcement code for Health and Safety has resulted in a significant drop in all H&S inspections. The

H&S technical officer continues with the high risk inspections and HSE identified targeted inspections, accident investigations, complaint investigations and actions and now undertakes the air quality monitoring, swimming pool samples and assists with public health complaint investigations. The slight decrease in animal services complaints/enquiries has resulted in time being able to be dedicated to complete Animal Services inspections and farm visits as required by the Animal Health Framework. Contaminated land continues to complete site investigations, risk assessments and identify areas for remediation and have overseen voluntary remediation of 3 contaminated sites. Community safety continues to coordinate partners to deliver the community safety strategy and have been successful in establishing the Public Protection Hub for the Public Protection Partnership. The hub weekly meeting brings together all relevant agencies to ensure effective cross agency working, reduce duplication and increase data sharing and support. Private water grants have been paid to 24 properties for improving their supply.

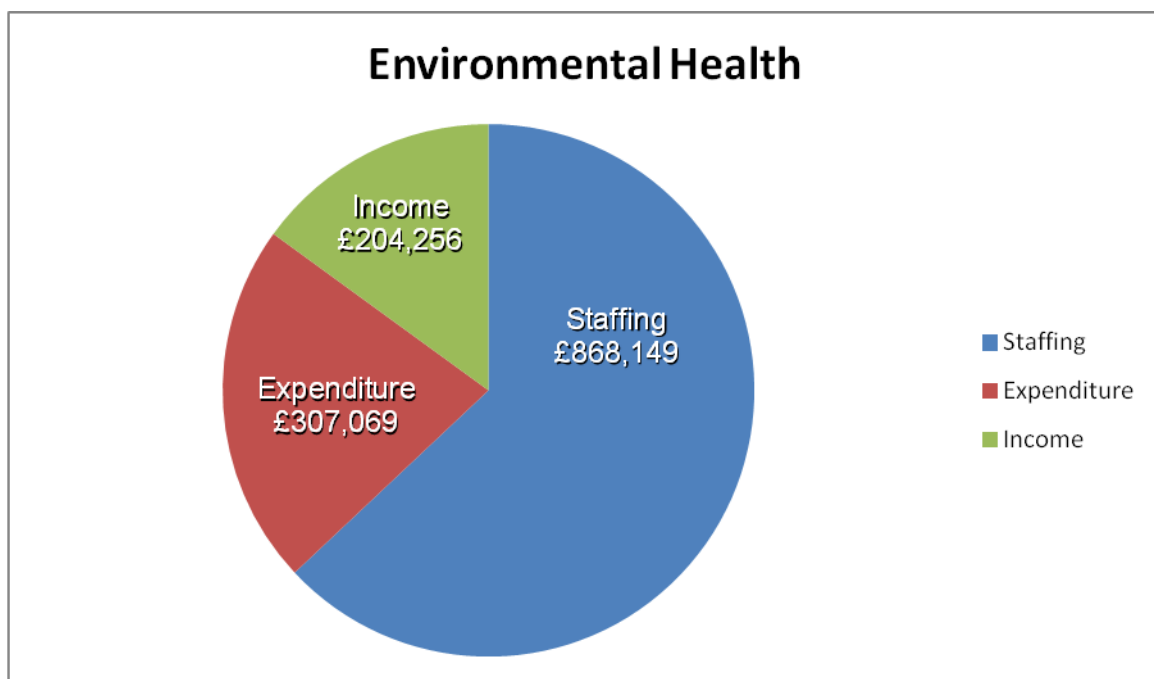
Key Drivers 2015-18

- 3.7.5 The focus for Environmental Health during 2015 is to complete the comprehensive review of all practices, procedures, utilisation of software, data collection and validation for enforcement officers and support staff for the complete EH service provision started during 2014 to identify areas where improvements can be made and thus increase staff time on site visits dealing with businesses and the public. This will result in a new team structure. It is expected that this review and changes to the specialist back office software utilisation, EH enforcement staff practices and procedures and admin staff practices and procedures will have an impact on performance in the short term but increase performance in the long term. Increased monitoring and support of individual workloads and prioritisation of allocated work will be introduced during 2015/2016 as the new team structure develops and matures. In addition to the above there are recruitment issues and the service will focus on training and succession planning for the future and to fill existing vacant EHO post and plan for future vacancies.
- 3.7.6 In conjunction with the above review, ongoing work with ICT developing software, an app and procuring hardware for food safety inspections hand held data capture devices is ongoing. This will require time for validation of software and data input/output. The anticipated roll out across service users is scheduled for May/June 2015. This will require increased training, support and monitoring of staff using the new software and technology. Work will continue in 2015 and 2016 with ICT on development of other EH functions that can be completed with mobile hand held data capture devices which will also require trials, validation and an increase in staff support and monitoring. SLA with IT is to be developed as part of the project. Once programmed functions have been completed development work will begin on the reactive functions of the service.
- 3.7.7 April 2015 will see the inauguration of the Food Standards Scotland body. At present the remit is expected to widen and increase the focus on food

authenticity. This would result in changing inspection forms, data recording and inspection techniques.

