

## Community Planning Board

Tuesday, 24 November 2020

**NOTICE IS HEREBY GIVEN** that a Meeting of the **Community Planning Board** is to be held at **remote locations via video conference**, on **Tuesday, 24 November 2020 at 14:00**.

### **BUSINESS**

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



**THE MORAY COUNCIL**  
**Community Planning Board**

**SEDERUNT**

Councillor Graham Leadbitter (Chair)  
Mr Stuart Black (Member)  
Anne Campbell (Member)  
Mr Murray Ferguson (Member)  
Chief Superintendent George MacDonald (Member)  
Mr Grant Moir (Member)  
Mr Mike Palmer (Member)  
Mr Dennis Robertson (Member)  
Mr Anthony Standing (Member)  
Mr Don Vass (Member)  
Mrs Susan Webb (Member)  
Councillor George Alexander (Member)  
Councillor John Cowe (Member)  
Councillor John Divers (Member)  
Councillor Tim Eagle (Member)  
Councillor Sonya Warren (Member)  
Mr Roddy Burns (Member)  
Mr Martin Tait (Member)

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**Minute of Meeting of the Community Planning Board**

**Wednesday, 16 September 2020**

**remote locations via video conference,**

**PRESENT**

Councillor George Alexander, Mr Stuart Black, Councillor John Divers, Councillor Graham Leadbitter, Councillor Sonya Warren

**APOLOGIES**

Mr Roddy Burns, Anne Campbell, Councillor John Cowe, Councillor Tim Eagle, Mr Murray Ferguson, Chief Superintendent George MacDonald, Mr Grant Moir, Mr Mike Palmer, Mr Jonathan Passmore, Mrs Fiona Rolt, Mr Anthony Standing, Mr Martin Tait, Mr Don Vass, Mrs Susan Webb

**IN ATTENDANCE**

Mr D Robertson, on behalf of Mr J Passmore; Superintendent Murray Main on behalf of Chief Superintendent George MacDonald (Police Scotland); Station Commander Willie Chisholm on behalf of Area Commander Martin Tait (Scottish Fire and Rescue Services); Depute Chief Executive (Education, Communities and Organisational Development); Depute Chief Executive (Economy, Environment and Finance); Head of Governance, Strategy and Performance; Strategy and Performance Manager; Ms K Delaney, Community Learning and Development Support Officer and Mrs L Rowan, Committee Services Officer as Clerk to the Meeting (all Moray Council).

**1 Welcome and Apologies**

The Chair welcomed everyone to the first meeting of the Community Planning Board (CPB) since 13 November 2019 due to the COVID-19 pandemic however advised that the Community Planning Partnership had been working consistently in the background.

The Chair further advised that Ms Fiona Rolt, representative of the Community Engagement Group had decided that the time was right to re-evaluate some of her commitments and had chosen to step back from the CPB and suggested that he write to Ms Rolt on behalf of the CPB thanking her for her service to the CPB and the wider community over the years. This was unanimously agreed.

**2 Minute of Meeting of 13 November 2019**

The minute of the meeting of the Community Planning Board dated 13 November 2019 was submitted and approved.

**3 LOIP Performance Reporting Q4**

A report by the Depute Chief Executive (Education, Communities and Organisational Development), Moray Council, advised the Board of revised arrangements that are being developed for the monitoring of progress on the Loip priorities and provided examples of the developing work in this area.

During discussion surrounding the appointment of a Lead Officer to report against the Raising Aspirations (poverty) priority, the Chair suggested this be discussed at the next meeting of the Community Planning Officers Group and thereafter recommended to the Board for approval. This was agreed.

The Board joined the Chair in commending the work of the Strategy and Performance Manager and her team in providing statistics that aid decision making and thereafter agreed:

- i. to note the revised arrangements that are being developed for the monitoring of progress on the Loip priorities;
- ii. to note the progress reported in the templates set out in Appendices 1, 1a, 2, 3 and 4 of the report; and
- iii. that the Lead Officer for reporting against the Raising Aspirations (poverty) priority be discussed at the next meeting of the Community Planning Officers Group and thereafter recommended to the Board for approval.

#### **4 LOIP Report**

A report by the Depute Chief Executive (Education, Communities and Organisational Development), Moray Council, asked the Board to review the Partnership's Local Outcomes Improvement Plan and agree the proposed updated Loip as an iterative document for further consultation and development with community representatives, in particular to inform the plans and actions that will progress the next stages of work on the agreed priorities which will also enable account to be taken of the issues arising from the COVID-19 pandemic.

Following consideration, the Board agreed:

- i. the proposed updated Loip as an iterative document for further consultation and development with community representatives, in particular to inform the plans and actions that will progress the next stages of work on the agreed priorities as set out in Appendix 1 of the report; and
- ii. that this further engagement work will also be used to enable account to be taken of the issues arising from the Covid-19 pandemic where partnership working should be prioritised to improve outcomes.

#### **5 Recovery and Renewal - Partner Plans**

A report by the Depute Chief Executive (Economy, Environment and Finance), Moray Council, informed members of the Community Planning Board of progress in developing the economic recovery strategy.

Following consideration, the Board agreed to note the short list of support options to help develop the economic recovery strategy as set out in the report.

## **6 Education Scotland Continuing Engagement Report**

A report by the Depute Chief Executive (Education, Communities and Organisational Development), Moray Council, updated the Board members on the Continuing Engagement visit of Education Scotland Inspectors in July 2020.

The Board joined the Chair in commending Ms K Delaney, Community Learning and Development Support Officer and her team for her work along with the Community Support Unit which is an excellent example of the Loip in action and thereafter agreed to note the positive outcome to the continuing engagement visit and acknowledged the contribution partners and volunteers have made to achieve this.

## **7 Moray Growth Deal Update**

A report by the Depute Chief Executive (Economy, Environment and Finance), Moray Council, provided the Board with a progress update on the development of a growth funding proposal for Moray since the previous update on 5 February 2020.

The report stated that the deal had been interrupted by the COVID-19 pandemic however a virtual signing of the Heads of Terms agreement had been achieved on 24 August 2020.

The Board joined the Chair in commending the Depute Chief Executive (Economy, Environment and Finance) and the wider team in progressing the Moray Growth Deal to this level and thereafter agreed to note:

- i. the progress made on the Moray Growth Deal since February 2020;
- ii. the virtual signing of Heads of Terms on 24 August 2020;
- iii. the detail of the agreement available on the My Moray website;
- iv. the next steps outlined in Section 6 of the report; and
- v. the revised membership of the Moray Growth Deal Programme Board to reflect the next stage of development.

## **8 Any Other Competent Business**

There was no other competent business raised.







## Your Moray

**REPORT TO: COMMUNITY PLANNING BOARD ON 24 NOVEMBER 2020**

**SUBJECT: INFORMATION REPORT: PROGRAMME AND UPDATE ON ECONOMIC IMPACTS AND RECOVERY PLAN**

**BY: HEAD OF ECONOMIC GROWTH AND DEVELOPMENT**

### **1. REASON FOR REPORT**

- 1.1. To inform members of the Community Planning Partnership of the work to support economic recovery.

### **2. RECOMMENDATION**

#### **2.1 It is recommended that the Community Planning Partnership:**

- (i) endorses the action plan approved by Moray Economic Partnership;
- (ii) each Community Planning Partner actively considers participation the the Governments Kickstart scheme to provide work placements for 16-24 year olds; and
- (iii) each Community Planning Partner agrees to collaborate on the work to improve local spend from public sector procurement through a community wealth building approach.

### **3. ECONOMY RECOVERY ACTION PLAN**

- 3.1 Moray Economic Partnership (MEP) has worked throughout the pandemic with local businesses and their representatives to respond to the crisis and ensure the public sector could provide support.
- 3.2 The MEP carried out analysis and research and consulted with businesses and the community to identify areas where interventions could make the most difference in enabling recovery.
- 3.3 The economic recovery plan attached as **Appendix 1** includes was approved by MEP on the 30 September 2020.

- 3.4 Individual partners accountable for the actions will be responsible for ensuring sufficient resources and budgets are made available to deliver the actions identified.
- 3.5 Two areas within the action plan merit a consistent approach and participation from all public sector partners to assist economic recovery.
- 3.6 The first of these is participation in the Governments Kickstart scheme which funds the provision placements to 16-24 year olds on universal credit.
- 3.7 Secondly, participation in a programme of work to look at public sector procurement in Moray and ways in which we can increase the proportion of local spend both through procurement practices and also by developing the local supply chain in business and social enterprises.

Author of Report:	Head of Economic Growth
Background Papers:	
Ref:	SPMAN-1108985784-442

**Appendix 1**



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**REPORT TO: MORAY ECONOMIC PARTNERSHIP 30<sup>TH</sup> SEPTEMBER 2020**

**SUBJECT: ECONOMIC RECOVERY PLAN**

**BY: HEAD OF ECONOMIC GROWTH AND DEVELOPMENT-MORAY COUNCIL**

**1. REASON FOR REPORT**

- 1.1 To provide Moray Economic Partnership with proposals for an economic recovery plan for Moray outlining the actions and interventions of Community Planning Partners to accelerate economic growth.

**2. RECOMMENDATION**

**2.1 It is recommended MEP;**

- (i) approves the high level action plan in section 12 of the report noting the actions relevant to each partner;
- (ii) recommends to the Community Planning Board that partners consider the action plan and how their organisation can contribute to the cross cutting actions by participating in Kickstart and the approach to provide a greater focus on local procurement.
- (iii) recommends that partners seek appropriate approvals for the provision of finance and resources necessary to deliver the plan.

**3. BACKGROUND**

- 3.1 Moray Economic Partnership (MEP) have worked together throughout the COVID period to respond to the crisis by providing support to business and

individuals and informing both Scottish and UK governments of the local needs relating to the interventions and various funding schemes provided.

- 3.2 As part of that response MEP confirmed that a recovery plan should be developed and that the following principles should be followed in establishing actions to accelerate economic recovery:
1. Smart growth - business continuity and resilience will be at the heart of the recovery process.
  2. Clean growth - transition to carbon free where opportunities arise including promotion of home-working to reduce commuting.
  3. Inclusive growth - no geographic locations or sections of the community are left behind
  4. Fair work - employees are rewarded and benefit from economic recovery.
  5. Targeting disadvantage - enabling early recovery particularly for those reliant on child care, public transport, access to broadband and those requiring to be reskilled.
  6. Smart procurement - public sector spend will be used to maximise local economic impact and opportunity.
- 3.3 On establishing these principles MEP engaged with key sectors to obtain feedback and understand the local impacts on business and the main areas of concern and support needed. This information was combined with analysis of economic data to develop a short list of options which were approved by MEP on the 26 August 2020 for further development and identification of actions and resources required.

#### **4. ECONOMIC IMPACT AND ANALYSIS**

- 4.1 Since March 2019 the UK has seen GDP fall by 22% in a single quarter. While there has been growth of 6% from that low point the UK is likely to be looking at a protracted period of low growth with the Office for Budget Responsibility (OBR) central scenario predicting a return to pre COVID GDP levels in around Q3 2022. The OBR upside scenario predicts this return in Q1 2021 and the downside scenario in Q3 2024. For the purpose of this recovery strategy the central scenario will be the assumed scenario.
- 4.2 Both UK and Scottish Governments have provided a number of schemes to support the economy through the pandemic. The most expensive of these is the Coronavirus Job Retention Scheme (CJRS). To date this scheme has cost the UK Treasury £37 billion and has paid the salaries of 32% of the UK workforce during the pandemic.
- 4.3 In Moray 34% of the workforce have been furloughed with only Highland having a higher proportion at 35%. It is worth noting that this figure includes all PAYE jobs including those in the public sector which are only eligible for

furlough in limited circumstances. If these jobs were to be removed from the calculation it is likely 50% of the private sector workforce have been furloughed.

- 4.4 The CJRS is currently being wound down with employers now required to make a contribution and the scheme due to cease in October. The expectation is that there will then be a sharp rise in the unemployment rate.
- 4.5 Since the beginning of the COVID pandemic unemployment has doubled in Moray and remained at around that level for the past 3 months. This is likely due to an initial surge of those whose employer was unable or unwilling to furlough employees or those who were relying on seasonal work becoming available which never materialised. The result is that there are currently 3835 people on Universal Credit who are not in employment. The claimant count, which measures those who are unemployed claiming benefits and seeking work stands at 3075. The difference may be attributable to not all those eligible for universal credit being required to seek work.
- 4.6 There are an additional 2553 people claiming universal credit who are in work. This could be for a variety of reasons and could include those who are on furlough, which only pays 80% of a salary, being eligible to claim top up credit as they have fallen below the minimum wage.
- 4.7 This means that in Moray currently 10% of people aged 16-64 are on universal credit and 6% of those are unemployed.
- 4.8 There has been a particular concern around the effect COVID will have on young people. As previously discussed it is yet to be revealed how unemployment will unfold when the CJRS ends.
- 4.9 The current situation in Moray is that there are 830 people under the age of 24 not in employment on universal credit. Of these, 450 have been on Universal credit for under 6 months, which indicates the scale of the COVID effect. This gives a youth unemployment rate estimate of 10% of the total population aged 16-24 and an unemployment rate estimate of 14.5% of 16-24 year olds who are economically active. These are estimates based on the annual population survey and at the lower end of the confidence interval the rates could be 8% and 11% respectively.
- 4.10 There are 3835 people on universal credit in Moray who are unemployed with 1900 of those within the past 6 months.
- 4.11 This means that in Moray 23% of those on Universal Credit for less than 6 months are under the age of 24.

## **5. SECTOR IMPACT AND ANALYSIS**

- 5.1 Both UK and Scottish Governments have published sectoral impact assessments for the UK, Scotland and forecasts for what degree local

authority areas will be affected based on the sector composition of the regions.

5.2 The OBR in their April report predicted the following drops in GDP for each standard Industrial Classification (SIC) sector

Sector	Per cent	
	Weight in whole economy value added	Effect on output relative to baseline
Education	5.8	-90
Accommodation and food services	2.8	-85
Construction	6.1	-70
Other services	3.5	-60
Manufacturing	10.2	-55
Wholesale, retail and motor trades	10.5	-50
Information and communication	6.6	-45
Professional, scientific and technical activities	7.6	-40
Administrative and support activities	5.1	-40
Transport and storage	4.2	-35
Mining, energy and water supply	3.4	-20
Real estate	14.0	-20
Public administration and defence	4.9	-20
Financial and insurance services	7.2	-5
Agriculture	0.7	0
Human health and social activities	7.5	50
<b>Whole economy</b>	<b>100.0</b>	<b>-35</b>

5.3 As can be seen from the table in 5.2 accommodation and food services, construction and manufacturing were forecast to see the largest fall in output in Q2. The actual fall in output for manufacturing was not as large as forecast and the real drop in Q2 was around 21%. Construction output fell by 32% in Q2.

5.4 When productivity measures are added to the picture output per hour worked is down 2.5% in Quarter 2 compared to Q1. This only looks at those employees at work, not furloughed, and shows that those involved in the production of goods and services are producing less per hour of work than previously.

5.5 As can be seen from the table below Moray has the highest proportion of workers in manufacturing, much higher than the Scottish and UK averages.

FINAL

<u>Sector</u>	<u>Businesses (Moray)</u>	<u>Employees (Moray)</u>	<u>Employee/business (Moray)</u>	<u>Businesses (Scotland)</u>	<u>Employees (Scotland)</u>	<u>Employee/Business (Scotland)</u>
B : Mining and quarrying	0.40%	0.30%	7	0%	1%	124
C : Manufacturing	8%	17%	23	5%	7%	19
D : Electricity, gas, steam and air conditioning supply	0.40%	0.50%	12	0%	1%	26
E : Water supply; sewerage, waste management and remediation activities	1%	1%	10	0%	1%	45
F : Construction	15%	6%	4	12%	5%	7
G : Wholesale and retail trade; repair of motor vehicles and motorcycles	19%	14%	8	13%	14%	15
H : Transportation and storage	3%	4%	13	3%	4%	19
I : Accommodation and food service activities	9%	9%	10	8%	8%	14
J : Information and communication	2%	1%	5	6%	3%	8
K : Financial and insurance activities	2%	1%	6	2%	3%	27
L : Real estate activities	3%	1%	3	3%	1%	6
M : Professional, scientific and technical activities	13%	4%	3	18%	7%	6
N : Administrative and support service activities	8%	4%	6	7%	8%	16
O : Public administration and defence; compulsory social security	2%	6%	38	0%	6%	2855
P : Education	3%	9%	33	1%	8%	97
Q : Human health and social work activities	6%	17%	27	4%	16%	60
R : Arts, entertainment and recreation	3%	3%	9	2%	3%	17
S : Other service activities	4%	2%	5	5%	2%	6



- 5.6 This leaves the economy vulnerable to the worst impacts of COVID as demonstrated in section 5.3 and by the Scottish Government Office of the Chief Economist predicting that based on sector structure Moray will be the worst affected by job losses.
- 5.7 The largest number of businesses in Moray are those in wholesale and retail trade. Evidence has pointed to decreases in footfall in town centres where many of these businesses are located and Moray Council's latest vacancy rate survey completed this month shows there are currently 34 empty units in Elgin, 12 in Keith, 12 in Buckie, 4 in Forres and 4 in Lossiemouth. COVID has the potential to dramatically increase this number which jeopardises the future and vibrancy of town centres in Moray.
- 5.8 Evidence from engagement with business, detailed in **Appendix 1** suggests that the job losses may be a small number from many businesses which could make an effective response more challenging due to identifying those people.
- 5.9 The tables on the following 2 pages show the contribution of each sector in Moray to the economy in GVA terms and for comparison the share of GVA per sector in Scotland. The First table is for Moray and the second for Scotland.
- 5.10 The GVA ratio per business and GVA ratio per employee measure the sectors versus the all sector average for the ratio in question. So for example the first line (SIC code ABDE) can be read as the average business in that sector generates on average 0.29 the GVA of the average business in Moray and that the average employee generates 0.99 the average all sector GVA per worker.