3.7.8 The EH team will continue to work as consultee for Planning and Development, Building Control, Trading Standards and the Legal section to assist these other sections meet their PIs.

3.7.9 The EH team will continue to support the Delivery of the Moray Council 10 year strategic plan in particular healthier citizens, ambitious and confident children and young people, adults living healthier lives, growing a diverse economy and safer communities; to assist Economic Development with their regeneration schemes, provide support and advice to new businesses, provide support and advice to visitor events to ensure public health and safety.



3.8 Trading Standards

3.8.1 The Trading Standards service provides the regulatory function associated with consumer protection and consumer advice, licensing standards and also provide welfare benefits and a money advice service.

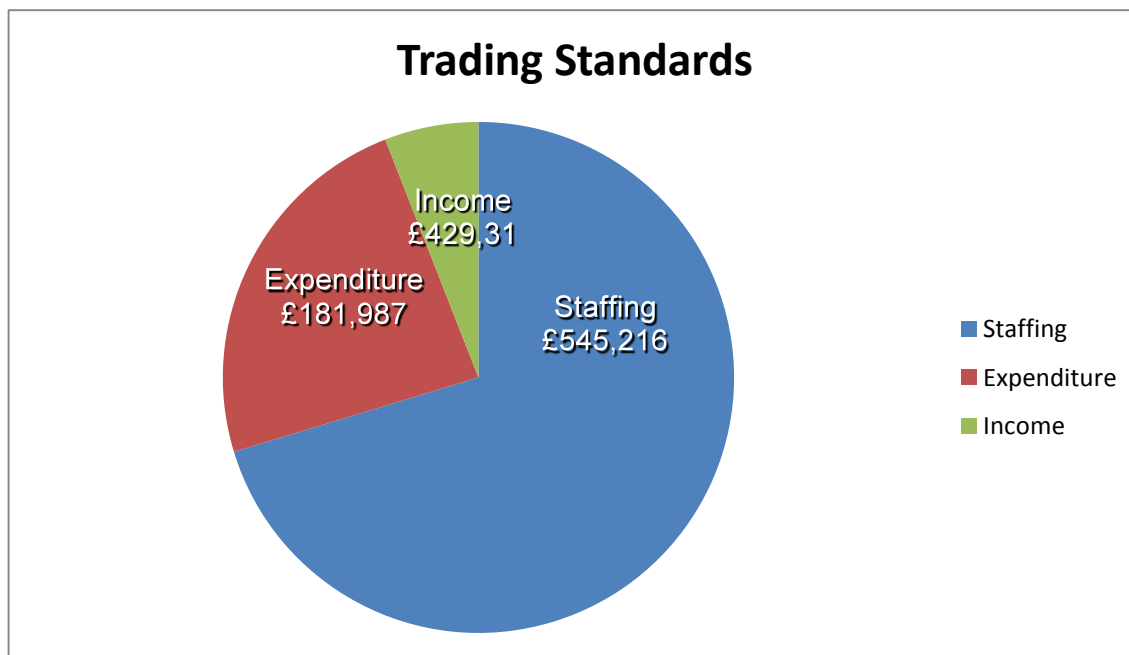
3.8.2 Trading Standards contribute to a number of targets in the Moray 2023 plan through their targeted enforcement activity on alcohol, tobacco, door step crime and their work with welfare and financial advice.

What we achieved in 2014/15

- 3.8.3 Trading Standards continues to focus on the issues that harm consumers and business (doorstep consumer crime, consumer scams, counterfeit and illicit goods, tobacco control and age related sales) using an intelligence led approach and by working closely with partners, particularly Police Scotland. The service has started 28 investigations with 8 individuals reported to the Procurator fiscal, including one large seizure of counterfeit goods, estimated at £40,000. National statistical returns (CIPFA), show that Moray completes more enforcement actions (fixed penalty notices, business undertakings, enforcement orders and reports to the Procurator Fiscal) than any other comparable authority in Scotland. The Scottish Schools Adolescent Lifestyle and Substance Use Survey (SALSUS) published in November 2014 shows an 18% reduction in the 15 year olds who said they had managed to buy cigarettes from a retailer from the previous survey in 2010.
- 3.8.4 The Service successfully bid for part funding from the Scottish Government and Department of Work and Pensions to assist with a Council initiative to help people affected by welfare reforms. This includes better networking between agencies and the 'Welfare MAP' (<http://welfaremap.moray.gov.uk>) – a way for the public to find the help they need with a range of issues connected to welfare reform.
- 3.8.5 The service secured an additional 18 months funding from the Scottish Legal Aid Board (SLAB) to continue a welfare benefits and money advice project providing advice and assistance to those affected by welfare reform.
- 3.8.6 The service had high levels of customer satisfaction:-
- 100% satisfied or very satisfied with consumer advice (56 responses)
 - 100% satisfied or very satisfied with money advice (35 responses)
 - 98% satisfied with welfare advice (76 responses)

Key Drivers 2015-18

- Key messages from the Audit Scotland Report , 'Protecting Consumers' – http://www.audit-scotland.gov.uk/docs/local/2013/nr_130131_protecting_consumers.pdf and the subsequent strategic review of Trading Standards.
- Development of national / local tactical tasking and coordination of Trading Standards enforcement using collection and analysis of local and national intelligence to direct enforcement efforts.
- Welfare reforms



4 How we perform

4.1 Performance management concerns everyone in Development Services. Every member of staff contributes in some way to the performance of the service through individual and team performance. How we perform is assessed in a number of ways-

- Key performance/statutory performance indicators
- Planning Performance Framework
- Regulatory regimes
- Self assessment
- Local performance indicators
- Benchmarking
- Customer feedback
- Employee feedback

4.2 Key performance/statutory performance indicators

4.2.1 Planning and Building Standards have national performance frameworks. The service also contributes to SOLACE indicators associated with Trading Standards and Environmental Health, and the Scottish Local Authority Economic Development Indicators. Annually, it publishes performance reports which enable the Council to compare its performance with other Scottish councils.

4.2.2 Performance and workload trends on key indicators for the Development Services are summarised in APPENDIX 2. The Planning Performance

Framework feedback received from Scottish Government highlighted areas of good practice including ongoing support for Economic Development engagement at pre application stage.

- 4.2.3 Areas noted for improvement were delay in producing the new local development plan and developer contributions supplementary guidance.

4.3 Self Assessment

- 4.3.1 Self assessment is used as part of the Public Service Improvement Framework (PSIF) approach adopted by the Council. PSIF self evaluations were carried out during the last year. Planned actions are incorporated in APPENDIX 1. The Trading Standards improvement actions have been postponed due to pressure of other work.

4.4 Regulatory Regimes

- 4.4.1 The Council's Environmental Health Service is subject to scrutiny by the Food Standards Agency by regular audits.

4.5 Local Performance Indicators

- 4.5.1 The Council has developed a performance management framework to ensure that appropriate scrutiny of performance is carried out. Development Services has developed outcome indicators within this framework. These are reported to Committees on a six monthly basis.

4.6 Benchmarking

- 4.6.1 Development Services have a range of benchmarking activities, some relate to national performance frameworks or SOLACE national indicators whereas others are designed to look at other local authority's methodologies and cost to seek to improve service delivery and share knowledge, as budget pressures increase this activity becomes more important to enable us to learn from best practice and recognise different approaches that can improve performance at reduced cost. Benchmarking across services such as Trading Standards, Environmental Health and Economic Development is not very mature and we will continue to work through the relevant professional organisation to develop these. However, through the Heads of Planning Service, similar authorities have been grouped together with a view to benchmarking and shared good practice in 2014. Trading Standards are represented on an Improvement Service / Money Advice Service National Steering Group set up to formulate common performance measures for money advice services provided directly by Local Authorities, or through 3rd parties. These will be introduced for financial year 2015/2016. The Society of Chief Officers of Trading Standards in Scotland

(SCOTSS) has agreed to set up a performance management group. Moray has volunteered to sit on the group. SCOTSS is contributing to a Strategic Review of Trading Standards in Scotland, under COSLA governance in response to an Audit Scotland report. This includes action to agree a common service vision and performance management framework.

For Economic Development Scottish Local Authority Economic Development (SLAED) has been working with the Improvement Service to establish a set of performance indicators to help Local Authorities to identify the contributions they make to support the national and local economy through their activities. A project team has been established by SLEAD to improve the robustness of current measures and data collected. Staff will monitor the work of the project team and participate when possible. Moray is part of SOLACE benchmarking family group, with Perth and Kinross, North, East and South Ayrshire, Fife, Stirling and East Lothian Council in this benchmarking development process.

In respect of benchmarking for the Local Development Plan and policy making the Planning and Development team is now active participant in the North of Scotland Development Plans sub-group, which reports to Heads of Planning Scotland (HoPS). The team will monitor any benchmarking initiative lead by HoPS.

4.7 Customer Engagement and Responsiveness

4.7.1 Development Services use a range of methods to gather customer opinion including online surveys, response forms, the complaints system and industry liaison meetings. The results are reported as part of our performance reports and feed into improvement actions for the service. Development Management has accomplished significant improvements over the last two years in both performance and relationships with the customers resulting in very positive feedback from developers.

4.7.2 Examples of Improvements in the service in 2014/15 include:-

Development Management

One to One meetings with major developers and agents to ensure we continue to meet their needs and seek to improve the Service.

Closer management of workloads with regular review meetings.

These can be evidenced through improved performance in the planning processes with a consistent workload.

Planning & Development

Engaged with the development community about the implementation of the Local Development Plan. The team will continue to meet with the main house builders in particular in Master planning process for specific sites.

This can be evidenced by the improved relationships and ongoing work developing masterplans with developers which will improve the quality of development on the ground and the speed of future planning processes.

Economic Development

The service engaged with Councillors during 2014 to establish its priorities for economic development projects and initiatives. The service continued to support partners and local businesses through their activities.

Building Standards

Changes to work allocation to aid consistency between officers.

Changes to the monitoring of applications and closer working with the team to be more aware of key performance target dates.

Introduced a pilot programme with key agents for submitting building warrant applications electronically.