<u>SIC</u>	<u>Sector</u>	<u>GVA per Sector</u>	<u>Number of Business</u>	<u>GVA Per Business</u>	<u>Ratio versus average GVA per business</u>	<u>Number of employees</u>	<u>GVA per Employee</u>	<u>Ratio versus average GVA per average Employee</u>
ABDE	Agriculture, mining, electricity, gas, water and waste	£111,000,000.00	730	£152,055	0.29	1775	£62,535	0.99
C	Manufacturing	£687,000,000.00	260	£2,642,308	5.00	6000	£114,500	1.82
F	Construction	£155,000,000.00	505	£306,931	0.58	2250	£68,889	1.10
G	Wholesale and retail trade; repair of motor vehicles	£198,000,000.00	645	£306,977	0.58	5000	£39,600	0.63
H	Transportation and storage	£58,000,000.00	120	£483,333	0.91	1500	£38,667	0.62
I	Accommodation and food service activities	£62,000,000.00	310	£200,000	0.38	3000	£20,667	0.33
J	Information and communication	£19,000,000.00	80	£237,500	0.45	400	£47,500	0.76
K	Financial and insurance activities	£27,000,000.00	55	£490,909	0.93	350	£77,143	1.23
L	Real estate activities	£274,000,000.00	90	£3,044,444	5.76	300	£913,333	14.53
M	Professional, scientific and technical activities	£43,000,000.00	440	£97,727	0.18	1500	£28,667	0.46
N	Administrative and support service activities	£42,000,000.00	265	£158,491	0.30	1500	£28,000	0.45
O	Public administration and defence	£155,000,000.00	60	£2,583,333	4.89	2250	£68,889	1.10
P	Education	£96,000,000.00	90	£1,066,667	2.02	3000	£32,000	0.51
Q	Human health and social work activities	£197,000,000.00	220	£895,455	1.69	6000	£32,833	0.52
R	Arts, entertainment and recreation	£22,000,000.00	100	£220,000	0.42	900	£24,444	0.39
S	Other service activities	£32,000,000.00	150	£213,333	0.40	700	£45,714	0.73
<b>Total</b>	<b>All industries</b>	<b>£2,289,000,000.00</b>	<b>4120</b>	<b>£528,641</b>	<b>1.00</b>	<b>36425</b>	<b>£62,841</b>	<b>1.00</b>
	<b>GVA per capita (approx)</b>	<b>£22,890.00</b>						

<u>SIC</u>	<u>Sector</u>	<u>GVA per Sector</u>	<u>Number of Business</u>	<u>GVA Per Business</u>	<u>Ratio versus average GVA per business</u>	<u>Number of employees</u>	<u>GVA per Employee</u>	<u>Ratio versus average GVA per average</u>
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ABDE	Agriculture, mining, electricity, gas, water and waste	£10,104,000,000	18810	£537,161	0.67	107000	£94,429	1.67
C	Manufacturing	£14,493,000,000	9365	£1,547,570	1.93	179000	£80,966	1.43
F	Construction	£8,592,000,000	20680	£415,473	0.52	136000	£63,176	1.12
G	Wholesale and retail trade; repair of motor vehicles	£13,749,000,000	23230	£591,863	0.74	344000	£39,968	0.71
H	Transportation and storage	£5,988,000,000	5615	£1,066,429	1.33	106000	£56,490	1.00
I	Accommodation and food service activities	£4,591,000,000	14175	£323,880	0.40	200000	£22,955	0.41
J	Information and communication	£6,150,000,000	10560	£582,386	0.73	80000	£76,875	1.36
K	Financial and insurance activities	£9,712,000,000	3240	£2,997,530	3.74	86000	£112,930	2.00
L	Real estate activities	£16,162,000,000	5725	£2,823,056	3.52	32000	£505,062	8.93
M	Professional, scientific and technical activities	£9,377,000,000	31470	£297,966	0.37	175000	£53,582	0.95
N	Administrative and support service activities	£6,201,000,000	13095	£473,539	0.59	203000	£30,546	0.54
O	Public administration and defence	£9,893,000,000	55	£179,872,727	224.56	157000	£63,012	1.11
P	Education	£7,989,000,000	2000	£3,994,500	4.99	193000	£41,393	0.73
Q	Human health and social work activities	£14,458,000,000	6505	£2,222,598	2.77	389000	£37,167	0.66
R	Arts, entertainment and recreation	£2,150,000,000	4180	£514,354	0.64	70000	£30,714	0.54
S	Other service activities	£2,221,000,000	8365	£265,511	0.33	52000	£42,711	0.76
<b>Total</b>	<b>All Industries</b>	<b>£141,830,000,000</b>	<b>177070</b>	<b>£800,982</b>	<b>1.00</b>	<b>2509000</b>	<b>£56,528</b>	<b>1.00</b>
	<b>GVA per capita (approx)</b>	<b>28366</b>						

5.11 Manufacturing has been highlighted in both graphs under section 5.10 as it is a sector of unique importance to Moray due to the prevalence of the sector in the region but most importantly by its importance in a Scotland context. There are two points to make about how this sector relates to the Scottish economy.

1. Moray manufacturing accounts for 0.48% of Scotland's total GVA. That sounds like a small number given the scale of figures involved in COVID, but is worth remembering that in normal times a recession can depend on 0.5% swings. It is worth considering what expansion in premises and markets could contribute to the Scottish economy.
2. Manufacturing in Moray is contributing 0.48% of Scottish GVA despite Moray manufacturing businesses only accounting for 0.15% of businesses in Scotland and 0.25% of employees in Scotland. The GVA per employee in the sector is also considerably higher than the Scotland average.

## 6. **ENGAGEMENT**

- 6.1 To inform the action plan for economic recovery in the following section a series of engaging events have taken place.
- 6.2 At the beginning of the crisis a business resilience forum was formed with representation from the public and private sectors, as well as the leader of Moray Council, MSP and MP for the region. This group has been able to feed in information on a weekly basis that has helped in this recovery strategy.
- 6.3 The MEP has been meeting on a monthly basis to approve and provide input to the recovery strategy throughout the process.
- 6.4 A focus group was held with members of the agricultural sector to give specific feedback into the impact of COVID on that sector.
- 6.5 A series of webinars were held for the Joint Community Councils, small and town centre businesses which was open to all in Moray and the Moray Business Forum.
- 6.6 The key issues raised from these are included in **Appendix 1**.
- 6.7 A survey was also issued and promoted through survey monkey for Moray businesses to complete. There were 50 responses to this which means it is not statistically significant, however a summary of the responses are included in **Appendix 2**.

## **COUNCIL SUPPORT TO DATE**

### **7. BUSINESS GRANT SUPPORT**

- 7.1 The Council Revenues/Non Domestic Rates Team have been engaged in administering the Scottish Government grant support scheme for small businesses and those in the retail, leisure and hospitality sector with a Rateable value under £51,000.
- 7.2 The scheme closed for new applications on the 11 July 2020 at which point there had been 2005 applications, 1706 of which were approved giving a total amount of £19.2 million paid out in grants.
- 7.3 While the scheme is now closed for new applications the team are still processing some applications and dealing with appeals.
- 7.4 The Economic Growth and Development Team and Business Gateway administered 2 Scottish Governments funds, both of which are now closed.
- 7.5 The first fund was the Newly Self-Employed Hardship Fund which had 160 applications, 121 of which were successful totalling £242,000 of grant funding.
- 7.6 The second fund was the Bed and Breakfast Hardship Fund which had 25 applications, 13 of which were successful totalling £39,000 of grant funding.
- 7.7 HIE have approved 26 applications under the Pivotal Enterprise Resilience Fund to key businesses and social enterprises in Moray totalling £1,069,300, a further £531,247 was approved to organisations in Moray under the Creative , Tourism and Hospitality Hardship fund. 13 Organisations in Moray received £429k through the Scottish government supporting Communities Fund.

### **8. TOWN CENTRE SUPPORT**

- 8.1 Space for safe physical distancing for pedestrians and more operational room for town centre businesses has been provided within Elgin Town Centre through the implementation of road closures for the eastern and western ends of the High Street, South Street, Batchen Street and Commerce Street.
- 8.2 The road closures which enable a part time pedestrianisation of the town centre were developed with input from Elgin BID and in response to businesses who identified that they would like to use areas not in their control, such as the pavement or similar, for the safe queuing of customers or for tables and chairs.
- 8.3 In the other towns such as Lossiemouth and Fochabers, the response has been to provide additional space for queuing outside of particular premises through the temporary suspension of parking bays rather than the closure of roads. Some local cafes/restaurants have applied for outside seating on the

public road/footway. These requests are being assessed on a case by case basis, and granted permission where there is sufficient space available.

- 8.4 The Economic Growth and Development Team have been working with community groups on a potential application to the Towns on BIDS resilience fund in collaboration with Elgin BID and HIE as part of the spaces for people working group.

## **9. SKILLS AND EMPLOYABILITY**

- 9.1 Moray Pathways has increased its provision to meet the increase in demand for services from individuals and employers. A particular area of demand has been from school leavers who due to the current labour market conditions are requiring a higher level of support. This has resulted in a 6 week summer programme being launched focussing on outdoor activities to help build core employability skills such as communication and resilience.
- 9.2 A fortnightly skills and employability working group meets with various partner organisations to identify the current and future needs moving forward.
- 9.3 SDS have developed products and services to respond to the immediate challenges – including a dedicated SDS helpline for anyone whose employment, learning or training has been impacted by COVID-19; a new My World of Work jobs hub; an online learning portal; employment and redundancy support; and a COVID relief grant for training providers in Moray.
- 9.4 Careers adviser have supported school leavers in transition who may impacted by the economic crisis including 1-1 support by local career advisers for 645 school leavers in moray and 81 Foundation Apprentices.

## **10. CHILD CARE FOR KEY WORKERS**

- 10.1 From the beginning of the pandemic Moray Council has been responsible for operating and setting up childcare hubs for key workers to enable them to continue to provide vital functions.
- 10.2 In May, there were 120 children in School hubs and between 50 – 60 in early learning and childcare settings.

## **11. GRAMPIAN COMMUNITY ASSISTANCE HUB (GCAH)**

- 11.1 Moray Council was a partner in setting up the GCAH. This was a virtual centre to serve the residents of Moray, Aberdeenshire and Aberdeen. It had 4 main purposes:
1. provide essential food and medication

2. links to local social work services for vulnerable children or adults
3. accessing emotional support
4. contacting local volunteer groups

11.2 There is the option for businesses to register as sellers for good and services and be matched with buyers, for example in food and drink. A number of businesses in Moray have registered.

## 12. **ACTION PLAN**

12.1 The scale of intervention demonstrated in section 7 above is not something that can be replicated by the Council or regional public agencies - that scale of investment to sustain business can only be provided for by the UK and Scottish Governments.

12.2 The following actions reflect the issues identified within the analysis and feedback from business and address short list of options agreed by MEP on the 26 August 2020. Moving forward this will be developed into an action plan with measurable outcomes and timescales.

Action	Principles	Lead
<b>Business Grants and Start up Support</b> Young Company Capital Investment Scheme – Offering grants of up to £50k for investment in equipment (HIE funding £1m)  Ecommerce Funding up to £25K (HIE Funding £500k)  Digital Boost – Offering grants of up to £5k to support digital and ecommerce. (Government Funding)	Smart Growth	HIE/ Business Gateway   HIE   Business Gateway
<b>Small Business Support</b> Consultancy provision to small business to support procurement and supplier development assisting companies in preparing bids. (Moray Council funding £25k, new request subject to SMART delivery plan approved by Council) HIE 25k funding subject to due diligence  Consultancy provision to local companies to provide import and export advice, this may well help to	Smart Growth	Business Gateway/HIE         Business Gateway/HIE

<p>mitigate impacts of Brexit depending on the trade deal negotiated. (Moray Council funding £10k, new request subject to SMART delivery plan approved by Council and HIE £10k subject to due diligence by HIE )</p> <p>HIE general programmes of business support more widely available to businesses.</p> <p>HIE support for tourism Destination Management Organisations across Highlands and Islands (£3m)</p>		<p>HIE</p> <p>HIE</p>
<p><b>Town Centres</b></p> <p>Town Centre Fund further grants for empty space to living space and 50% grant for alteration of large retail premises to smaller units in town centres. £433,000k (Government funding)</p> <p>Works to improve and adapt Town centres resulting from master planning and LDP delivery £200K (Moray Council Capital new request, subject to business case) (HIE £200k subject to due diligence)</p> <p>Pop up shop scheme in the main five towns of Buckie, Elgin, Forres, Keith and Lossiemouth and Speyside £50k (Moray Council funding, new request subject to SMART delivery plan approved by Council)</p> <p>Town Centre Start Up – Offering a 50% grant up to £10k maximum for individuals start ups following participation in the Pop Up Shop programme.£100k (Moray Council funding , new request subject to SMART delivery plan approved by Council)</p> <p>Town Centre adaptation spaces for people £13k HIE</p>	<p>Smart Growth Clean Growth Inclusive Growth</p>	<p>Moray Council</p> <p>Moray Council</p> <p>Moray Council</p> <p>Moray Council</p> <p>HIE</p>



<p>New COVID 19 Fund potential for further funding for SME/Hospitality adaptation through newly developed fund in response to COVID 19 (450k Government/EU funding)</p> <p>Local Development Plan delivery programme including promotion of vacant and derelict sites, retail impact assessments, master planning for town centres and promotion of town centre living and adaptation for climate change and local place plans. (<a href="#">70k reported to Planning and Regulatory Services as a budget pressure, 15 September 2020</a>)</p> <p>Development Management and Building Standards support for town centre development including free pre enquiry advice and ID with prioritisation of support from Transport, Environmental Health and Legal for town Centre proposals.</p>		<p>Moray Council</p> <p>HIE</p> <p>Moray Council</p>
<p><b>Housing and Infrastructure</b> Provision of employment land and industrial units in Forres. £1.5 million, and provision of £1m towards expansion or development of industrial units in Speyside/east of Moray (Moray Council Capital, new request, subject to business case)</p> <p>Accelerate Development of masterplan and site development costs for business and industrial areas at Mosstodloch as identified in the Local Development Plan to increase the effective employment land in Moray in conjunction with HIE with a view to developing a business case.</p> <p>Delivery of the Strategic Housing Investment Plan over the next 2 years will provide 224 affordable</p>	<p>Smart Growth Clean Growth Inclusive Growth Targeting disadvantaged Fair Work</p>	<p>Moray Council</p> <p>Moray Council /HIE</p> <p>Moray Council and RSL</p>

<p>homes with a spend of £22.7 million (Scottish Government, HRA and RSL funding)</p> <p>Moray Growth Deal work is underway to complete outline business cases by December 2020 to try and achieve final sign off of the deal by March 2021 which would enable draw down of funding in 21/22 and early provision of capital spend on some projects including the cultural quarter, aerospace academy, business hub and housing mix.(current indicative spending for Growth Deal between 2021 and 2024 is £30 million including all partner contributions)</p> <p>Open new land to southern edge of Forres Enterprise Park and develop business units (900k HIE investment)</p>		<p>Moray Council/HIE/Moray College</p> <p>Highlands and Islands Enterprise (HIE)</p>
<p><b>Procurement</b></p> <p>There is a need to review our procurement strategy and our approach and key objectives. Our current approach has been driven by the need for savings and compliance with relevant legislation and although the strategy includes objectives for wider community benefit progress on these issues has been slow and the proportion of local spend has been in decline over recent years.</p> <p>An alternative approach would be to place Community Wealth Building at the heart of our procurement strategy with a clear focus on increasing local spend and wider community and sustainability benefits, this is wider than our traditional approach to procurement as it would require closer analysis of local spend which can be difficult with limited data and spend out with the area and efforts to improve the</p>	<p>Smart Procurement Fair Work Targeting Disadvantaged Clean Growth</p>	<p>Moray Council</p>

<p>local supply capacity to reduce spend out with the area and to create and retain jobs locally.</p> <p>This approach requires a culture change but will have a greater impact if it was adopted across all public sector partners in Moray, this level of change will require an additional staffing resource and budget it is wider than just procurement as it seeks to develop the supply chain in Moray including social enterprise and community provision (Est £35k, Moray Council new budget request, HIE £35k subject to due diligence) in addition the central procurement team is working beyond its capacity and with additional work associated with accelerating elements of the growth deal an additional member of staff is required. (Est £53k, Moray council new budget request)</p> <p>Proposal in principle subject to a separate report for Council and Community Planning Partners to consider before implementation.</p>		
<p><b>Social Enterprise/Community Support</b></p> <p>It is important to recognise that the community and social enterprise companies have an important role to play in the economic recovery. Many of these organisations have already played a central role in supporting communities through COVID 19, Community capacity building is an important part of the Local Outcome Improvement Plan delivery process and opportunities for communities to take on roles through Community Asset Transfers have been well received. There are further opportunities for communities through community benefit funding and potential investments. Communities and social enterprises will receive</p>	<p>Inclusive Growth</p>	<p>Moray Council/ HIE/Moray College</p>

<p>support where staffing resources allow from the Economic Development Team and HIE to develop capacity to operate social enterprise to support the local economy.</p> <p>Rural Tourism Fund BID to develop network of facilities for toilets and mobile home use match funding from HIE £30k, Moray Council £142K existing commitment which can be carried forward on a committed project.</p>		HIE/Moray Council
<p><b>Moray growth Deal Business Hub</b> We will explore how we can work in a way that public agencies are more accessible and cohesive in their communications and support for business bringing forward elements of the business hub project in the growth deal to provide effective support through current COVID 19 restrictions and as we recover to normal. This may include temporary premises but will also include accessibility through digital platforms and video conference.</p>	Smart Growth	Moray College/HIE/Moray Council/SDS
<p><b>Employability and Skills</b> Work in collaboration with local businesses [including 3<sup>rd</sup> Sector] to maximise opportunities via new and enhanced job creation schemes, this includes the Kickstart scheme for 16-24 year olds. The scheme provides minimum wage for 6 months employment to 16-24 year olds on universal credit. It is proposed the Council participates in this scheme using Moray Chamber of Commerce as the intermediary. As a living wage employer the Council could top up the money from the Kickstart scheme to meet the local government living wage for jobs created in the Council this would require a budget of up £66k for up to 15 jobs although may be less depending on age (Moray Council funding for council posts,</p>	Targeting Disadvantaged Fair work Smart Growth	DWP, DYW, HIE, SDS, Moray Chamber of Commerce, Moray Council, Business and Third Sector