4.8 Workforce Planning

- 4.8.1 Workforce planning is undertaken on an annual basis using the corporate template and takes account of the 3 corporate workforce priorities: workforce transformation and change, employee engagement and developing leadership capacity. Key workforce information is also reviewed as part of the process which includes data on employee demographics (e.g. numbers, age and gender profiles, turnover and absence), as well as consideration of a range of other information related to recruitment, planning, external and national developments, efficiency reviews and any other factors that may reshape the workforce in some way. The service plan reflects the key issues and actions arising from workforce planning activity and identifies gaps, actions required and proposed outcomes with timescales and officer responsibility.

The workforce planning process for Development Services has highlighted the issues as set out below:

A low turnover of professional staff has been beneficial, however we have recently failed to recruit to an Environmental Health Officer post and have had low application numbers for other professional posts. Over the next five years a number of officers will reach retirement age and options around trainees and graduate placements may need to be considered to maintain the workforce and service provided.

4.9 Risk Register

- 4.9.1 The risk register for Development Services has been reviewed and is attached in APPENDIX 3; the associated actions have been incorporated into the actions in APPENDIX1.

Appendix 1

What will we do in 2015/18	Who will do it?	What are our milestones?
Implement National eBuilding Standards System	Building Standards	National system to be live by September 2016
Continue and Improve Benchmarking with other Authorities	Building Standards	April 2015 - identify benchmarking group with willing partners August 2015 – start process using Qtr 1 data from national KPO returns.
Further develop methods for obtaining customer feedback	Building Standards	March 2015 – identify methods June 2015 – introduce process
Year on year improvement against National Performance Framework targets	Building Standards	On-going
Review Standard planning conditions	Manager (Development Management) (input needed from legal and internal/external consultees)	March 2015 – create detailed timetable with specific topic sections to be addressed in turn April 2015 – Transport July 2015 – Wind farm Sept 15 – Environmental Health/Contaminated Land/Private Water Nov 2015 Landscaping/Planting/Waste Report to Committee if needed – December 15

Appendix 1

What will we do in 2015/18	Who will do it?	What are our milestones?
Planning Performance Framework (PPF 4) – to be submitted annually	Manager (Development Management) Principal Planning Officer – Planning and Development Planning and Economic Development Manager	Timetable for completion – February - June 2015 Complete by July 2015
Hazardous Substances Legislation	Principal Planning Officer	Implementation Date – June 2015
Tree Works – Applications for consent to TPO's & works within a CA	Manger (Development Management)	December 2015 – transfer responsibility from Development plans to Development Management – set up new procedures, delegated authority etc., training
Review Development Management Procedures, since e-planning	Manger (Development Management)	September 2015 – produce timetable for implementation Implement March 2016
Monitoring of S.75 legal Agreements	Manager (Development Management)	March 2015 – list of all agreements complete April 2015 – procedure drafted May 2015 – training given
Implement Adopted Moray Local Plan 2015 & Cairngorm National Park Local Plan 2015	Manager (Development Management)	Complete by September 2015 Training & timetable produced by Gary, regularly monthly review meetings

Appendix 1

What will we do in 2015/18	Who will do it?	What are our milestones?
Town Centre Pilot project - Food & Drink Trail/Upper Floors Regeneration & protocol	Manger (Development Management)	First phase - Complete March 2015 Second phase – July 2015
Reorganise Team to increase PI performance and reduce reactive time.	Environmental Health	April 2015
Complete review of procedures, practices and monitoring to improve efficiency to enable section to better manage workload	Environmental Health	July 2015
Trial hand held data capture devices	Environmental Health and IT (development and procurement)	Proof of concept trials completed by May 2015
Partial team utilisation of hand held data capture and automatic upload of data	Environmental Health and IT	December 2015
Reorganisation of team to improve service efficiency and delivery. Monitor and review success of team reorganisation make changes as necessary	Environmental Health	July 2015, November 2015

Appendix 1

What will we do in 2015/18	Who will do it?	What are our milestones?
Implement outcome of national strategic review of Trading Standards (following Audit Scotland report):- <ul style="list-style-type: none"> • Agreed national vision and priorities • Improved national coordination • Develop national service standards • Structural options • Workforce strategy 	Trading Standards	March 2015 – Phase 1: the evaluation of trading standards activity Phase 2: planning around options presented in Phase 1 Phase 3: implementation (Dates of phases 2 and 3 are determined by national process)
Deliver SLAB funded provision of additional welfare and money advice, including development of preventative money advice / financial education.	Trading Standards	September 2016 – 960 new clients (including 250 financial education) for whole project (September 2013 to September 2016).
Deliver Welfare Network Development Project	Trading Standards	September 2015 - Evaluate public accessibility of welfare reforms related advice and assistance January 2016 - Final evaluation and continuity planning report signed off by Welfare Reform Local delivery Group
Re-design of Financial Inclusion Service:- <ul style="list-style-type: none"> • Amalgamation of money and benefits adviser roles in consultation with staff • Develop joint working with partners on financial education / preventative assistance 	Trading Standards	August 2015 – Money advice training complete November 2015 – Joint delivery processes implemented for financial education / preventative assistance. February 2016 – Benefits advice training complete