<p>new funding, subject to SMART delivery plan approved by Council). Other community planning partners should be encouraged to apply the living wage to jobs they create.</p> <p>Encourage investment in local apprenticeships and training through future economic development and procurement contracts across the public sector</p> <p>Jointly plan and deliver an integrated approach to employer engagement with schools/post school employability team that ensures every young person receives an entitlement to work based learning</p> <p>Enhance keyworker support within the No One Left Behind model of delivery and enabling participation this includes funding from the youth guarantee scheme which is estimated at £570k government funding for Moray</p> <p>Enhance pipeline provision within the Moray Pathways Consortium and ensure commissioning framework is fit for purpose</p> <p>Deliver industry led employability provision for vulnerable young people. Including supported employment and volunteering.</p> <p>Develop a generic pre apprenticeship programme which compliments new interventions including the SDS Pathways to Apprenticeship and Kickstart</p> <p>Create a plan in partnership to support secondary schools curriculum to be responsive to the LMI and prepare young people for evolving opportunities</p>		<p>Community planning Partners and Business</p> <p>Moray Council, SDS, DYW</p> <p>Moray Council</p> <p>Moray Council Moray College UHI, TSI</p> <p>SDS</p> <p>Moray College UHI, SDS</p> <p>Moray Council, DYW, SDS</p>
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All partners sharing job and training opportunities through the Moray Pathways site		Employability Consortium
Parent Poverty employability project (government funding)		Moray Council
In-work employability support		SDS
Develop industry led sector based flexible short course provision modelled on existing Moray College UHI curriculum		Moray College UHI
Identify sites that support delivery of education, skills and training – responds to C-19 environment. Online platforms and opportunities.		Moray college UHI, DWP, SDS, DYW
Moray Pathways Community Hub (ICT Suite and support) for employability clients to ensure access to digital and internet and offer of ICT equipment		DWP
Develop the digital skills environment through college and training e-learning to promote and enable development of skills to address an acceleration towards the digital/technological workplace.		Moray College UHI
Develop. Enhance, and promoted PACE service to individuals and businesses at risk, and experiencing, redundancy.		SDS, Moray Council
Transition training fund and North East Gas fund		DWP, SDS
Adopt an Apprentice scheme		DYW, DWP, SDS

### **13. CONCLUSION**

- 14.1 MEP has been leading on economic recovery for COVID 19 providing oversight of impacts and business and community engagement.**
- 14.2 The predominant business sectors and rural nature of Moray means that the area will see higher levels of impact than other areas, this is particularly relevant to hospitality and manufacturing.**
- 14.3 The proposals are at high level and require further development but have been selected to support the shortlisted options approved by MEP and reflect the need to prioritise economic development to help address the economic impacts of COVID 19.**

Author of Report:

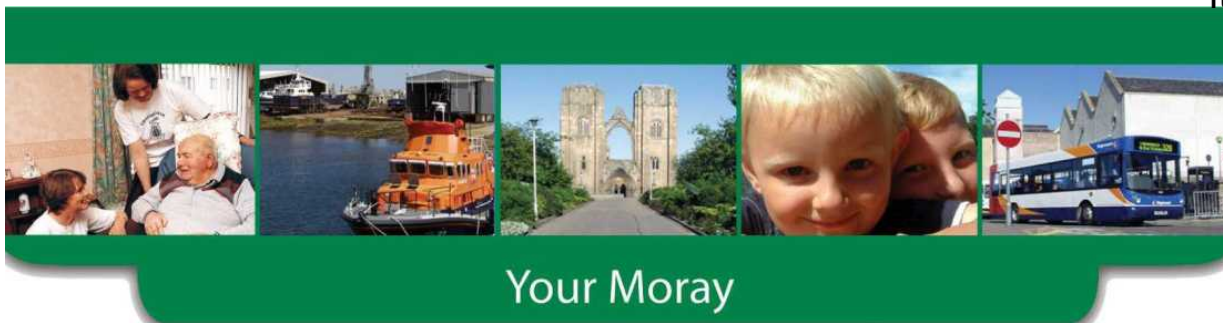
Jim Grant, Head of Economic Growth and Development  
Michael O'Donnell, Senior Officer Economic Strategy and Growth

Background Papers:

Ref:







**REPORT TO: COMMUNITY PLANNING BOARD ON 24 NOVEMBER 2020**

**SUBJECT: CHILDREN'S SERVICES PLAN ANNUAL REPORT 2019-20**

**BY: INTERIM CHIEF OFFICER HEALTH AND SOCIAL CARE**

## **1. REASON FOR REPORT**

- 1.1 To provide the Board with a copy of the Children's Services Plan Annual Report 2019-20 for information purposes

## **2. RECOMMENDATION**

- 2.1. **The Board is asked to consider and note the content of the Annual Report and seek clarification on any matters relating thereto.**

## **3. BACKGROUND**

- 3.1 The Children and Young People (Scotland) Act 2014 places a statutory duty on the Local Authority and its relevant Health Board to jointly prepare a Children's Services Plan for the area of the local authority, in respect of each three year period.
- 3.2 As set out under section 3(1) of the Act, as soon as practicable after the end of each one year period, the Local Authority and relevant Health Board must publish, in such a manner as they consider appropriate, an annual progress report
- 3.3 Each annual report is required to provide a summary of progress made in the previous year, measured against the Children's Services Plan priorities and outcome measures. This report covers the 2019-20 financial year, (**Appendix 1**) which is the final year of the 2017-20 Children's Services Plan.
- 3.4 The Annual Report (2019-20) was approved by the GIRFEC Leadership Group on 8 September 2020 and endorsed by the Chief Officers Group on 30 October 2020.

## **4. SUMMARY OF IMPLICATIONS**

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

This report relates to the priority 'Provide opportunities where young people can achieve their potential to be the best they can be' from the Corporate Plan and to 'Building a better future for our children and young people in Moray' from the LOIP.

**(b) Policy and Legal**

The Children and Young People (Scotland) Act 2014 section 3(1) requires every local authority and its relevant health board to jointly produce an annual progress report in relation to the 3 year Children's Services Plan

**(c) Financial implications**

There are no financial implications arising directly from this report.

**(d) Risk Implications**

There are no risk implications arising directly from this report.

**(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**

An Equalities/Socio Economic Impact Assessment is not required as the purpose of this report is to provide the Committee with a copy of the approved Children's Services Plan Annual Report (2019-20).

**(h) Consultations**

GIRFEC Leadership Group membership  
Chief Officers Group membership

**5. CONCLUSION**

**5.1 The content of the annual report which has been approved in accordance with statutory requirements is noted.**

Author of Report: Susan Leonard

Background Papers: Children's Services Plan Annual Report 2019-20

Ref: SPMAN-1108985784-441

## Moray Children's Services

Annual Report 2019/20



**Moray  
Community Planning  
Partnership**

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## **Foreword Chief Officers Group**

We are delighted to present our third and final annual report for our Integrated Children's Services Plan 2017-2020. Throughout the three years, there has been a clear focus on achieving our priorities of having ambitious, confident, healthy and safe children in Moray.

The priorities were drawn from a number of sources including Moray 2026: A Plan for the Future, the Profile of Children in Moray, the Care Inspectorate Report and consultation with children, partners and wider stakeholders.

This last year has seen us make progress with our plan and the performance data shows that we have made many improvements to ensure better outcomes for children, young people and their families. The partnership have delivered a variety of quality services over the year with a focus on early intervention.

In order to design and reshape services in Moray to safeguard the wellbeing of children, young people and their families, we engaged with many different groups to capture their views. This work has also helped to inform our new Children's Services Plan, which has the voice of the child at the centre.

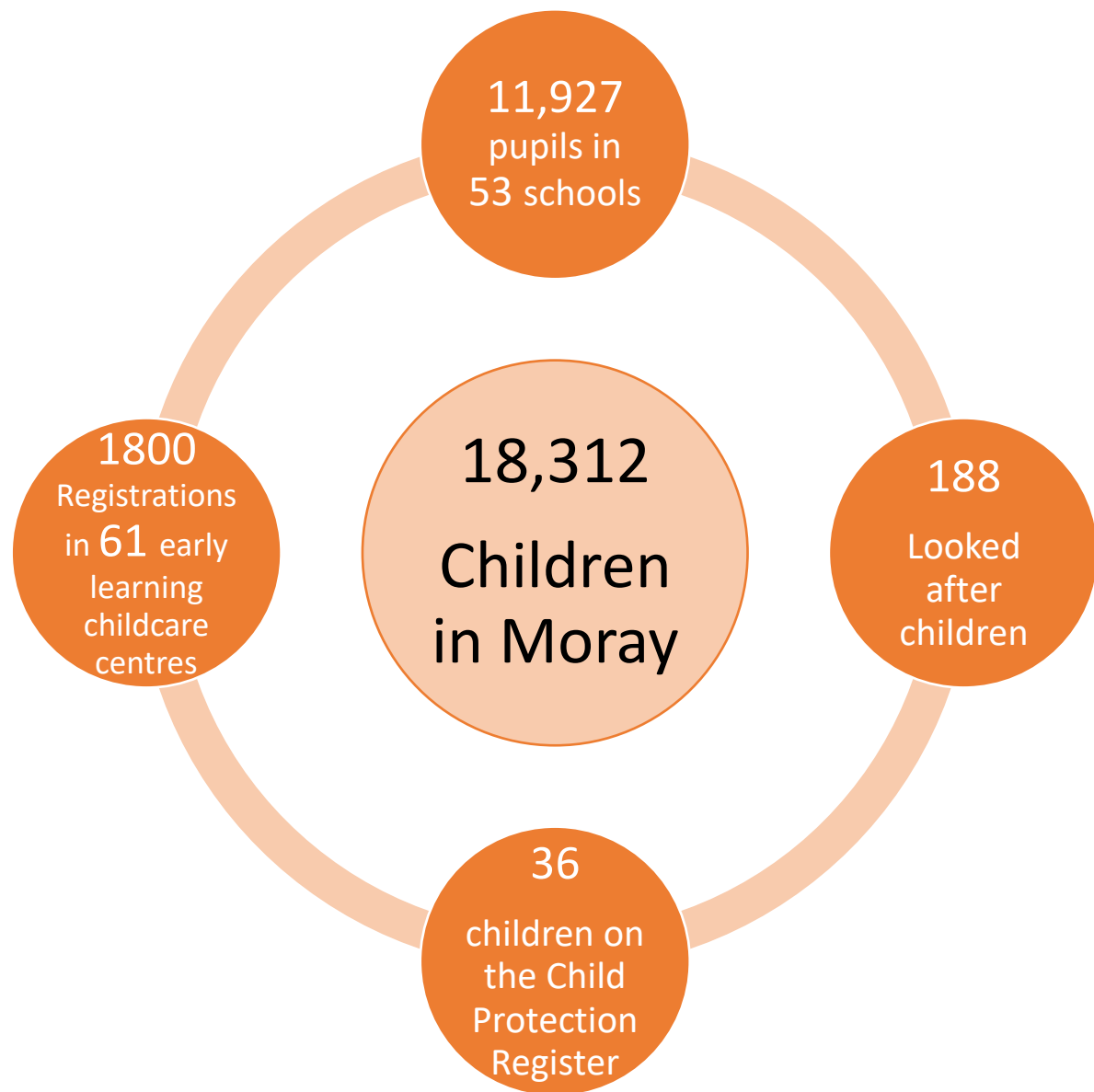
While this year has seen us achieve many things we can be proud of, we will endeavour to make further progress next year with the new plan. We will learn from the scrutiny and the range of self-evaluation, quality assurance and improvement activities undertaken so that we can positively impact the lives of Moray's children, young people and families.

We remain committed as a partnership to working together to improve the lives of families across Moray. The dedication of staff working across children services is unwavering and the progress to date would not be possible without their enthusiasm and commitment.

Roddy Burns  
Chief Executive Moray Council

George MacDonald  
Chief Superintendent Police Scotland

Caroline Hiscox  
Chief Executive NHS Grampian



## **Moray Children's Services Plan – Three years on**

Moray has three strategic groups who regularly report to the GIRFEC Leadership Group with progress on the areas of work they are responsible for. The groups are the Child Protection Committee, the Early Years Strategic Group and the Corporate Parenting Strategic Group. The Locality Managements Group's also report directly to the GIRFEC Leadership Group. Outlined below are some of the areas of important progress made by the groups over the past year to improve children's services in Moray.

### **Moray Child Protection Committee (CPC)**

#### **Key Achievements:**

- Improvement work around our IRD processes, recording of initial CP concerns and tighter processes.
- Improved joint working through Practice Reflection Improvement Short Module (PRISM) sessions and cascaded learning from case reviews.
- Improvements in the recognition and response to neglect, including the quality of child's plan referrals.
- Improved performance management information and analysis for child protection processes.

#### **Areas for Improvement:**

- Greater focus on evidencing impact and diverting resources to early intervention
- Ensure voice of children and parents are heard and informs improvements
- Conversations moving toward a strengths based approach to assessment and management of risks –seeing families as the experts
- A whole family approach and improved working between adult and children services

### **Early Years**

- Purpose built nurseries in Cullen and Pilmuir (Forres) have been completed as well as extensive renovations at Lady Cathcart nursery in Buckie. All are providing the enhanced 1140 hour provision. This expansion has resulted in 80 new places for pre-school children.
- Continued work to diversify the Early Years workforce with the creation of CHAMP (Childhood and Men in Practice) college course in collaboration with Moray UHI. Recruitment of 5 more modern apprentices in February 2020, continuing on from the 2019 successful intake. This demonstrates our commitment to have a sustainable programme able to expand childcare provision in Moray
- The Baby Steps initiative, aimed at pregnant women with a BMI greater than 30, continues to go from strength to strength and recently collected the Inkwel Choice Award for Community Engagement and Partnership working

### **Corporate Parenting**

- A range of awareness raising sessions delivered at meetings and events hosted by Moray Drug and Alcohol Partnership, Who Cares Scotland and Locality Groups. They focused on promoting Corporate Parenting responsibilities and issues affecting Care Experienced Young People
- 20 CEYP involved in the Better Meetings project
- 12 Young People attending the Champions Boards Event, ensuring their voice is heard on matters affecting them
- Development of Mentoring Young Talent Programme across Moray secondary schools designed to help develop talents of care experienced young people in order to increase their employment options on leaving school
- Themed Health and Wellbeing Champions Board Event held to promote healthy lifestyle and clarity on accessing services
- Rapid adaptation of support structure across all Corporate Parents to ensure CEYP needs are still met during the COVID-19 pandemic

### **Locality Management Groups (LMG's)**

- The LMG's led on consultation for the new Children's Services Plan – 376 children, young people and frontline practitioners actively engaged through 9 workshop events to identify priorities and actions which will deliver improvements for children and young people
- Locality networking events delivered throughout Moray to develop understanding of services and supports available to families and promote more effective partnership working
- Led the development of a multi-agency communication and engagement strategy to ensure effective 2 way communication throughout the Children's Services Partnership and coordinated engagement with children and families
- LMGs conducted 22 interviews with children young people and parents to capture their experiences of accessing existing mental wellbeing supports. They are now working with strategic Leads to shape the design of an early intervention wellbeing service to meet the gap in local service provision
- Moray West LMG and wider 3<sup>rd</sup> sector providers engaged with 50 community activists to collaborate and address the impact of poverty at a locality level



## Children's Services Plan Priority 1 – Ambitious and Confident Children

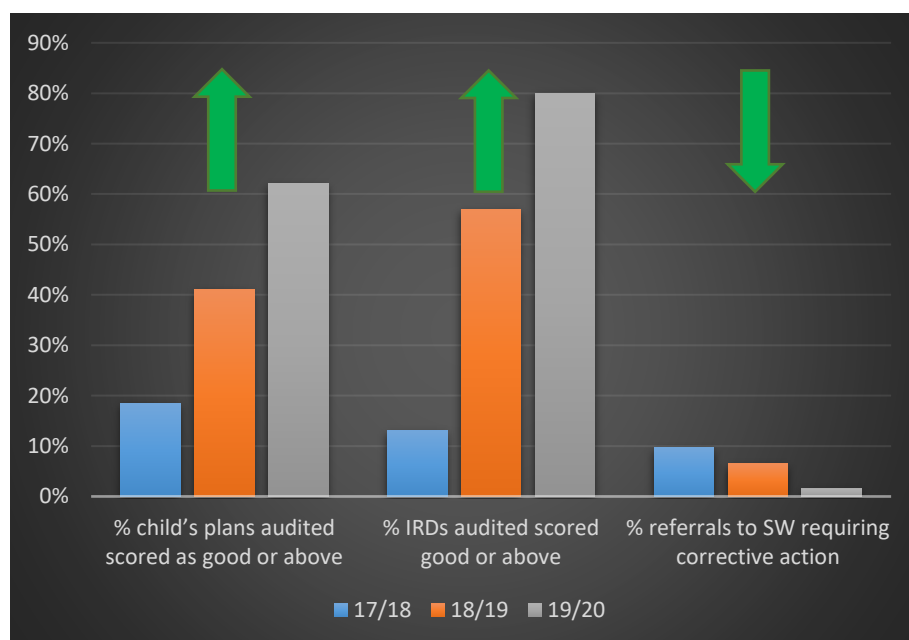
**AIM: We will quality assure and self-evaluate our work with children, young people and their families**

### Multi-Agency Practice Hub (MAPH)

The MAPH was set up in 2017 following recommendations from the Joint Inspection of Children and Young People in Moray, which took place in 2016.

It was designed to act as a scrutiny group to review the quality of referrals to Social Work and their subsequent response.

MAPH has worked well in terms of identifying areas of good practice and feeding back to practitioners and line managers. This helped with understanding Social Work thresholds and the suitability of referrals.



Moving forward, MAPH will be developed further to allow for more effective early intervention, delivery of supports and robust quality assurance around our practice.

### Community Learning and Development

Education Scotland HM Inspectors visited the Buckie area and communities of Portknockie, Cullen, Findochty and Portgordon in March 2020. As a result of partners working more effectively together and the role and function of CLD being clearer, HM Inspectors will make no further visits to the Buckie area.

- Work with young people in Buckie continues to be of good quality. They are gaining life skills and accreditation through a range of programmes including The Duke of Edinburgh's Award and the Mentoring Young People group.

- The P7 Transition programme at Buckie High School continues to support a positive transition from primary to secondary school. Senior pupils running the programme gain awards and develop leadership skills.
- Young people across Moray are starting to influence decision making through the Moray Youth Matters group.
- Parents at the Action for Children AB56 Group are achieving qualifications to help them secure employment. Parents appreciate being able to access these opportunities in Buckie. This is reducing transport costs and improving access.