Appendix 1

What will we do in 2015/18	Who will do it?	What are our milestones?
<p>Local Development Plan (LDP):</p> <ul style="list-style-type: none"> • Adopt the new LDP • Facilitate and implement the LDP • Review the LDP 	<p>Planning & Development</p>	<p>Adoption of proposed plan</p> <p>Annual LDP monitoring report May 2015, 2016 & 2017</p> <p>Work with Transportation Services and Property Services and Highlands and Islands Enterprise to facilitate development at Barmuckity Business Park and Buckie harbour and with the development community to implement short and medium term actions arising from the Elgin City Centre Charrette.</p> <p>Elgin City Centre Charrette held March 2015</p> <p>Developer Obligations supplementary guidance draft to report to Planning & Regulatory Services Committee March 2015. Approve final version by end 2015</p> <p>Draft Cullen Conservation Area Appraisal May 2015</p> <p>Rural Groupings Review report August 2015</p> <p>Work collaboratively with Springfield Properties to prepare Elgin South Masterplan as supplementary guidance by Dec ember 2015</p> <p>Work collaboratively with Pitgaveny Estate to prepare Findrassie Masterplan by December 2015.</p> <p>Work collaboratively with Scotia Homes to prepare Knockmasting wood and SW of Elgin High School Masterplan as supplementary guidance by June 2016</p> <p>Work collaboratively with Altyre Estate to prepare the Dallas Dhu masterplan by June '16.</p> <p>Draft Findhorn Conservation Area Appraisal by end 2016</p> <p>Open Space Strategy work commences 2016</p> <p>Town Centre Health Checks July – November 2016</p> <p>Commence LDP review 2017</p>

Appendix 1

What will we do in 2015/18	Who will do it?	What are our milestones?

Appendix 1

What will we do in 2015/18	Who will do it?	What are our milestones?
<p>Maintain and grow the community's access to income and supporting infrastructure.</p> <p>Secure external funding including but not limited to :</p> <ul style="list-style-type: none"> • EU funding skills and employment pipeline • EU funded strategic interventions to support business and communities • Historic Scotland, Heritage Lottery Fund, Visit Scotland & EventScotland <p>Facilitate towns regeneration</p> <p>Facilitate visitor events</p>	<p>Economic Development</p>	<p>The priority for the team is the delivery of the approved projects and programmes supported by the Economic Development Budget; to facilitate Council services to maximise access to external sources of funding and to work with community planning partners through the Moray Economic Partnership to collaboratively deliver improvement to Moray's economic infrastructure.</p> <p>As part of this process in 2015 priorities will include, a review of the Moray Economic Strategy with Community Planning Partners; a review of local economic performance indicators, subject to committee approval a review of funding criteria for use of the Councils Economic Development Budget, with guidance for those seeking support from the Council, to work with other Council services to prepare an annual report on Economic Development Activities across the Council, to pursue and report annual updates from recipients of annual funding</p> <p>Deliverable projects with individual work plans are supported by the Economic Development Budget 2015-18 and as such are priority activities for the team</p> <p>Skills and employment pipeline, submit proposed programme 2015</p> <p>Developing a proposition for Forres Conservation Area Regeneration</p> <p>Elgin Business Improvement District (Annual Monitoring)</p> <p>Moray Towns Partnership (Annual Monitoring)</p> <p>World Orienteering Championships July/ August2015</p> <p>Business Gateway Service Level Agreement (Annual Monitoring)</p> <p>Keith Conservation Area Regeneration Scheme completes 2016</p> <p>Elgin Heritage Experience Project delivery by December 2016</p> <p>Elgin Conservation Area Regeneration Scheme completes 2018</p>

Appendix 1

What will we do in 2015/18	Who will do it?	What are our milestones?

APPENDIX 2

KEY PERFORMANCE AND WORKLOAD TRENDS

Development Management

Subject	2010/11	2011/12	2012/13	2013/14	2014/15 (up to 28 Feb 2015)
Planning Applications	1171	995	1108	1070	1036
Informal Determinations	461	519	539	574	444
Preliminary Enquiries	134	160	201	216	175
Enforcements	160	180	155	199	167
Desk Duty Enquiries				1203	1182
Consultations	4321	3823	4473	3873	3185
Appeals	24	24	34	23	17

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2011/12	2012/13	2013/14	2014/15 (Jan)
				Value	Value	Value	Value
Average age of current outstanding applications (in days) at the end of the quarter/year				270.1	193.4	88.9	62.43 (as of 01/01/15)
ENV132a DC - Percentage of all planning applications submitted online				39.1%	43%	43.6%	46.3%
SDS1ai DC – Percentage of householder applications decided within two months during quarter	80%	79%	64%	84.9%	79.1%	94.7%	98.4
SDS1bi - Percentage of non householder applications decided within 2 months during	50%	49%	34%	43.3%	50.5%	70.3%	87.1%

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2011/12	2012/13	2013/14	2014/15 (Jan)
				Value	Value	Value	Value
quarter							
SDS1ci DC - Percentage of all applications decided within 2 months during quarter	60%	59%	44%	58.5%	58%	76.9%	90%
SDS2 DC - Average time (weeks) to deal with major applications determined during the year						98.1	124.7
SDS2 DC - Average time (weeks) to deal with local applications determined during the year						12.5	7.52
Customer Satisfaction Survey Results % satisfied	80%					75%	68.5%
Number of complaints						20	30
Number of complaints upheld or partially upheld						6	7

Building Standards

Subject	2010/11	2011/12	2012/13	2013/14	2014/15 (Jan)
Building Warrant Applications	1399	1109	1120	1147	988
Completion Certificate Applications	1357	1266	1179	1147	871
Amended Plans received	2196	2404	2200	2107	1718
Letters of Comfort – Property Inspections	16	17	6	19	9
Letters of Comfort – Confirmation of completion	72	32	28	27	17
Enquiries	126	97	120	118	103
Dangerous Buildings	29	20	41	35	50
Enforcements	7	10	11	20	15

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2011/12	2012/113	2013/14	2014/15 (Jan)
				Value	Value	Value	Value
ENVDV038 BS - Percentage of completion certificates dealt with within 20 working days	100%	99%	90%			86.3%	90.8%
ENVDV039b BS - Average number of days taken to respond to Fast Track applications	10	11	12	10	7	7.6	6.9
ENVDV041b BS - Average number of days taken to respond to Mid Range criteria applications	15	16	18	17	14	14.3	13.6
ENVDV043b BS - Average number of days taken to respond to	15	16	18	15	12	14.6	11.3

Updated 23.01.2015

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2011/12	2012/113	2013/14	2014/15 (Jan)
				Value	Value	Value	Value
Major criteria applications							
Customer Satisfaction Survey Results % satisfied						100%	69.4%
Number of complaints						2	0
Number of complaints upheld or partially upheld						0	0

Environmental Health

Subject	2010/11	2011/12	2012/13	2013/14	2014/15 (Jan)
Food Inspections	603	444	455	409	222
Health and Safety Inspections	252	239	126	90	19
Housing Inspections	131	127	221	162	174
Pest Control Routine Visits	173	256	228	252	240
Private Water Supply assessments	186	179	172	189	160
Pest enquiries/complaints	694	670	664	822	821
Animal Services enquiries/complaints	233	431	469	376	274
Public Health enquiries/complaints	295	215	247	234	225
Food enquiries/complaints	540	733	718	738	619
H&S enquiries/complaints	20	41	31	29	40
Abandoned Vehicle reports	113	129	117	114	84
Infectious Diseases	34	26	17	21	11
Accident Reports	44	35	25	29	13
Private Water Supplies enquiries/complaints	95	88	113	109	101
Licensing enquiries/complaints	333	386	431	408	223

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2011/12	2012/13	2013/14	2014/15 (Jan)
				Value	Value	Value	Value
ENV069a EH - Food Safety - percentage of Category A (6 months) premises inspected within time during quarter	100%	100%	79%	84%	95%	90%	100%
ENV070a - Food Safety - percentage of Category B (12 months) premises inspected within time during quarter	100%	100%	79%	83%	92%	90%	90%
ENV078a EH - Health & Safety - percentage of high-risk (12 months) premises inspected within time during	100%	100%	79%	74%	100%	88%	75%

Updated 23.01.2015

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2011/12	2012/13	2013/14	2014/15 (Jan)
				Value	Value	Value	Value
quarter							
ENVDV086 EH - Percentage of responses for high-priority pest control services which met the national target	90%	89%	79%	100%	100%	100%	88.2%
ENVDV087 - EH - Percentage of responses for low-priority pest control services which met the national target	90%	90%	79%	98%	94%	94%	97%
ENVDV070c EH - Percentage of registered food premises which are broadly compliant with food law.	80%	80%	70%		82.5%	78.7%	80.3%
Customer Satisfaction Survey Results % satisfied						100% (ASB)	90.2% (EH) ^{see note 1} 94.5% (ASB)
Number of complaints						5	4
Number of complaints upheld or partially upheld						3	4

Note 1: combined results from customer and business surveys.

Note: The reduction in Food inspections is due to a reduction in staff resources, the cross contamination strategy and the time involved in developing new systems of work.

Under the National Local Authority Enforcement Code we now have to target high risk premises only as defined by the HSE. Hence the perceived reduction. However we do carry out project work based on risk eg undertakers, LPG installations, gas installations serving tandoor ovens.

Many of the high risk pest control jobs were wrongly risked initially by the contact centre. This has been rectified but explains the better performance in the low risk category.

Trading Standards

Subject	2010/11	2011/12	2012/13	2013/14	2014/15 (Jan)
Number of consumer complaints received (ENVDV202)	1,316	1,236	1,268	987	566
Number of business advice requests received. (ENVDV203)	152	197	206	273	101
Number of criminal investigations commenced (ENVDV209)		37	31	34	26
Number of new Money Advice Cases (ENVDV301)	528	530	449	427	269
Number of Welfare Benefit clients (claims and appeals) (ENVDV404a and ENVDV404b)			418	360	385

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2011/12	2012/13	2013/14	2014/15 (Jan)
				Value	Value	Value	Value
Percentage of clients who were 'very satisfied' or 'fairly satisfied' with the consumer complaint service (ENVDV201)	95%	94%	84%	95.3%	96.1%	95.0%	100%
Percentage of money advice clients who were 'very satisfied' or 'fairly satisfied' with service received (ENVDV300)	95%	94%	84%	100%	98.6%	98.0%	100%
Percentage of welfare benefits clients who were 'very satisfied' or 'fairly satisfied' with service received	95%	94%	84%			100%	97%
Welfare Benefits - estimated annual benefits gain to clients. (initial gains and					£1.6 million	£1,903,000	£1,631,201