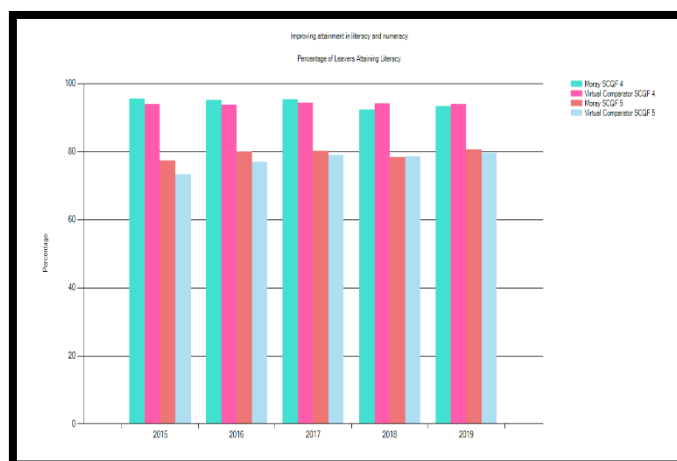
## Self-Evaluation

A comprehensive multi agency self- evaluation calendar for vulnerable children was developed and approved through GLG. It encompasses a range of activity throughout the year cumulating in the production of an annual quality and standards which will shape next year's improvement plan.

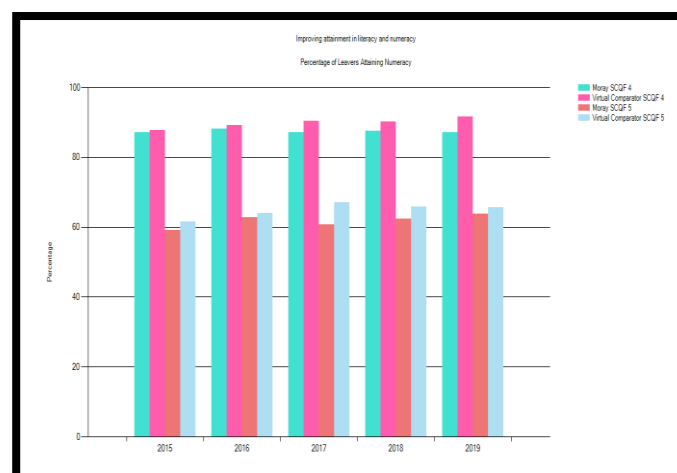
**AIM: We will close the attainment gap for our children and young people**

## Raising Attainment

Our attainment over time in Moray presents a mixed picture with some measures illustrating a positive and improving trend. There are some examples of good practice in both primary and secondary schools where an ongoing focus on raising attainment is linked to a clear curriculum rationale, strong leadership of learning and teaching and strategic improvement priorities. It is recognised that further focused work is required to raise attainment.

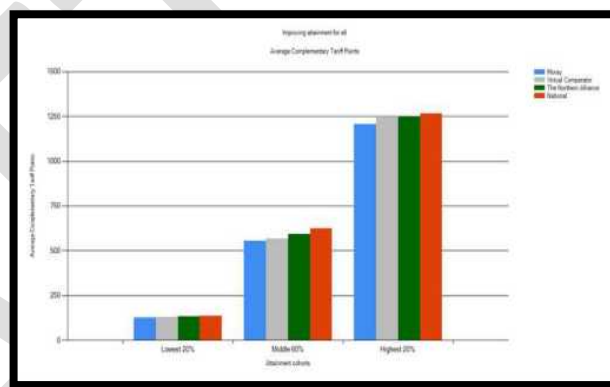
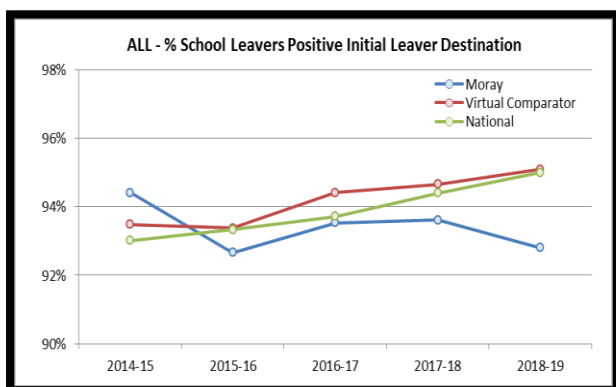
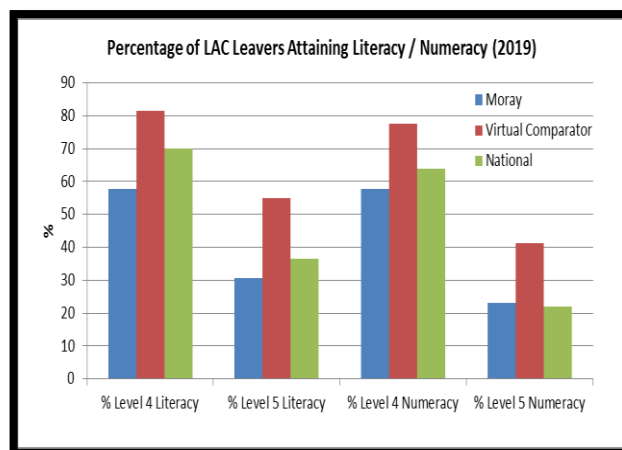


Schools have continued to use the Pupil Equity Fund (PEF) monies creatively in order to close the poverty related attainment gap. Primary School interventions include Number Talks and Talk Boost, which have both demonstrated development of solid foundation skills. Writing workshops have positively impacted 5/10 pupils, who have moved up two thirds of a level.



The rate of Moray school leavers entering a positive destination decreased in 2018/19 to 92.8%, placing Moray well below the national average. This decrease can be attributed to administrative processes. A new and robust process has been established and will show in the 2021 data.

Working in partnership with Skills Development Scotland, we have embarked on an innovative and data led approach to improve post school destinations



**AIM: We will maximise the training, employment and education opportunities for all school leavers.**

### Developing the Young Workforce (DYW)

The Moray Skills Pathway is a single framework to progress gainful employment for all young people through offering opportunities to develop the skills, knowledge and attitudes required for the workplace thus supporting employers and Moray's economy.

The Moray Skills Pathway is primarily supported by 4 key partners:

- Moray Council
- Moray College UHI
- Skills Development Scotland, Moray
- DYW Moray Employer Group

The action plan continues to be implemented for the 3-24 years age groups. The Key achievements are:

- Through external funding 80 early years settings have received a range of tools to engage young children in conversation about work.

- **Career Ready**, a programme designed to connect young people with employers, is now embedded in **all 8 secondary schools** with annual growth in both students and companies supporting.

Programme Year	Young People Graduated/Participating.
2017 - 2019	39
2018 - 2020	44
2019 - 2021	55



- Pathway planning for all S3-S6 pupils in place in all secondary schools involving school/college links to support our most vulnerable and disengaged young people. The impact of this can be seen in the 91.3% of 16-19 participating in education, training or employment.
- All S3 pupils from all 8 secondary schools attended taster days at Moray College UHI, to ensure they understand the options available throughout the Senior Phase at school.
- All secondary schools are involved in partnerships with Moray College UHI, the courses range from N5, H and Advanced Higher to vocational courses, as indicated in the table below:

YEAR	2017 – 2018	2018 - 2019	2019 - 2020
Pupils attending Moray College UHI	349	386	452
Foundation Apprenticeships completed	23	44	90
Awards Achieved	190	187	225

- Moray schools and partners are promoting a range of pathways post-school including the apprenticeship family through pupil and parent engagement
- The #nowrongpaths campaign which has been led by DYW Moray takes place annually in August and was supported by a wide variety of employers.

#### Next Steps:

- Continue to develop the range of work related qualifications on offer to learners
- Clear data on the impact of DYW activities in equality groups is lacking. Additional tracking and analysis is therefore being undertaken in this area
- Ensure all courses and curricular pathways lead to a positive sustained destination

#### Promoting Equity - Mentoring Young Talent Employability Programme -

In August 2019, Mentoring Young Talent, was launched in two Moray secondary schools, Buckie and Elgin High. The programme was designed to help Care Experienced Young

People discover and develop their talents in order to increase their employment options on leaving school.

During the first phase of the programme, 20 mentors were successfully trained. The young people also participated in and enjoyed a range of activities which involved the completion of wider achievement awards

Throughout this programme, all pupils have shown much improved attendance at school and behaviour has improved

During the second phase, all Care Experienced Young People in S1-S6 across Moray were offered the opportunity to be matched with a mentor for up to 12 months. To date, there have been 16 young people matched: 3 Buckie High; 2 Elgin Academy; 5 Elgin High; 2 Forres Academy; 3 Lossiemouth High and 1 Speyside High.

The benefits of the programme are

- Improved attainment
- Improved health and wellbeing of both the pupil and mentor
- Improvement in positive destinations, therefore closing the poverty gap

The next steps for the programme are to carry out an evaluation to establish the impact it's had and continue phase 2.

### **Culture & Practice**

Moray's public, private and third sectors have joined forces to provide a single point of contact for businesses and people to access information on skills, employment, training and support with the aim of boosting employment in Moray.

The group has developed a website and social media platforms for people to access and connect with what's on offer. They called it Moray Pathways (Learn: Train: Work).

The new joint approach is bringing together all existing training providers and the key employment support services. It provides an opportunity to work collaboratively to monitor trends and both establish and address any gaps in provision.

This innovative development supports the Scottish Government's aim to provide a local employability system that provides flexible, person-centred support and is easy to navigate.

### **Skills Development Scotland (Participation Measure) 2019:**

The annual participation measure takes account of the status of all 16-19 year olds.

- 3,744 16-19 year olds in Moray
- 91.3% participating in education, training or employment
- 67.5% in Education
- 22% in Employment
- 1.7% in Training & Personal Development
- 2.9% not participating
- 5.8% unconfirmed status

### **Activity Agreements (Moray Council)**

An Activity Agreement is an offer of continuing learning and training beyond school and is part of the Scottish Government guarantee under 'Opportunities for All'

The Skills Pipeline is a key element in Moray's employability and employment strategy. The Pipeline provides a route map identifying national and local service provision that is available to support people into employment through a staged process, at the core of which, is the identification of individual need.

Stage 1 is the engagement, assessment and referral phase. This helps to provide a baseline for the appropriate level of intervention and support for the young person.

**2019/20 - Number of learners (15-24 years) who participated: 76**

#### **Learner Barriers Faced:**

- At risk of not being in education, employment and training: 76
- Jobless Household – 34
- Registered Disability – 10
- Mental Health – 50
- Homeless/ Housing issues: 6
- Care experienced – 11
- Low income household – 35

#### **Outcomes / Milestones:**

- Positive Progression rate: 82 %
- Further Education / College: 28
- Training Provision: 26
- Employment: 8
- Modern Apprenticeship: 1

Priority is given to the most vulnerable young people who are provided with additional support and encouragement in addressing the barriers to progressing into a positive destination.

**AIM: We will ensure all children and young people are supported to be responsible citizens**

#### **Whole Systems Approach (WSA) and Early and Effective Interventions (EEI) including Diversion from Prosecutions –**

The focus of the Youth Justice Team in Moray is to engage with children and young people who are at the early stages of low to moderate levels of offending behaviours (EEI). This remit has become broader to include more targeted work with those young people in Moray who are displaying significant levels of challenging behaviours within their home, community and school environments, and who require an intensive or specialised support to reduce the level of risk and concerns. The current age range extends from 8 to 18 years.

For those young people aged 16 and 17 years of age, the Whole Systems Approach supports a joint approach with Criminal Justice and the Procurator Fiscal Service enabling us to work with young people who are suitable for 'Diversion' away from Prosecution where appropriate, and is aimed at stopping the development of the offending behaviours through further targeted interventions. This may for example be for a period of 5 -10 weeks working on a one to one basis, supporting a young person to access services such as housing, employment, substance misuse and /or educational supports. Other input may also include Court related visits and support for a young person while in custody.

The Youth justice team delivers a wide range of needs led supports and interventions for children, young people and their families 7 days per week, if required with the aim of preventing and reducing the identified behaviours and keeping the young person safe.

The impact of this work can be seen in the decrease in young people repeat offending, which has declined from 36.8% to 28.4%.

### **AIM: We will improve the availability of affordable childcare across Moray**

The phased roll out of the expansion of Early Years provision progressed to the third and final phase.

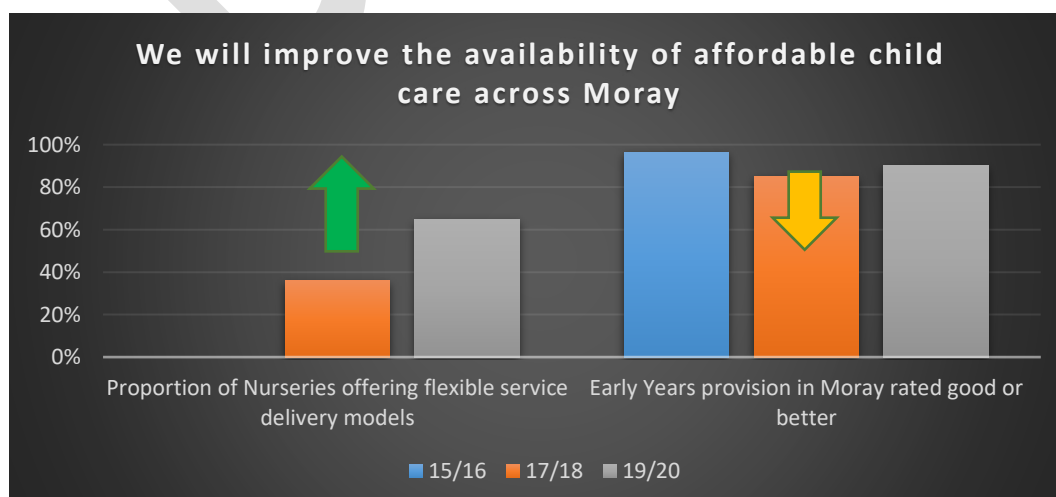
#### **Capital Build Programme**

Moray Early Learning and Childcare includes a capital build programme, where we are replacing porta cabins with new spacious purpose built nurseries.

The new settings opened during this reporting period at Lady Cathcart (Buckie), Cullen and Pilmuir (Forres) have overall increased capacity for pre-school aged children from 70 to 150 places. These settings will all be providing the enhanced 1140 hour provision.

These nurseries will be operational from August 2020 with Linkwood and Keith nurseries following in 2021.

There is also a substantial refurbishment programme planned. This includes renovations at Mosstodloch, Aberlour and Mortlach Nurseries. Plans are well underway to ensure that these enhanced facilities are open by August 2021.



## Early Years: Workforce Diversity and Modern Apprentices

Between February 2019 and 2020, 10 modern apprentices were recruited and provided with work-based learning opportunities while they completed their SVQ 3 Social Service (Children & Young People).

The composition of the Early Years workforce is predominantly female. There is a requirement to diversify the workforce and as well as reaping the benefits this brings, it also enriches the quality of learning and experience for the children, a key strategic priority within Early Years.

In January 2020, Moray Council worked in collaboration with Moray UHI to create a bespoke evening course called CHAMP (Childhood and Men in Practice). The course provided men with an insight into child development and the benefits of learning through play. The course ran for 11 weeks, 5 men successfully completed it and have been guaranteed a future interview with Moray Council.

**AIM: We will maximise opportunities for all children to participate in volunteer work and nationally recognised awards**

### Youth Achievement

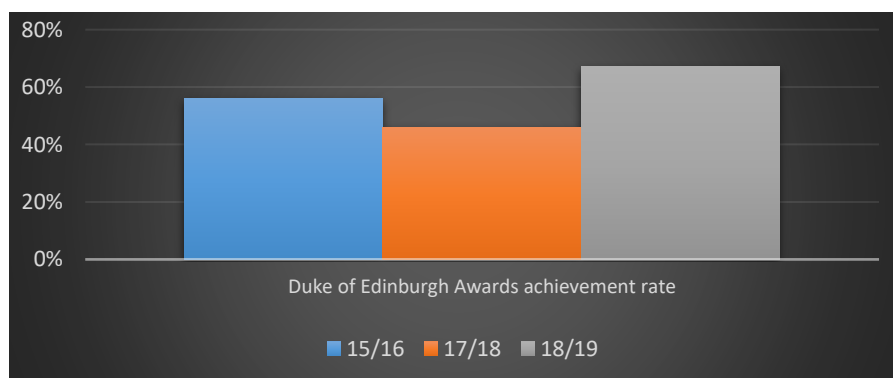
There is a strong picture of participation in children and young people's activities across Moray with a good variety of accreditation delivered by a range of local organisations.

The Duke of Edinburgh's Award is a voluntary, non-competitive programme that aims to provide young people, aged between 14 and 25, with an enjoyable, challenging and rewarding programme of personal and social development, regardless of gender, ability or background.

The majority of young people undertaking the Duke of Edinburgh awards are aged between 14 and 17 years. The latest figures show a 67% achievement rate, which is an increase from previous years.

198 Young People registered to take part in Duke of Edinburgh award and 133 achieved an award (85 Bronze / 31 Silver / 17 Gold).

The Moray Duke of Edinburgh's Award Committee continues to support the volunteers and participants taking part.





The Saltire Awards are a way for young people, aged 12-25, to gain nationally recognised certificates for the volunteering they do. The awards reward their commitment and achievements as they progress.

The award gained is dependent on the amount of hours spent volunteering and they are defined as, the Challenge, the Approach, the Ascent, the Summit awards.

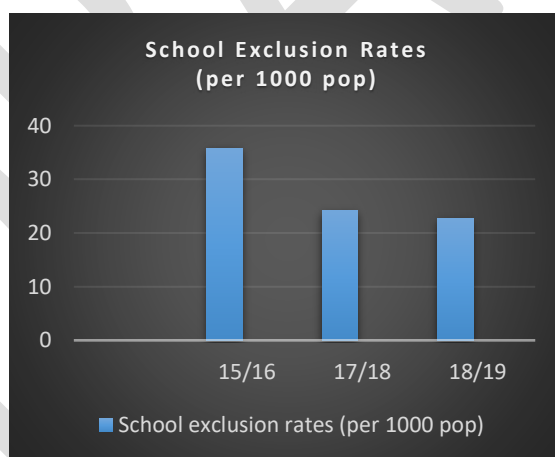
In 2018/19, in Moray, a total of 505 young people completed awards.

- 239 completed Challenge awards
- 165 completed Approach awards
- 101 completed Ascent awards

**AIM: We will ensure children achieve their educational aspirations –  
Exclusions from Schools**

Exclusions in Moray's schools have shown a reduction over the past three academic years, both in terms of individual pupils being excluded and also in relation to the overall number of incidents of exclusion. The attendance rates for both Primary and Secondary pupils has remained steady over the past three years

The overall reduction in exclusions is a result of improved behavioural support strategies within schools, the use of alternatives to exclusion and improved partnership working. Head Teachers, Additional Support Needs Staff and Social Emotional and Behavioural Needs Team staff have all contributed towards this improvement.



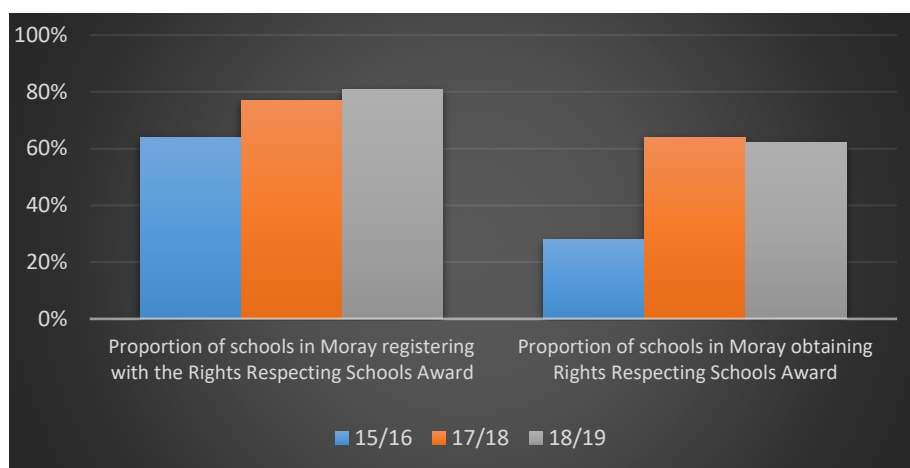
**AIM: We will consult widely with children and seek their views on our service and how to improve**

**Rights Respecting Schools**

A Rights Respecting School allows pupils to become more involved in making decisions which affect them. Moray has made great progress with the numbers of schools both registering for the Rights Respecting School Awards and those obtaining awards.

In 2019/20, 9 Primary Schools and 1 Secondary School registered for the awards. In Primary Schools, there were 3 Gold, 8 Silver and 15 Bronze awards obtained. In Secondary Schools, there were 2 Silver and 5 Bronze awards obtained.

The next steps will be for those schools who had been working on achieving awards to continue this work and the assessments which were due to take place to be completed.



## MORAY YOUTH MATTERS

Moray Youth Matters is our Youth Voice for Moray and formed in September 2019, with representatives from across Moray. 33 young people took part in forming Moray Youth Matters, representing seldom heard groups of young people, including care experienced, young carers, armed forces and disabled young people. They have been involved in a range of different activities including, a residential planning weekend, sharing their thoughts on children's rights with Scottish Government representatives and having their inaugural meeting at the Scottish Parliament. They also played a vital role in shaping the 2020-2023 Morays Children's Services Plan in terms of developing the vision and ensuring the views of young people in Moray were directly reflected within the plan.

## PARTICIPATORY BUDGETING

Participatory Budgeting has been a huge success for Young People in Moray. They delivered and participated in Young People Decide in 2018/2019, which was delivered in partnership with Moray School Bank. Through this process £60,000 was distributed to causes and projects being delivered or championed by young people. A large number of project ideas were put forward, of which 139 were funded.

4,895 individuals from across Moray voted for the projects – clear evidence of the extent to which young people want to actively participate in the decision making affecting their community. In response to this, the Scottish Government has awarded funds for a further project to be delivered through Money For Moray. Through this process young people will take part in participatory budgeting alongside the community.

TSI Moray have also run #YouChoose4 events in the past year with a focus on 'Be Healthy', and Connecting Communities through CHIME (Connections, Hope, Identity, Meaning and Empowerment).

There are a number of successful projects underway and impact will be evaluated on completion. The evidence tells us that young people in Moray have embraced Participatory Budgeting as a decision making tool and this was shown in the results of a recent event run by TSI Moray. The winners of both categories were young people.

### CARE EXPERIENCED YOUNG PEOPLE

The Better Meetings project allowed the formation of a collaborative group including young people and professionals to explore meetings from a care experienced person's perspective. It focussed on how it feels to attend formal meetings, what works well, what doesn't and what would make them better.

This was an opportunity for the young people to share their views with those who could make a difference. A total of 20 care experienced people between the ages of 9 and 24 years participated in the project.

A number of sessions were held and the key themes identified were

- Communication
- Environment and Atmosphere
- Personal Feelings and Worries

This is what care experienced young people thought was **negative** about their meetings...



What is **good** about going to your meeting?

- Everyone listens to me and lets me speak when I want
- I get to know what is going on and how they are planning my life
- I get to say stuff that's happening, get to hear what others are saying

The next steps for the project will be to take the feedback on board and collaborate to ensure that young people have a positive experience whilst attending meetings.

### Champions Board

The Champions Board is where young people can meet with managers from services such as the Local Authority, Health, Police and Social Work who have corporate parenting responsibilities to have their say about what is and isn't working in their lives. The meetings are every four months and have 12 young people consistently attending.

The group Little Fix, for our younger members, are also now consistently attending our Champions Board Event and are very aware of how important their voices are. This has been a huge progression for us in 2019.

Champions Board is looking to continue to develop and be instrumental in providing a platform for all Care Experienced Young People to have a voice.

Better meetings was one such project which stemmed from the Champions Board and the next stage will be to implement the young people's recommendations. The Champions Board will also be influential in ensuring accountability for all Corporate Parents in delivering The Promise, which aims to ensure the voices of care experienced young people are heard, listened to, valued and acted upon.

## **Children's Services Plan Priority 2 – Healthier Children**

**AIM: We will improve health supports and outcomes for children before they are born**

**Baby Steps**, an award winning Health and Wellbeing programme for pregnant women with a BMI  $\geq 30$ , is now in its third year.

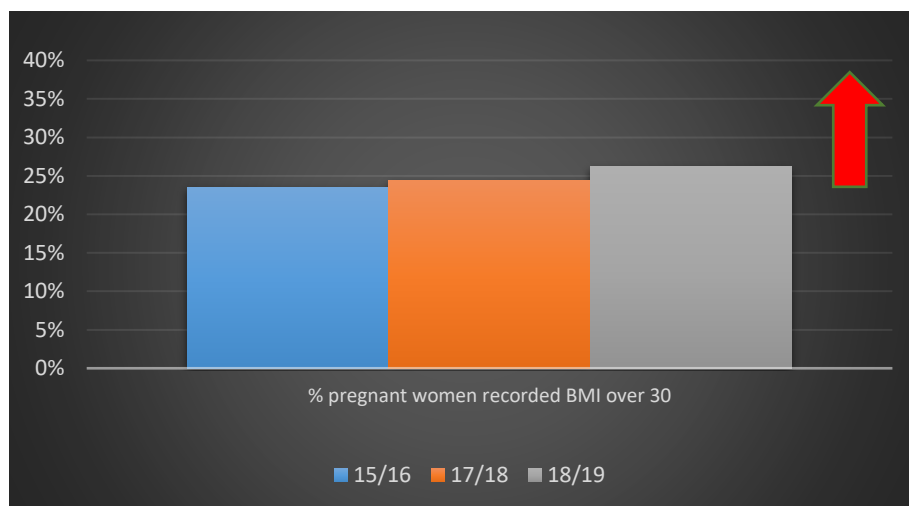
Over a quarter of the women attending for a dating scan were eligible and invited to attend the Baby Steps programme. 15.4% of them attended the programme.

The data collated demonstrates an improvement in the knowledge and skills of those who attended:

- 85% of the women are more aware of how to reduce the risks associated with BMI  $\geq 30$
- 82% felt healthier and more active
- 75% were more aware of support available to them in the community
- 61% are more confident that they can take steps to improve their health and wellbeing and have a greater understanding of food labels
- Over half of the women attending felt more confident cooking from scratch
- Over a quarter of the women felt more supported by family and friends

The number of women returning to meet once their babies are around 6 months old has increased by over 400% since the programme began in 2017.

**Feedback includes:** 'Baby Steps gave me the confidence to cook from scratch', 'I'm taking longer walks', 'I'm adding extra vegetables to meals', 'I'm now checking food labels'.



### **Baby Steps highlights include:**

National recognition: The Baby Steps team were invited to share their learning and lead a session at the Scottish Government's, Strategic Leads Improving Outcomes for Children and Young People Networking Event. Feedback from attendees was extremely positive.

Baby Steps won the Inkwell Choice Award for community engagement and partnership working. Further expansion of the programme is planned.

**AIM: We will improve health supports and outcomes for children and young people**

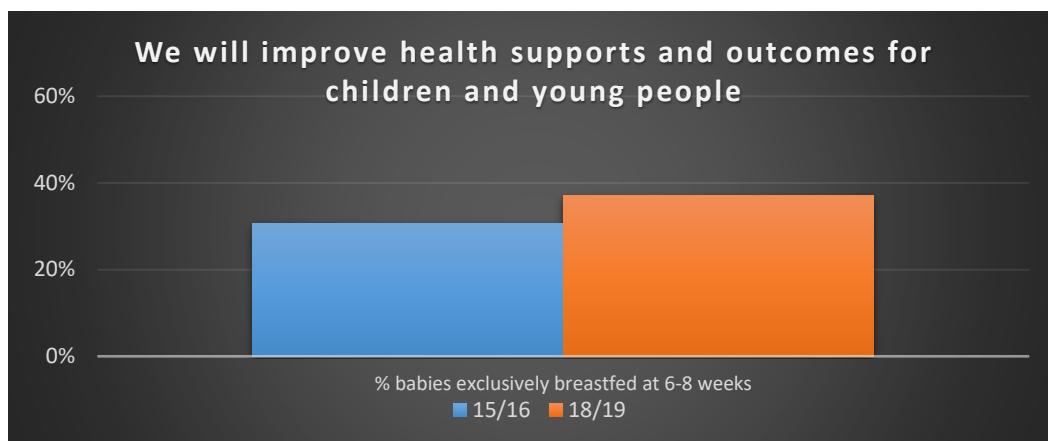
### **Breastfeeding**

Moray has trained peer supporters to provide breastfeeding support in a variety of ways including, groups, one to one support, online and telephone support. They meet weekly in Elgin, Forres, Buckie and Keith. ABM (Association of Breastfeeding Mothers) Mother Supporter training is available through NHS Grampian to enable more women to become peer supporters.

In August 2019, over 70 Moray mums, dads and babies gathered together to be part of the Global Big "Latch On" event as part of World Breastfeeding Week.

The event showcased support available to breastfeeding all mums and their families across Moray. Following on from this event- breastfeeding women were consulted about the feasibility of similar events and support that they would like to see in their localities. There is on-going work in relation to developing these supports.

The impact of this has been an increase in the percentage of babies being exclusively breastfed at 6-8 weeks to 37% in 2018/19 and UNICEF Baby Friendly Feeding reaccreditation being achieved.



The next steps are to continue with the good work which was ongoing prior to the COVID-19 pandemic to work with peer supporters and local businesses to embed Breastfeeding Friendly Scotland- a national, government scheme.

**AIM: We will ensure that all Looked After Children (LAC) experience improved health outcomes after becoming looked after**

#### **Themed Health & Wellbeing Champions Board Event**

In 2019, this fun interactive event encouraged the Care Experienced Young People and Corporate Parents to participate and visit the health and wellbeing stalls which included:

- Access to Leisure facilities
- Moray wellbeing hub with a focus on the adult and young person's pathways
- Healthy Lifestyle Info including; health point, tobacco and the smoothie bike
- Oral Health: child smile and dental services
- Know who to turn to; access to pharmacy, optician and GP
- Health Assessments and Flagging

Feedback from the 'stall' holders included:

*'There was a fantastic buzz at the event. I chatted to lots of people mostly about the pathway tools. I made some new and old connections which was fantastic, this has led to me getting more dates in the diary to promote Moray Wellbeing Hub. I was able to signpost some people to other services in Moray to support their presenting issues - Moray Wellbeing Hub*

*'I enjoyed this session very much. A few of the young people were not brushing teeth because of the strong minty taste of the toothpaste. We have two different toothpastes available, we gave these to the appropriate young people and signposted parents/corporate parents to where they can access these products. The young people who received these were very keen to start using the paste.'* - **Oral Health Educator**

The young people provided feedback around a range of health and wellbeing issues which was shared with services.

## **Health Assessments**

The UN Convention on the Rights of the Child ensures all children and young people have the right to have their physical and mental health needs met. To ensure we are achieving this for our Looked after Children we are improving the process for alerting medical staff when a child becomes looked after.

We have monitored the percentage of LAC health assessments carried out within 8 weeks of notification to the Health Board, and continually monitor and address barriers within this process that result in delays. In 2019, the percentage of children receiving health assessments within 8 weeks of becoming looked after was 68%.

It is recognised this is an area for development and future improvement.

### **AIM: We will ensure children and young people achieve the best possible mental health**

Mental Health Development Workers have been in post in Moray since 2017. This was a funded initiative for two years.

They helped to increase the ability of young people to better manage their mental wellbeing and also helped professionals build skills, knowledge and confidence to support these young people. This was achieved by delivering key training courses

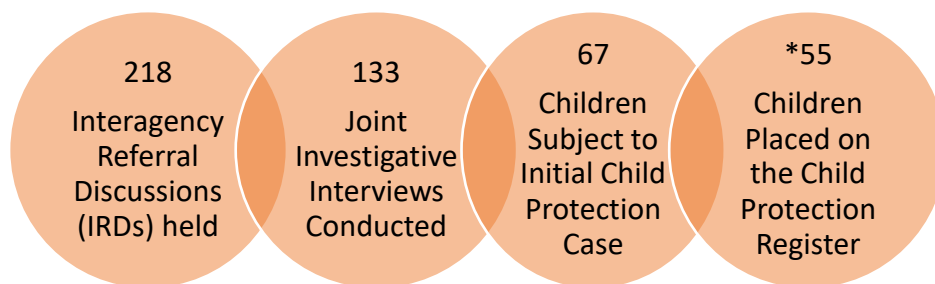
- Scottish Mental Health First Aid: Young People, delivered 15 times to 207 participants
- Healthy Minds: Mental Health Awareness, delivered 9 times to 292 participants
- Healthy Minds: Early Years Mental Health Awareness, delivered 3 times to 38 participants
- Helping Young People Cope with Anxiety, delivered 11 times to 178 participants
- Using Art Therapeutically, delivered 8 times to 114 participants

The next steps are to build on the good work started by the MHDW's and focus on the development of Tier 2 mental health and wellbeing supports for children and young people. This is a key priority within the 2020-2023 Children's Services Plan.

## **Children's Services Plan Priority 3 – Safer Children**

### **AIM: Children are safe from harm, abuse and neglect**

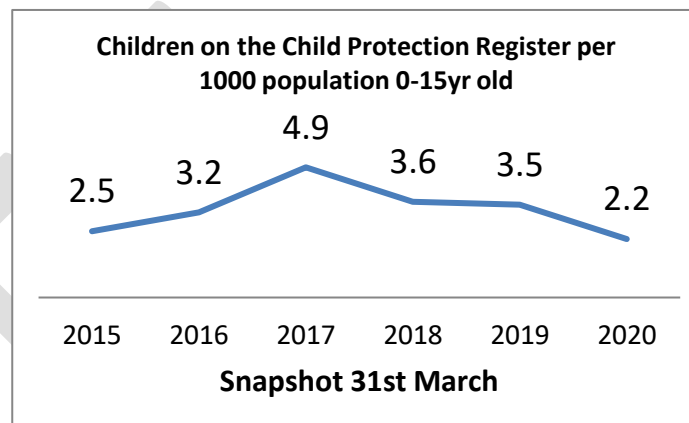
In August 2019 Moray Child Protection Committee welcomed a new independent Chair. This appointment has energised the work of the CPC, supporting the development of an ambitious and focused work plan over the next three years.



\*cumulative total 1st April 2019 - 31st March 2020

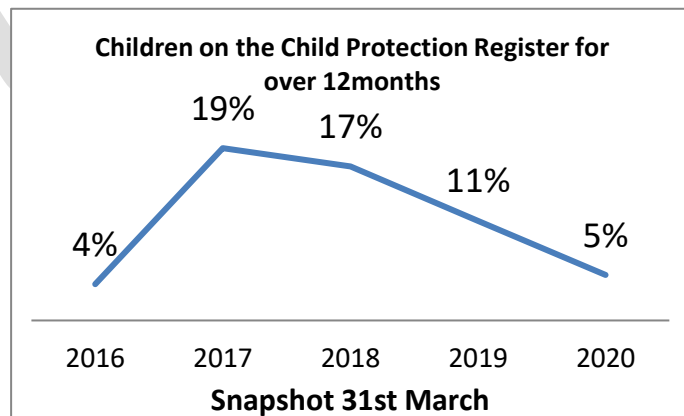
### **Number of Children on the Child Protection Register**

In 2017 Moray had more children on the register per 0-15yr population than anywhere else in Scotland. Registration rates have fallen over the last three years and are now below the national average of 2.8 (as at 31 July 2019). This is due to improvements in managing complex cases and fewer children placed on the register in recent years due to more robust child planning processes.

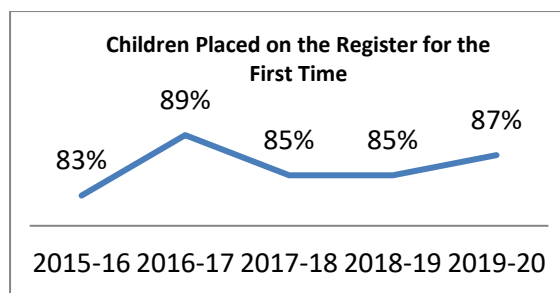


### **Length of Time on the Register**

Focused improvement work was undertaken to review cases for children on the register for over 9 months, and as a result there has been a reduction of the number of children that remain on the register for over a year. Nationally in 2019 17% of children were registered for more than a year. Moray is now well below the National average.