Updated 23.01.2015

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2011/12	2012/13	2013/14	2014/15 (Jan)
				Value	Value	Value	Value
appeals) (ENVDV405a and ENVDV405b)							
Number of complaints						6	0
Number of complaints upheld or partially upheld						0	0

APPENDIX 3 - THE MORAY COUNCIL DEVELOPMENT SERVICES RISK REGISTER

Date: March 2014

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeli- hood	Impact	Risk score		Likeli- hood	Impact	Risk score		
1	Political risks										
1.1	Failure to deliver on key strategies and priorities of the Ten year plan	<ul style="list-style-type: none"> Failure to deliver economic strategy and Development Plan prevents business growth, jobs etc. Impact on social health and environmental objectives Significant reputational risk 	3	5	15	<ul style="list-style-type: none"> Moray Economic Partnership governance structure and performance monitoring framework in place Strong partnership ethos and culture embedded in the partnership toolkit Council and committees monitor progress on delivery of priorities. 	2	5	5	<ul style="list-style-type: none"> Consideration of resources needed for implementation of defined workplan for economic development team Review of Moray Economic Strategy. Workforce planning for professional staff and recruitment 	JG
2	Financial risks										
2.1	Reduction in income due to declining development activity	<ul style="list-style-type: none"> Increases budget pressures Impacts on short term resourcing versus long term growth objectives 	5	5	25	<ul style="list-style-type: none"> Dealt with as part of the budget monitoring process Anticipated outcomes monitored and reported 	5	3	15	<ul style="list-style-type: none"> Current methodology for setting budgeted income does not reflect development activity and therefore income. Setting budgeted income on a rolling three year average would reduce the budget variance in any given year and lower this risk 	JG
2.2	Budget Reduction	<ul style="list-style-type: none"> Failure to meet 	5	3	15	<ul style="list-style-type: none"> Financial planning 	3	3	9	<ul style="list-style-type: none"> Ensure that where 	JG

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeli- hood	Impact	Risk score		Likeli- hood	Impact	Risk score		
	Pressures	statutory obligations and business objectives <ul style="list-style-type: none"> Increased risk for public health/ safety and consumer rights issues Greater pressures on staff 				within the council to recognises impacts on services and link cuts in budgets to efficiency and reduced service provision, in full knowledge of the implications of such cuts				budget cuts are made that impact on service delivery the appropriate cut in service and workload is implemented.	JG
3 Human Resources (People) Risks											
3.1	Inability to recruit and retain well qualified and experienced staff	<ul style="list-style-type: none"> Rationalisation of workforce leads to loss of essential experience, expertise and 'corporate memory' Lack of specialist staff will lead to reduced service and increased risk to public health and consumer risk Standards of service, control and governance may be adversely affected Staff morale may be adversely affected Inability to meet statutory PIs 	5	4	20	<ul style="list-style-type: none"> Workforce Plan is in place Key posts identified so succession planning can be addressed CPD and ERDP are ongoing Adherence to national good practice and enforcement guidelines Management competencies included in workforce plan Leadership Development participated in 	4	3	12	<ul style="list-style-type: none"> Promote opportunities for staff to work on corporate projects to develop experience and understanding of the organisation Look for opportunities for graduate placement or trainees to overcome recruitment issues 	JG

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeli- hood	Impact	Risk score		Likeli- hood	Impact	Risk score		
3.2	Staff are unprepared for change and do not have the skills competencies or experience to meet future requirements	<ul style="list-style-type: none"> Inability to meet the demands of local government of the future and ensure secure continuous improvement of services 	3	5	15	<ul style="list-style-type: none"> Employee Review & Development Programme/PRD Employee Assistance programme in place for support Change Management plans and consultation ICT training for new technology (DBS) Preparation and support for managers dealing with change 	3	3	9	<ul style="list-style-type: none"> Ensure staff are engaged and supported throughout the change process 	CD(CS)
4	Regulatory Risks										
4.1	Inability to meet National performance frameworks and targets leading to failure to meet statutory responsibilities, hampered by poor technology solutions and inadequate budgetary provision	<ul style="list-style-type: none"> Slow business growth and development Risk public health and safety Increase consumer risk and vulnerability Significant reputational risk 	4	4	16	<ul style="list-style-type: none"> Appropriate resourcing and budget control for the levels of service required Benchmarking activities 	2	4	8	<ul style="list-style-type: none"> Ensure adequate resourcing of staff to meet demands or gain committee approval for reduced performance levels 	JG
5	Environmental Risks										
5.1	Contaminated Land affecting community and environment	<ul style="list-style-type: none"> Harm to human health Harm to environment, land, air and water Financial impact on Council for claims 	4	4	16	<ul style="list-style-type: none"> Survey at risk sites Assessment of development proposals Implementation of Contaminated Land 	3	3	9		DM