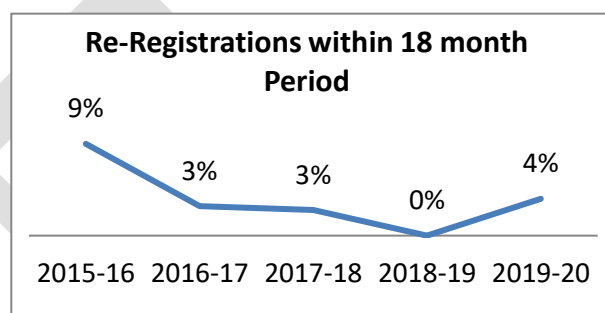




### **Children Re-registered on the Child Protection Register**

The number of children returning to the register is falling in Moray, with 87% of the children placed on the register for the first time. Nationally, 80% of children registered have never been registered before. This shows Moray's rate of 13% of children being re-registered is still below the National figure of 20%.

Of the children placed on the register in Moray, 4% were within 18 months of a previous deregistration. This is in keeping with the average nationally.



**AIM: We will improve multi-agency support for vulnerable children and young people**

### **Practice Reflection & Improvement Short Module (PRISM)**

PRISM is an open learning event where the evaluation of local practice that is undertaken by the local Child Protection Committee Significant Case Review Group, is shared and discussed with a multi-agency group of practitioners. Small group reflection is then supported and consideration is given to how local practice can be improved.

In 2019, 3 PRISM events were held and attended by a total of 173 practitioners from across the partnership. The participants increase in their knowledge and understanding as a result of engaging in this developmental multi-agency opportunity.

Moving forwards, the intention is to have regular PRISM events embedded in the workforce development calendar of opportunities.

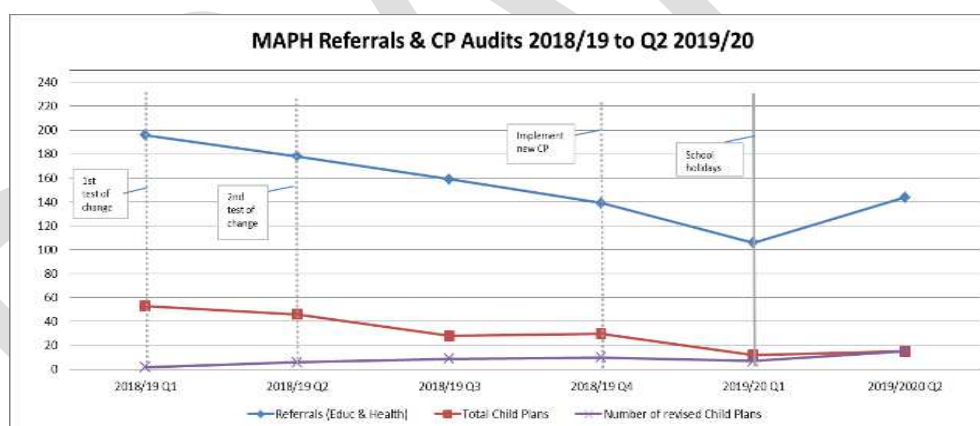
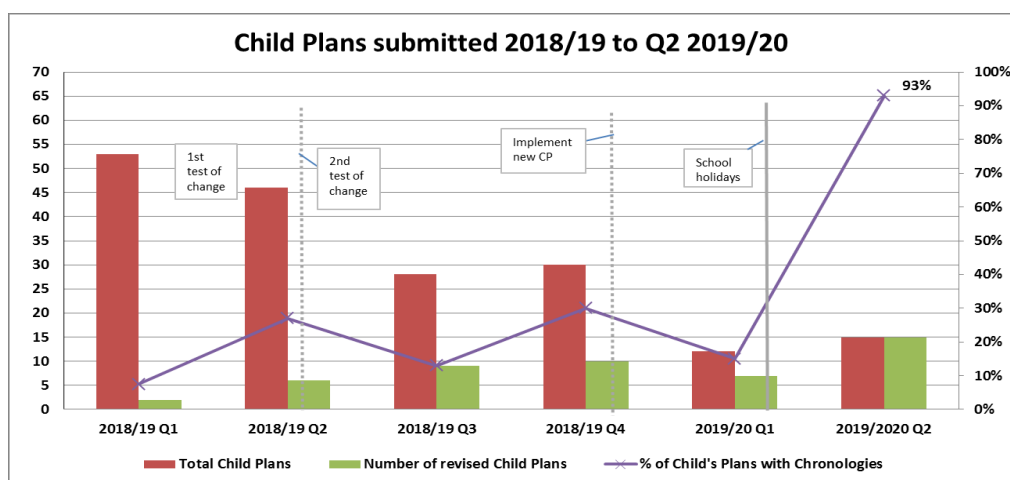
### **Effective Child Planning Process -**

A review of the Child Planning Process was commenced in Moray in 2018 and using Quality Improvement Methodology as the framework to make the change manageable and effective, the process was revised.

This worked continued in 2019/20 and following small tests of change being undertaken in Buckie and Forres, the project moved on to the implementation stage Moray wide.

Through an increase in staff training and development, the following improvements have been made,

- Improved understanding of staged intervention, which has led to less referrals to targeted services
- An emphasis on having the voice of the child and family at the heart of the process, allowing them to actively engage in the change
- Improved understanding of the value of chronologies, evidenced by the increase in numbers being submitted with the Child's Plan

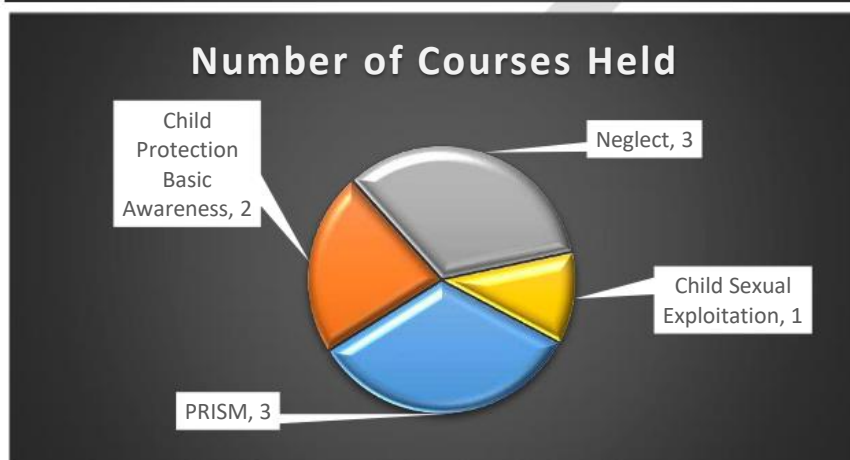
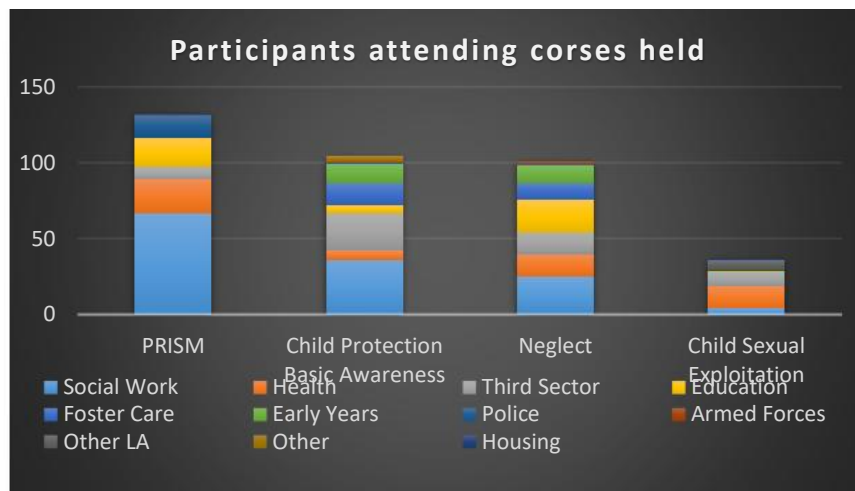


This approach to revise the Child's Planning Process earned the project a place at the finals of the Scottish Government Quality Improvement Awards.

**AIM: We will protect children from child sexual exploitation and harm online**

### Child Protection Inter-agency Training

In 2019, a core course calendar was offered to practitioners covering the areas of child protection basic awareness, neglect and child sexual exploitation. The Moray CPC will develop its strategy to deliver interagency child protection training in 2020/21 based on a training needs analysis.



## Key Priorities for 2019/20

Detailed below is our progress against the key improvement priorities outlined in our previous annual report.

### **Children's rights are met, their voice is heard and they are enabled to shape strategy, policy and service delivery:**

A local draft Children and Young People's Rights and Participation Strategy was developed, at pace, in 2018, it outlined that good practice existed across Children's Services. However, it also highlighted areas for development and improvement:

- Need for an agreed strategic and systematic approach in place;
- A method to monitor and demonstrate the level of impact of engagement and participation activity taking place; and
- Adequate resource, so to ensure that children's rights and participation is universal, effective and consistent across the Community Planning Partnership.

The Children's Rights and Participation multi-agency working group was established in order to both assist in meeting our statutory obligations under the Children and Young People (Scotland) Act 2014 to ensure that the United Nations Convention on the Rights of the Child (UNCRC) requirements and to address identified areas for improvement.

The group has mapped current engagement and participation activity specific to children and young people as per The Rights Wheel/SHANARRI Indicators

This exercise has identified areas for improvement in terms of seeking out and listening to the voices of children and young people, and more specifically the voices of care experienced young people.

The 'Voice of the Child' is a specific piece of work undertaken in the summer of 2019 by a Senior Social Worker and the Looked After Child teacher who actively engaged with our young people who were placed in care placements out of Moray.

They were privileged to meet and listen to the views of 26 care experienced young people in relation to what is important to them, which has resulted in the development of good relationships. What we learned was that they are craving a commitment from all our Care and Education staff to get to know them beyond the reports and paperwork. Connection and care are very important to our young people and it makes a significant difference when people look out for them, check in with them and remember them.

Feedback from these young people has resulted in the development of relationships and in order to help young people engage with school in a more positive way, we are moving to develop a "community of schools" approach. By using pre-existing relationships with a number of Care Experienced Young People in two area schools groups we want to build relationships with other CEYP in those areas to really further develop the "voice of the Child". The concept is for CEYP to feel more positive about being in school and be better placed to engage with whatever their programme of education looks like. This is an ongoing piece of work.

Moray Youth Matters, a representative group of young people from across Moray, led on the development of the 2020-23 Children's Services Plan. Through the locality planning arrangements in place, children, young people and families will co-design and deliver the improvement priorities identified.

This video explains what the plan is about, how we produced it and why we are committed to continuing to work together to put our plan into action. <https://youtu.be/FP47nj3QnRo>

Moving forward, we will continue to build on this good practice, ensuring that children and young people are meaningfully engaged in policy development and service planning and children's rights are embedded across children's services.

### **Systematic approach to the identification of Young Carers:**

In January 2019, Quarriers, the locally commissioned unpaid Carers service, began preparing, testing and reviewing a Young Carer Statement (YCS) template and process for Moray, to inform longer term practice in the identification and support of young Carers, in line with the requirements of The Carers (Scotland) Act 2016.

Through work with the Education Support Officer, approaches were made to the Primary Schools to introduce the project and seek agreement for ways to enable early identification and support for Young Carers in school.

A Young Carer Strategy Officer has been appointed and a Steering Group was formed to oversee and approve developments and enable reporting through integrated children's services structures. A draft Young Carer Statement was approved and introduced to two school ASGs (Forres and Lossiemouth). This allowed for testing and feedback before refining the document for wider rollout across Moray.

There were awareness raising sessions through class presentations and assemblies to highlight the impacts of caring and identify the 'hidden' young carers.

With the template in place, work is now ongoing to gain buy in from all schools to support the identification of young Carers. The steering group continues to work to mitigate identified risks associated with young carers.

Throughout 2019/20, there have been;

- 39 Young Carer Statements completed
- 8 Young Carer Statements reviews completed
- 45 New Young Carer referrals

### **Co-ordinated approach to reducing child poverty in Moray:**

Poverty has been identified as a priority in our Children's Services Plan 2020-2023 and through work carried out in the Realigning Children's Services programme, we now have more and richer data to help inform our planning around child poverty.

Fairer Moray Forum (FMF) has responsibility for the Moray Poverty Plan which is a live document and incorporates our Child Poverty Actions and statutory responsibilities with regard to the Child Poverty (Scotland) Act 2017 and the local implementation of 'Every Child, Every Chance'. The Local Authority and NHS Grampian leads for poverty, co-chair the Fairer Moray Forum.

Key achievements in the last year have included:

**Raising Income from Employment** - Pupil Equity Fund guidance was reviewed and shared with all Moray schools which have identified local poverty issues and developed specific action plans in their area to ensure young people from low income families and those that experience care experience have access to additional support and educational and vocational training. Moray skills investment plan has increased access to support training and development.

**Reducing the cost of Living** – Activities undertaken include "Cost of the school day" work, which works with children and families to mitigate the impact of poverty and provide local solutions. Moray Economic Partnership and Fairer Moray Forum arranged a meeting with Living Wage Scotland. Moray was awarded 2 years funding to deliver a parent employability project. The funding will be used to recruit key workers to provide one to one support. One will support parents out of work and one with parents in work.

**Increasing Social Security income** - The following wider partnership strategies have been implemented in Moray which will contribute to reducing the cost of living in Moray and therefore mitigate child poverty; Early Learning and Child Care plan, Moray Housing Strategy and the Moray Food Poverty Action Plan. All Health Visitors and Family Nurses continue to talk to families about financial inclusion and income maximisation through routine enquiry within the Universal Health Visiting Pathway.

**Child Planning process is effective in providing early support through integrated working practices:**

The Child Planning Process was reviewed in 2018 and has now been rolled out to all partners across all localities. Through an increase in staff training and development, the following improvements have been made,

- Improved understanding of staged intervention, which has led to less referrals to targeted services
- An emphasis on having the voice of the child and family at the heart of the process, allowing them to actively engage in the change
- Improved understanding of the value of chronologies, evidenced by the increase in numbers being submitted with the Child's Plan

The success of the project earned it a place on the shortlist for the Top Team Award for Embedding Quality Improvement as a Way for Working to Get it Right for Every Child at the Scottish Government QI Awards.

The Revised Child Planning Group has continued to meet regularly, but due to restrictions put in place as a result of the COVID-19 pandemic, much of the work of the group had to be paused.

There has been a significant increase in the number of plans submitted with a chronology and this is testament to the training and feedback delivered to staff on the importance of this to the overall plan. /

As the legislation for the Named Person Service has been withdrawn, the group have identified that there is a further need to review the Named Person Service within Moray. Education are currently reviewing their Named Person Service and will carry out a small test of change to ensure the use of paper work is appropriate and proportionate, whilst still adhering to the multi-agency child planning process.

During COVID-19, Child Planning Guidance was developed to support professionals with conducting child planning meetings online. This will continue to be developed and refined as it has been identified by children and families that this is an option they would like to remain in place post-COVID-19.

**Co-ordinated wellbeing and mental health services are developed to ensure the needs of children and young people in Moray are addressed early:**

The focus over the past year has been on the development of early intervention mental wellbeing provision to meet the needs of young people who are in distress, but don't yet meet the threshold of the Child and Adolescent Mental Health Services (CAMHS).

This gap in provision was identified through

- Evidence collated and analysed through the Realigning Children's Services programme undertaken in Moray – compared to other local authority areas who have participated in this programme the mental wellbeing scores, particularly for teenage girls were the lowest.
- The number of referrals to Child and Adolescent Mental Health (CAMHS) Services who did not meet criteria. In 2019, 20% of referrals to CAMHS were not accepted, as they did not meet thresholds for this specialist Tier 3 service and a further 30% were assessed and deemed unsuitable for treatment. This has created significant gaps and access and long waits for mental health support.
- Engagement with parents and frontline practitioners who identified the lack of responsive, early intervention support for young people in distress as a significant gap.
- In Adult Mental Health services there is evidence of young people coming into the service at age 18 with significant childhood adverse event and trauma that should have been addressed much further upstream in children's and young people's

services – historical gaps in service and long waits for mental health support has exacerbated young people's mental distress and it has become apparent into adulthood.

National and local evidence demonstrates that a family support model of delivery is most likely to deliver sustainable improvements. Engagement with parents through the development and delivery of the Life Coaching in Schools model and development of the Children's Services Plan (2020-23) highlight their desire to be upskilled to support their child's mental wellbeing and address areas of concern as early as possible.

The co-design and delivery of a holistic family support service in Moray is therefore a key priority. The experiences and views of children and families involved with mental health services in Moray have been captured and national and local funding streams have been identified.

The piloting of a co-designed family support service is a priority for the first year of our 2020-23 Children's Services Plan.

**The practice of staff across the partnership is of a consistent, high quality:**

A quality framework for children in need of care and protection and associated comprehensive self-evaluation calendar has been approved and is currently being implemented

The learning from self-evaluation activity is informing our multiagency workforce development plan, which has a child protection focus. This plan reflects the National Framework for Child Protection learning and development in Scotland 2012, which outlines that multi-agency learning and development should be delivered to three groups of staff: general contact workforce, specific contact workforce and intensive contact workforce.

In 2019, there were 6 courses held covering Child Protection Basic Awareness, Neglect and Child Sexual Exploitation. Key professionals previously involved in these topics were identified to lead on the training. These courses enabled a total of 236 participants from across a variety of agencies to attend.

In 2019, there were 3 Practice Reflection & Improvement Short Module (PRISM) events held and attended by a total of 173 practitioners from across the partnership. These events encourage open learning in a safe environment and allow discussion as to how to improve local practice.

The Moray Learning and Development Group, made up of training professionals from across the partnership, has been re-established. Their role is to coordinate the implementation of a robust multi agency training needs analysis and design and deliver training and development opportunities to improve practice. In the current uncertain times, the training and development programme for 20/21 will be delivered virtually.



### **What have we learned.....**

The final year of the Children's Services Plan has seen us make some good improvements across our three priorities – Ambitious and Confident Children, Healthier Children and Safer Children.

It has also been an opportunity for us to learn and plan for the future, as we continue to endeavour to get it right for every child. We have recognised we were over ambitious.