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeli- hood	Impact	Risk score		Likeli- hood	Impact	Risk score		
		and remediation <ul style="list-style-type: none"> Adverse publicity 				Strategy and inspection programme, based on risk to human health Monitoring of identified problem sites					
5.2	Outbreak of Major Communicable Disease, Animal Disease e.g. Rabies, Foot and Mouth, deliberate release of Bacteriological, Chemical, Radioactive and Nuclear Agents.	<ul style="list-style-type: none"> Potential risk to life Health risks to community from contaminated water Impact on economy and reputation 	3	5	15	<ul style="list-style-type: none"> Cat 1 Responder under Civil Contingencies Act 2004 Participation in desk- top exercises Staff training Contingency Planning Liaison with Emergency Planning, NHS Grampian, Health Protection Scotland (HPS); Animal Health Business Continuity Plans in place 	3	4	12	<ul style="list-style-type: none"> Training for new EH Manager 	KS
5.3	Major incident occurring in Moray that results in widespread structural damage to properties and places lives at risk	<ul style="list-style-type: none"> Potential loss of life due to dangers arising from damaged building structures and failures 	2	5	10	<ul style="list-style-type: none"> BSM and PBSO will adopt a co-ordinating and supervisory role in having buildings made safe, secured or demolished Building Standards Officers will adopt site based duties initially inspecting and reporting to BSM/ 	1	4	4	<ul style="list-style-type: none"> Training for new EH manager 	KS

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeli- hood	Impact	Risk score		Likeli- hood	Impact	Risk score		
						PBSO <ul style="list-style-type: none"> • A CA/ WPO will be delegated to assist BSM/ PBSO for clerical backup • A rota system will be in operation to ensure a 24 hour presence following the initial situation being assessed and immediate concerns addressed • The BSM/ PBSO will assist and contribute to work of the Emergency Planning Team 					
6	Reputational Risks										
6.1	Expectations from external inspections are not met	<ul style="list-style-type: none"> • Censure • Adverse media coverage • Intervention 	3	5	15	<ul style="list-style-type: none"> • Service Plans • Performance monitoring • PSIF 	3	3	9	Adequate resourcing and control mechanisms in place	JG
7	Operational Continuity and Performance Risk										

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeliho od	Impact	Risk score		Likeli- hood	Impact	Risk score		
7.1	Temporary loss of office accommodation due to fire or disruption of electricity, heating or other services	<ul style="list-style-type: none"> Failure to provide statutory consents within timescales desired by users Inability to use and update computerised registration, and management system Inability of public to contact Development Services for help and guidance Loss of overall efficiency and performance 	3	4	12	<ul style="list-style-type: none"> In the event of a temporary loss of office space procedures would be implemented that include arrangements for The relocation of key staff to alternative office accommodation 	2	4	8	<ul style="list-style-type: none"> DBS has provided some flexibility through the provision of dedicated laptops 	JG
7.2	<p>Lack of control over confidential information, leading to...</p> <p>Leak of confidential information; i.e. mobile media (laptop computers, smart phones, pen drives, CDs or DVDs) being lost or stolen, misdirection of email. with sensitive data getting into the public domain</p> <p>Hacking</p>	<ul style="list-style-type: none"> Damage to clients / customers Breach of Data Protection legislation Censure / fine by Information Commissioner Reputational damage 	3	4	12	<ul style="list-style-type: none"> Corporate Information Security Policy now in place Information agreements in place with partners - OFT, CAS, Crown Office Government Secure Extranet (GSX) for secure transmission of email between public sector bodies Staff awareness 	4	2	8		<p>PA</p> <p>CD(ED P&I)</p>

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeliho od	Impact	Risk score		Likeli- hood	Impact	Risk score		
7.3	Loss of Enterprise Act action case; leading to... Claim by third party for legal costs, either during initial request for order, or on appeal	<ul style="list-style-type: none"> Financial loss - over £1m in complex cases in higher courts 	2	5	10	<ul style="list-style-type: none"> Legal actions considered in conjunction with Legal Services on a case by case (and stage by stage) basis to assess prospects of success and estimated costs Committee scrutiny required for major risks 	1	5	5		PA

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeliho od	Impact	Risk score		Likeli- hood	Impact	Risk score		
7.4	Enforcement/ Judicial Review/ Appeals associated with Development Management	<ul style="list-style-type: none"> Significant cost associated with defending the Councils decisions 	5	4	20	<ul style="list-style-type: none"> Professional staff, legal advice, culture of learning and consistent approaches to Development Management 	2	4	8	<ul style="list-style-type: none"> Establish support groups within Development Management to enable the sharing of ideas and case review to get a consistent approach to applications 	BS
8	IT risks										
8.1	Hardware failure of servers hosting service information; Erinyes server, Uniform, MACs, ETS leading to... Loss of case records, client information and other office documentation	<ul style="list-style-type: none"> Major disruption to service delivery Damage to clients 	2	4	8	<ul style="list-style-type: none"> Erinyes backup regime - daily, weekly and monthly backups. (This has been successfully used to retrieve deleted files) System Support have confirmed that they manage UNI-form backups ICT have confirmed that they manage ETS backups. 	1	4	4		PA

Head of Development Services