An evaluation of the Children's Services planning process was undertaken with key stakeholders in August 2019.

The following key areas for improvement were identified

- consultation and engagement with children and families should be more robust
- the action plan and measures require further development to ensure that improved outcomes for children and families can be evidenced
- linkage to LOIP and existing partners improvement plans should be more explicit
- Communication and ownership of the plan across the partnership needs further investment.
- The plan needs to be reviewed and revised in a more systematic way throughout its life span
- It needs to be written in a more user friendly way – language is important

### **Consequently, the following actions were taken**

- A more robust Joint Strategic Needs Assessment was undertaken, which included statistical trend data relating to the vulnerabilities of children, young people and families, as well as comprehensive feedback from children, young people and families collated through a range of engagement activities. This included data collected through the Realigning Children's Services Programme. The 2020-23 plan priorities were agreed through a series of workshops involving all key stakeholders.
- The high level action plans have robust outcome measures which were developed collaboratively by stakeholders. They will be reviewed regularly by the relevant strategic groups, locality planning groups and children and families affected by the particular issue
- The Children's Services Plan is being incorporated into the revised LOIP
- A clear communication and engagement strategy has been developed and is currently being implemented. Its aim is to ensure that everyone feels connected to the plan and work collaboratively to achieve our vision for children and families in Moray.
- As highlighted in the recent Independent Care Review, language is very important. A child friendly version of the 2020-23 plan is in development, led by Moray Youth Matter




As we move into the next phase, it is recognised the key drivers will be learning from the Independent Care Review and the effects of the national pandemic, COVID-19.

DRAFT






## Children Services Plan Priority 1 – Ambitious and Confident Children

 Performance improving 
  Performance declining 
  Performance is stable

**Aim: We will quality assure and self-evaluate our work with children, young people and their families**

Performance Indicator	Target	Baseline 17/18	Year 18/19	Current 19/20	Status
% child's plans audited scored as good or above	Increase	18.5%	41%	62%	
% referrals to SW requiring corrective action	Decrease	9.7%	6.5%	1.5%	
% IRDs audited scored good or above	Increase	13%	57%	80%	







**Aim: We will close the attainment gap for our children and young people**

Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 18/19	Status
Average Tariff Score	Increase	792	791	811	
Pupils achieving 5 or more awards at SCQF Level 5 or higher	Increase	57%	57%	61%	
School leavers with 1 or more qualification at SCQF Level 4 or better	Increase	97%	95.8%	96.4%	
Looked after school leavers with 1 or more qualification at SCQF Level 4 or better	Increase	70%	75%	76.9%	
School inspection areas assessed as satisfactory or better	Increase	80%	67%	80%*	



\*Primary schools Only

**Aim: We will maximise the training, employment and education opportunities for all school leavers**



Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 18/19	Status
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School leavers attaining level 5 literacy	Increase	79.9%	78.4%	80.5%	
School leavers attaining level 5 numeracy	Increase	62.7%	62.4%	63.9%	
16 - 19 year olds in education, employment or training	Increase	91%	91.2%	91.3%	
Children with additional support needs who enter education, employment or training following school	Increase	87.1%	90.2%	90.3%	
Looked after children who enter education, employment or training following school	Increase	58.3%	75%	73.1%	
Looked after school leavers, aged 16-19 years, in education, employment or training at 9 month follow up	Increase	72%	64% (16-17)	62% (17/18)	


**Aim: We will ensure all children and young people are supported to be responsible citizens**

Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 19/20	Status
Young people repeat offending within the fiscal year (aged 8-17 years old)	Decrease	36.8%	30.6%	28.4%	
Children referred to the reporter on offence grounds (per 1000 8-16 pop)	Decrease	6.1	11.2	10.0	






**Aim: We will improve the availability of affordable child care across Moray**

Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 19/20	Status
Proportion of Nurseries offering flexible service delivery models	Increase	-	36%	65%	
Early Years provision in Moray rated good or better	Maintain	96.4%	85%	90%	



**Aim: We will maximise opportunities for all children to participate in volunteer work and nationally recognised awards**

Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 18/19	Status
Duke of Edinburgh Awards achievement rate	Increase	56%	46%	67%	

**Aim: We will ensure children achieve their educational aspirations**

Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 18/19	Status
School attendance primary	Increase	95.6%	94.9%	95%	
School attendance secondary	Increase	92.5%	91.9%	91.9%	
School attendance Looked After Children <sup>1</sup>	Increase	96% (14/15)	87.5%	87.4%	
School exclusion rates (per 1000 pop)	Decrease	35.8 (14/15)	24.2	22.7	
School exclusion rates looked after children (per 1000pop)	Decrease	100.5 (14/15)	51.2 (16/17)	-	

**Aim: We will ensure all children and young people are supported to be responsible citizens**




Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 19/20	Status
Proportion of schools in Moray registering with the Rights Respecting Schools Award	Increase	64%	77%	81%	
Proportion of schools in Moray obtaining Rights Respecting Schools Award	Increase	28%	64%	62%	

**Children Services Plan Priority 2 –Healthier children**




 Performance improving
  Performance declining
  Performance is stable

<sup>1</sup> Biannual data


**Aim: We will improve health supports and outcomes for children before they are born**

Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 18/19	Status
% of mothers smoking during pregnancy	Decrease	18.6%	18.2% (16/17)	15.4%	
% of babies born with a health birth weight	Increase	82.7%	81.8%	81.6%	
% pregnant women recorded BMI over 30	Decrease	23.5%	24.4%	26.2%	


**Aim: We will improve health supports and outcomes for children and young people.**

Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 18/19	Status
% babies exclusively breastfed at 6-8 weeks	Increase	30.7%	36.2%	37%	
% children recorded with no developmental Concerns at 27-30months	Increase	75.8%	80.7%	-	
% of children with no evidence of dental decay at P1.	Increase	73.8%	75.5%	78.4%	


**Aim: We will ensure that children, young people and families have access to regular healthy exercise**

Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 18/19	Status
% Primary 1 children with healthy weight	Increase	76.7%	76.5%	78%	


**Aim: We will ensure that all Looked After Children experience improved health outcomes after becoming Looked After**

Performance Indicator	Target	Baseline 2015	Year 2017	Current 2019	Status
% LAC Health Assessments carried out within 8 weeks of notification to Health Board	Increase	68%	60%	68%	

**Aim: We will ensure children and young people achieve the best possible mental health**

Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 19/20	Status
% CAMHS patients commencing treatment within 18 weeks of referral	Increase	34.5%	39%	67%	






**Aim: We will ensure children and young people are informed to make healthy life choices**

Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 18/19	Status
Rate of alcohol related hospital stays in 11-25yr olds	Decrease	314.3	335.1	264	

**Children Services Plan Priority 3 –Safer children**

 Performance improving
  Performance declining
  Performance is stable

**Aim: Children are safe from harm, abuse and neglect**

Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 19/20	Status
Emergency admission rates for unintentional injuries in children under 5 years (per 100,000)	Decrease	1048.6	1135.6 (16/17)	1256.2 (17/18)	
Maternities recording drug misuse (per 1,000 Maternities)	Decrease	10.4	12.7 (16/17)	15.2 (18/19)	
Number of children on Child Protection Registers per 1,000/pop <sup>2</sup>	-	3.9	3.7	2.2	
Number of Children and young people with Child Protection Orders per 1000/pop	-	0.7	0.7	0.6 (18/19)	
Number/1000pop Looked After Children	-	11.1	11.6	10.3	

<sup>2</sup> As at 31<sup>st</sup> March 2020

Number of Children referred to children's reporter - non-offence per 1000/pop

- 7.3 7 5.7



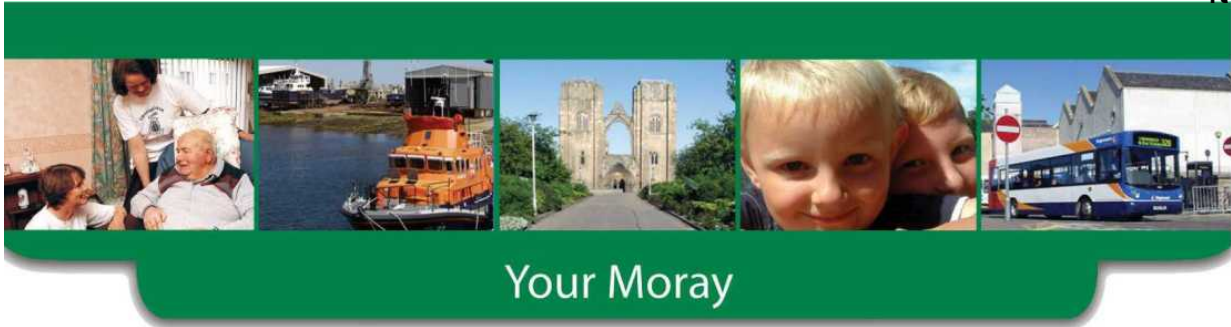
**Aim: We will ensure children and young people are safe at home, schools and communities**

Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 19/20	Status
% Looked After Children with more than 1 placement in year	Decrease	23.9%	30.6%	30.95%	
% Looked After Children being cared for in foster/family placements rather than residential accommodation	Increase	83.6%	78.4%	79.1%	
% Looked After Children in out of area placements	Decrease	9.4%	10.8%	8.5%	

**Aim: We will improve multi-agency support for vulnerable children and young people**

Performance Indicator	Target	Baseline 15/16	Year 17/18	Current 19/20	Status
% Children on the Register for over 12months	Maintain	4%	11%	5%	
% Child Protection re-registrations within 18months of De-registrations	Decrease	4.6%	5.8%	4%	





**REPORT TO: COMMUNITY PLANNING BOARD ON 24 NOVEMBER 2020**

**SUBJECT: THE PROMISE**

**BY: INTERIM CHIEF OFFICER HEALTH AND SOCIAL CARE**

### **1. REASON FOR REPORT**

- 1.1 To inform the Committee of The Promise and the expectations of the Independent Care Review

### **2. RECOMMENDATION**

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

- (i) review and understand the scope and scale of The Promise; and**
- (ii) give consideration to the implications for keeping the Promise.**

### **3 BACKGROUND**

- 3.1 On 5 February 2020, the Independent Care Review published seven reports, with 'The Promise' narrating a vision for Scotland, built on five foundations. With cross-party support and broad commitment to #KeepThePromise, Scotland, its statutory agencies, local authorities, third sector and thousands of children and families knew that much needed to change to make sure that all Scotland's children grow up 'loved, safe and respected.' Work has now commenced to make that vision become a reality.
- 3.2 **The Promise** reflected what over 5,500 care experienced children and adults, families and the paid and unpaid workforce told the Care Review in the hope that Scotland was listening.
- 3.3 It told Scotland what it must do to make sure its most vulnerable children feel loved and have the childhood they deserve. **The Pinky Promise'** made sure that Scotland's children could understand The Promise that had been made to them **The Plan** explains how this change must happen.
- 3.4 The Money and Follow the Money explain how Scotland can invest better in its children and families.

- 3.5 The Rules demonstrates the current legislative framework and how it must change to achieve The Promise.
- 3.6 The THANK YOU acknowledges the thousands of people who contributed to the Care Review.  
<https://www.carereview.scot/conclusions/independent-care-review-reports/>
- 3.7 Key matters relevant to the recommendation

### **The Promise report is built on Five Foundations**

These foundations must be at the heart of a reorganisation of how Scotland thinks, plans and prioritises for children and their families.

#### **Voice**

Children must be listened to and meaningfully and appropriately involved in decision-making about their care, with all those involved properly listening and responding to what children want and need. There must be a compassionate, caring, decision-making culture focussed on children and those they trust.

#### **Family**

Where children are safe in their families and feel loved they must stay – and families must be given support together to nurture that love and overcome the difficulties which get in the way.

#### **Care**

Where living with their family is not possible, children must stay with their brothers and sisters where safe to do so and belong to a loving home, staying there for as long as needed.

#### **People**

The children that Scotland cares for must be actively supported to develop relationships with people in the workforce and wider community, who in turn must be supported to listen and be compassionate in their decision-making and care.

#### **Scaffolding**

Children, families and the workforce must be supported by a system that is there when it is needed. The scaffolding of help, support and accountability.

- 3.8 The Care Review concluded that the current care system is failing to provide this foundation for too many children and young people. The Promise is not about tinkering with the current system but is an ambitious call to recalibrate whole systems and culture to ensure children have nurturing relationships in which to thrive. These relationships have to characterise by care and love by all those caring and working with children. Such a change to the way we support families will not be achieved by a partial disjointed and piecemeal approach. The partnership must work together to create an environment where love is possible. This means the purpose of the system must re-orientate from a protection focus (protecting from risk of harm) to one that focuses on reduces the risks to children of not having stable long term relationships. It is not that child protection is not important; rather it is about shifting the balance.

- 3.9 The Promise aligns with the priorities and ambition statements in the Moray Local Outcomes Improvement Plan to reduce inequality and improve quality of life. However The Promise demands a radical re-design of services and approaches around relationships and love and requires children, young people and their families to be involved in their design. As leaders across the partnership we have to live out the values of the Promise, shift culture to one orientated to relationships and care and mobilise resources across the partnership to achieve the aims of the Promise.
- 3.10 The Local Outcome Improvement plan and Children's Services Plan provides an enabling environment in which to take decisive steps under the ambitions for prevention, collaboration and service re-design. Designing services around need in way that normalises support through the clusters and universal services and de-stigmatise the ask for support
- 3.11 Family and nurturing family relationships are at the centre of the Promise. To achieve this, The Promise calls for an upscaling of universal support to de-stigmatise the ask for support which is so often a barrier to prevention. Collectively we need to lead action to strengthen families through preventative approaches by integrating family support within local communities. There is the need to be bolder about involving families through strengths based approaches, sharing resources and maximising capacity to deliver local support around need. This is central to the whole of The Promise and it will be the first priority of The Promise Team currently being established.
- 3.12 Care Experienced Young People told the Care Review they felt abandoned. The Promise calls for services for care experienced young people for as long they need them; an end to cliff edges and unnecessary transitions. In Moray we have some good initiatives and do very well by some children but not consistent and holistic enough. In Moray we are at the early stages of developing a holistic response to care experienced young people. Much stronger strategic action is required to bring housing; health and education and social work support to care experienced young people, addressing system barriers. We need to be reflecting on how we are meeting our corporate parenting responsibilities and further attention and commitment may be required here.
- 3.13 Based on listening to care experienced young people, The Promise states that brothers and sisters must stay together unless this is unsafe. We need to increase support to kinship placements and increase foster care capacity to make this happen.
- 3.14 The Promise recognises the importance of schools in the lives of our children. The Promise calls for criteria free community based access to therapies and family therapy for all types of family; birth, adoptive, and kinship.
- 3.15 #Keep the Promise was published in October 2020, and describes the work that will be undertaken at a National level to This document sets out The Promise's key priorities until 2024 (in line with the phasing outlined in 'the plan') and how The Promise intends to operate, the support it will offer and the work it will lead to ensure Scotland does #KeepThePromise. There is a programme of work over the coming months to devise The Plan set up to ensure, wholesale understanding of the work of change.

- 3.16 This document invites organisations to consider how they can #KeepThePromise to infants, children and young people and their families over the first three years of change, and then the subsequent six. This will inform The Plan.
- 3.17 Each local authority was contacted in September by the Promise implementation lead, whilst the national team is being recruited to, to ascertain the level of support that may be required in local areas.
- 3.18 Additionally a workshop is scheduled for 16<sup>th</sup> November 2020, to consider the Plan and create a local plan for action, hosted by the Corporate Parenting strategic group, twice delayed, April and July, because of Covid. This session will focus on three of the 5 foundations: Voice; family and relationships and on what meaningful data should be reported. As part of this development session, the current governance processes and where corporate parenting is within those will also be considered, given, for example, there has been no clear link with the Local outcome Improvement Plan reporting to date and the membership of the strategic group should be reconsidered. Keeping the Promise seeks to ensure opportunities, that extent beyond the needs of children who need care and protection, to those who need earlier support and intervention. The group welcome the opportunity to deliver further development sessions on The Promise to the Board.
- 3.17 The following link is the webinar used to prepare participants for the event.  
<https://thepromise.scot/assets/UPLOADS/VIDEOS/2020/10/KeepThePromise-Webinar-October-2020.mp4>

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

- 4.1 The Promise calls for a radical rethink of the complex and at times contradictory “care system” which is “complex, fragmented, multi- purposed and multifaceted entity which does not lend itself to easy definition” (pg 112, The Promise”. It is underpinned by 44 pieces of legislation, 19 pieces of secondary legislation, 3 international conventions, and straddles across 6 our of the 9 Scottish policy areas.
- 4.2 If we are to improve outcomes for our most vulnerable families and their children, we need to ensure that in Moray we are working in a way that fundamentally reflects the call to action of The Promise at all levels, from front line practitioners to strategic leadership.

#### **5 CONCLUSION**

- 5.1 **The Promise represents the most significant report on how Scotland cares for its most vulnerable children and families. It identifies significant shortcomings in the current care system and approach to supporting families. The rationale for change is a compelling one which challenges every element of how services need to be designed and how they need to respond, to improve lifelong outcomes. This will be done nationally and locally.**

**5.2 The Children's Services Plan 2020-2023 recognises The Promise and its ambitions, and is embraced locally. There will be support from the Promise Team to embark on the whole systems change required over the next ten years. However, we can expect to be challenged by them too: ten years is a long time in the lives of children.**

Author of Report: Joyce Johnston

Background Papers:

Ref: SPMAN-1108985784-447





Your Moray

## **COMMUNITY PLANNING BOARD ON 24 NOVEMBER 2020**

### **PROPOSED MEETING DATES FOR 2021**

2pm on Wednesday 10 February 2021

2pm on Wednesday 28 April 2021

2pm on Wednesday 23 June 2021

2pm on Wednesday 22 September 2021

2pm on Wednesday 17 November 2021

**Venues to be confirmed.**





# Children's Services Plan

2020-23



Children have the right to live in communities where their voice is heard and they are built up to be all they can be

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FINAL DRAFT

## Foreword - Children's Services Partnership

This plan sets out our joint vision and partnership approach to improving outcomes for children, young people and families in Moray.

It is based on a Joint Strategic Needs Assessment and extensive engagement with children, young people, parents, community based volunteers and staff in Moray. A core component of this has been the work undertaken over the past two years through our participation in the Scottish Government Realigning Children's Services programme. Through this process over 5000 young people aged 8-16 years gave us their opinions about their own health and wellbeing.

The development of our vision was led by Moray Youth Matters, a diverse group of young people from the different communities which make up Moray and representative of a wide range of equalities groups.

***“Children have the right to live in communities where their voice is heard and they are built up to be all they can be”***

All partners, including children, young people and families reviewed the results of the engagement activities and collectively agreed 4 priorities:-

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

This plan clearly articulates our commitment to working collaboratively with children, families and communities to tackle the big issues facing Moray.

The global COVID 19 pandemic and the health and safety measures implemented by the Scottish Government to stem the spread of the virus have clearly had a significant impact on the work of the Children's Services Partnership in Moray.

Resources have been refocused to ensure continuity in the delivery of essential services and partners have rapidly altered their method of delivery, with a greater reliance being placed on the use of digital technology.

Whilst the pandemic presents real challenges, it has also created opportunities to adopt more creative and innovative approaches to partnership working, with a clear focus on early intervention at a locality level. Notably, we have witnessed the incredible resilience of our local communities, as demonstrated by the rapid growth of community led supports for families. Nevertheless we understand that we are working during a time of unknowns: this pandemic does not come with a blueprint and predictable model that we can implement over time. This means that working together with our communities and in partnership has never been more important.

Our four high level priorities have been reviewed with this in mind and we have concluded that they remain valid in these exceptional times. As a partnership we will continue to be agile and responsive to changing circumstances. We particularly recognise the need to place specific focus on our more vulnerable children, young people and families. To do this both effectively and meaningfully, we will invest our time and resources in seeking out and actively listening to their voice.

Our collective commitment to The Promise, following the Independent Care Review, must be regarded as central to this plan, and built on the foundations of Voice; Family; Care; People; and the scaffolding and support system. Our work will focus on creating responses to families that are community based, responsive and timely; working with family assets; focusing on empowerment and agency; flexible; holistic and relational; therapeutic; patient and persistent; and underpinned by children's rights. This is entirely in keeping with the Scottish Government's Children and Families leadership group ambitions for family support, informed by the COVID pandemic.

Together we aim to ensure that our vision for Moray's children is realised.

Signatures:

Moray Youth Matters Group Representative \_\_\_\_\_

Moray Chief Officers:

\_\_\_\_\_

Roddy Burns

\_\_\_\_\_

Amanda Croft

\_\_\_\_\_

Campbell Thomson

## Section one: Introduction – What's the plan about?

This is the second Children's Services Plan (CSP) in Moray which will build on the achievements of the previous CSP 2017-2020. We have taken a shared approach to developing the plan where all partners share a common goal and agree priorities to meet the needs of children, young people and their families.

Our strategic planning approach ensures the plan is joined up, evidence based and shaped and informed by analysis of need, a mapping of services and extensive consultation and engagement with children, young people and families. It is therefore important that children and families who use our services, and the wider community, can access and engage with the ongoing development and review of the plan.

### Purpose

The plan aims to describe how NHS Grampian and Moray Council will work together with all Community Planning Partners to create and maintain a local environment which improves outcomes for children and young people. It ensures that local planning and delivery of services is integrated, focused on quality and value through preventative approaches dedicated to safeguarding, supporting and promoting child wellbeing.

The plan is a live document which will evolve over the next three years as we work together as partners to design future services to meet the needs and improve wellbeing outcomes for children, young people and families in Moray.

### Scope

The scope of this plan includes all children's services provided locally by the Local Authority, Health Board and other Service Providers which falls into the categories "*children's service*" e.g. schools, health visitors, youth group, children and families social work or "*related service*" e.g. leisure services, drug and alcohol service. This includes services delivered by private or third sector organisations on behalf of, or in partnership with, the local authority, relevant health board or "other service providers" e.g. Police Scotland, Scottish Fire and Rescue Service. It spans the age range of birth to eighteen years old and extends to age twenty five for young people in the care system.

## Section Two: Working in partnership – how the plan was developed

### Shared Approach

Moray has a proven record of partnership working across agencies. Communication and engagement with service users and the wider public is embedded in our shared approach to strategic planning in a way which will help to achieve the best outcomes for children, young people and families in Moray.

Building on the strong partnership relationships, we established a Children's Service Plan Development Group (CSPDG) made up of partners from across children's services including Health and Local Authority services, Education, Police Scotland, Integrated Joint Board, and the 3<sup>rd</sup> sector. They have collaborated to develop a credible joint plan which reflects the shared priorities of key stakeholders and sets out the direction for future commissioning decisions and service redesign and development.

Strategic planning is crucially about establishing a mature relationship between different partners from across the public, third and independent sectors. It involves assessing and forecasting needs, linking investment to agreed priorities, considering the options, planning the nature, range and quality of future services and working in partnership to put them in place.

A range of activities were carried out to inform the CSP and **High Level Action Plans (Appendix 1)** including; a joint strategic needs analysis, service mapping, review of existing strategic priorities, review of finance, review of national and local policy/guidance, robust stakeholder consultation and engagement and a series of workshops at key points in the development of the plan. These activities are detailed in **Appendix 2- Communication and Engagement Plan** and **Appendix 3 - Joint Strategic Needs Assessment**.

### Realigning Children's Services (RCS) Input

Moray has taken part in the RCS programme which is run by the Scottish Government in partnership with Community Planning Partnerships (CPPs). It seeks to improve outcomes for children by supporting local improvement in joint strategic commissioning, focusing on evidence collection and analysis, service mapping and strengthening partnership working across children's services. The timing of this programme was beneficial in the development of the plan with the following activities being undertaken to inform the plan and supported by development workshops:



- Wellbeing Survey across Primary and Secondary schools
- Data Visualisation Tool
- Service Mapping
- Thematic Reports

### Communication and engagement

The CSP is the local authority and health board's vision for how public services used by children and families will develop in the local area, and it is therefore important that service users, and the wider community, can access and engage with it.

A wide range of communication and engagement activities have taken place during the development of this plan. These include workshop based development sessions; RCS school wellbeing surveys, parental surveys, and creative engagement activities with younger children and workshops with frontline practitioners. The co-production approach adopted aims to create a sense of shared ownership of the plan.

Moving forward engagement will be extended to include a wider range of partners for example primary care, secondary care and the independent sector.

The Joint Strategic Needs Assessment (JSNA) includes the stakeholder feedback which informed the plan.

### Timescale and Review

This plan sets the direction of travel for future planning decisions and service redesign and development over the next three years (2020-23) and will be subject to monitoring and review on an annual basis in line with government policy around The Children and Young People (Scotland) Act 2014. This will ensure it continues to respond to emerging needs and expectations of children, young people and families through future locality planning arrangements, local and national policy and emerging priorities.

This is not a static document; children's planning is an ongoing process. It is a live strategic plan and as such we look forward to engaging with all those with an interest in improving Children's Services in Moray to deliver on our plan between now and 2023 and review as required.



## Section Three: Our Shared Vision, Principles and Priorities

This section sets out our three year vision statement, our principles and values, and our strategic priorities. These are all designed to deliver progress and continuous improvement against the national and local outcomes, which are set out in the next section.

The **Care Inspectorate** says: *“An ambitious and compelling vision for children, young people underpins effective leadership of children’s services planning. A vision which is understood and shared by the senior leaders across the partnership reflects shared values, and which contains within it a challenge, directed by all partners, to deliver transformational change. The vision should inspire and energise staff across the partnership to work together to achieve their common goals.”* **Care inspectorate 2020**

### Development of the vision

Our vision was developed by listening to the views of children, young people and families who use services, those who provide services and those who deliver services in Moray and the wider community.

A draft vision and four strategic priorities were developed at an RCS facilitated event for key stakeholders which discussed the findings of the Realigning Children’s Services school surveys. Initially **“I grow up loved, safe and respected so that I can thrive and be me”** was agreed.

A diverse group of young people largely from the newly formed Moray Youth Matters group came together from across Moray to hear the key findings of the school survey and comment and contribute to the development of the vision. When the draft vision was shared with the young people, the language used did not connect with them. Young people didn’t like “loved” or “thrive”. They agreed that feeling “appreciated” and “supported “ by their families and community and having access to affordable services was particularly important to them.

Practitioners from across Moray also contributed to the development of the vision and strategic priorities at events across Moray.

Young people participated in developing a revised vision considering what was important to them in Moray to enable them to have the best opportunities in life. Discussion highlighted a wide range of lived experiences and what the key priorities meant to them. The process was challenging for the young people, however discussion was rich and supported the need for ongoing engagement with young people when planning and improving services. A further session concluded the agreed version with the young people.

## Our Shared Vision

**Children have the right to live in communities where their voice is heard and they are built up to be all they can be**

Crosscutting themes across the work carried out in terms of the vision were rights focused and there was agreement that children should

- **have the right to feel; happy, respected, supported, confident and safe**
- **have opportunities to be the best they can be**
- **be supported to learn**
- **live in a community that builds them up**
- **supported to live in communities that enable them to reach their full potential and have a voice that is heard.**

## Principles and values

Our principles reflect the four key principles designed around the GIRFEC approach which is embedded in rights for children.

- **A child-focused approach:** We'll put the young person and their family at the centre of all decision-making and the support that is available to them
- **Understanding wellbeing:** We'll look at the child's wellbeing as a whole to provide appropriate, effective support at the right time
- **A preventative approach:** We'll identify needs early so they don't grow into problems
- **A joined-up approach:** We'll work together in a coordinated way to consider what help a child requires to meet specific needs and improve their wellbeing

Through "Working together" with all partners including children, young people and their families, we will strive to ensure our collective resources are used effectively and efficiently to meet the needs of children in Moray. Support for our joint workforce will be key in helping them achieve positive outcomes for the children of Moray.

## Our Strategic Priorities

Four key themes emerged from our findings, informed by a process of community engagement and analysis of available intelligence about the needs of children and families in Moray. This included review of best practice and national evidence of 'what works' in

delivering integrated support to improve outcomes for children and families. The priorities were agreed and developed at a series of workshops, facilitated by the RCS team. The priorities reflect the areas that people felt were most important. We acknowledge that this is a live plan with a limited number of manageable priorities which will be reviewed on an ongoing basis.

Our shared vision for change will be achieved through the delivery of **4 key strategic priorities** and a wide range of related improvement actions.

**Priority 1: The wellbeing of children and young people is improved**

- Emotional and mental wellbeing
- Physical wellbeing
- Social wellbeing

**Priority 2: Children and young people are safe and free from harm**

- Safe in the community
- Impact of domestic abuse
- Impact of neglect
- Impact of parental substance use

**Priority 3: The impact of poverty on children, young people and families is mitigated**

- Address stigma
- Increase disposable income
- Overcome disadvantage

**Priority 4: Improved outcomes for looked after and care experienced young people**

- Stable and nurturing homes
- Positive educational outcomes
- Improve wellbeing
- Criminal and youth justice

## Approaches/ Models

Our approach to delivering improved outcomes for children, young people and families in Moray is based on GIRFEC principles – offering the right help at the right time from the right people.

The Moray Children's Services Partnership recognises that the key to improving wellbeing outcomes means a move to prioritise preventative and early intervention approaches.

The GIRFEC journey in Moray has been one in which significant emphasis has been placed on developing strong and collaborative partnerships between children, young people, their families, communities and professionals to find solutions to the challenges our communities are currently facing

The vision of GIRFEC is shared by all Community Planning Partners in Moray and is progressed through the leadership within the Children's Services Governance Structure.

To deliver the required improvements their efforts will continue to be integrated into whole system strategies, recognising that the most effective approaches are those that are embedded across organisations and are part of a whole system.

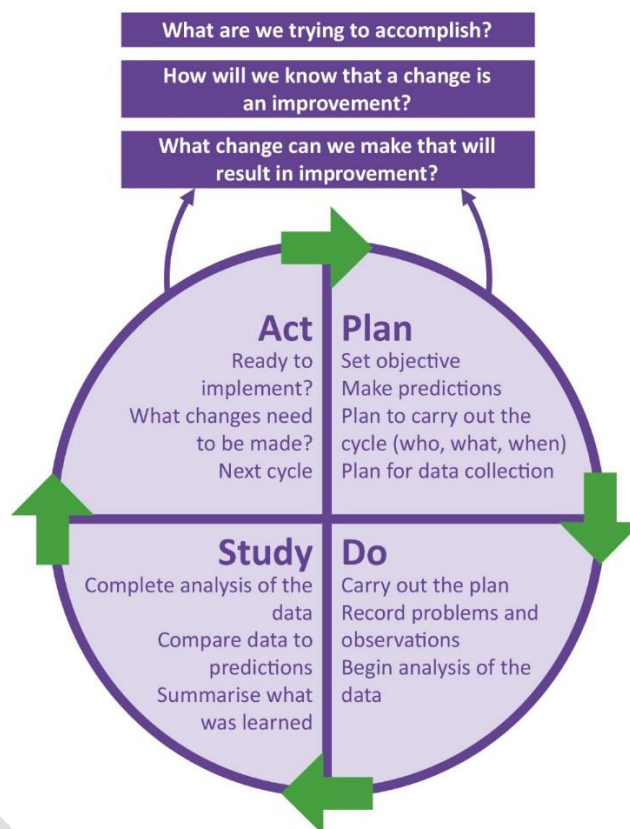


Our approach to improving outcomes is underpinned by **the Rights of the Child (United Nations Convention of the Rights of the Child)** which has 4 guiding principles:-

- non-discrimination;
- right to life, survival and development
- doing what is in the best interest of the child
- meaningfully engaging children and youth

This plan has been designed and developed in accordance with **Three Step Improvement Framework for Scotland's Public Services**.

Outcomes will be delivered by adopting the model of improvement – a systematic approach to testing improvements through our locality planning structures and scaling up.



## Section Four: Strategic Context

The Scottish Government's ambition is for "Scotland to be the best place in the world to grow up and the best place in the world to bring up children" and our Strategy is designed to support this high-level aspiration. It focuses on how this can be achieved within current national policy and strategic developments such as:

- The National Outcomes of the Scottish Government National Performance Framework, with a particular focus on children, communities, health and human rights.
- The Children and Young People (Scotland) Act 2014 with particular reference to National Guidance on Part 3: Service planning.
- The Scottish Government Policy - Getting it Right for Every Child (GIRFEC) that supports children and young people so that they can grow up feeling loved, safe and respected and can realise their full potential.
- The Scottish National Performance Framework 2019 with a focus on the key priority of improving Children's and young people's health and wellbeing.
- The outcomes of the Health and Social Care Delivery plan
- The UN Convention on the Rights of the Child (UNCRC) – with a focus on protecting children and young people's rights. Rights are a list of promises to children and young people to keep them safe and healthy.
- The Health and Social Care Standards that set out what we should expect when using health, social care or social work services in Scotland. They seek to provide better outcomes for everyone
- The Scottish Government Policy on Maternal and Child Health that focuses on the development of a Child and Adolescent Health and Wellbeing Action Plan which covers both physical and mental wellbeing.
- The Scottish Government Policy on Human Rights with particular reference to Children's Rights: we want to recognise, respect and promote children's rights. These include rights to be treated fairly, to be heard and to be as healthy as possible, consistent with Article 3: The best interests of the child must be a top priority in all things that affect children.
- The outcomes of the Every child, every chance: tackling child poverty delivery plan 2018-2022 with a particular focus on the Healthier, Wealthier Children approach.
- The outcome of the Independent Care Review (ICR) to deliver the Promise.

- The Moray Local Outcome Improvement Plan “Building a Better Future for our Children and Young People in Moray” relates directly to children’s services. It seeks to inform the following outcome where Moray is a place where children and young people thrive; a place where they have a voice, have opportunities to learn and get around; a place where they have a home, feel secure, healthy and nurtured; and a place where they are able to reach their full potential.

This Plan ensures that the planning and delivery of our services takes into account key policy legislation and guidance. The requirement of the Children and Young People (Scotland) Act 2014 has been particularly influential in formulating this plan but the policies strategies and legislation listed in **Appendix 4** provide an indication of the range of areas which have been considered when planning future services for children, young people and families.

The grid below shows the linkage and complex policy landscape:-

National Strategic Policy Drivers		Strategies/Plans outside the scope of but relevant to the Children's Services Plan for Moray			Strategies/Plans within the scope of the Children's Services Plan for Moray	
Independent Care Review final report 2020	Healthcare Quality Strategy for NHS Scotland	Public Bodies (Joint Working)(Scotland) Act, 2014	Children & Young People's (Scotland) Act, 2014	Commission on the Future Delivery of Public Services	The National Performance Framework	Child Poverty (Scotland) Act, 2017
Mental Health Strategy for Scotland	NHS Grampian Clinical Strategy 2016-21	Moray Housing Strategy	Children & Young People Information Sharing Bill	Physical & Sensory Disability Strategy	Caring Together 2010-15	Community Empowerment (Scotland) Act, 2015
Community Justice (Scotland) Act, 2016	Moray Public Protection Action Plan	Moray Mental Health & Wellbeing Strategy 2015 - 2025	Moray Local Outcome Improvement Plan 2026	Corporate Parenting Strategy 2020	Moray Physical Activity and Sports Health Strategy	Equality Act, 2010 Fairer Scotland Duty
Self Directed Support : Implementation Plan 2019-2021	Moray Economic Development Strategy	MDAP Delivery Plan	Moray Children's Plan 2020-2023	Moray Carers' Strategy	Learning Disability Strategy 2013 - 2023	See Hear Framework for people with a sensory impairment Scotland
Equally Safe	Moray Criminal Justice Strategy	Moray Child Protection Committee Action Plan	Moray Early Years Framework	Community Learning and Development Plan 2018-21	Domestic Abuse Strategic Framework	Curriculum for Excellence
Health and Social Care Standards	The Keys of Life National Learning Disability Strategy	MHSCP Strategic Plan	Moray Community Safety Strategy	NHS Grampian Child Health 2020 Strategic Framework	National Youthwork Strategy 2019 refresh	Getting It Right For Every Child
		Moray Autism Strategy 2014-24	Moray Additional Support Needs Strategy for Schools 2017-27	Bullying and Equalities Strategy		
	Scotland ESL Strategy 2015-26	Adult Learning in Scotland 2014 refresh	Community Learning and Development Regulation 2013	National Standards for Community Engagement		

## Financial Resource

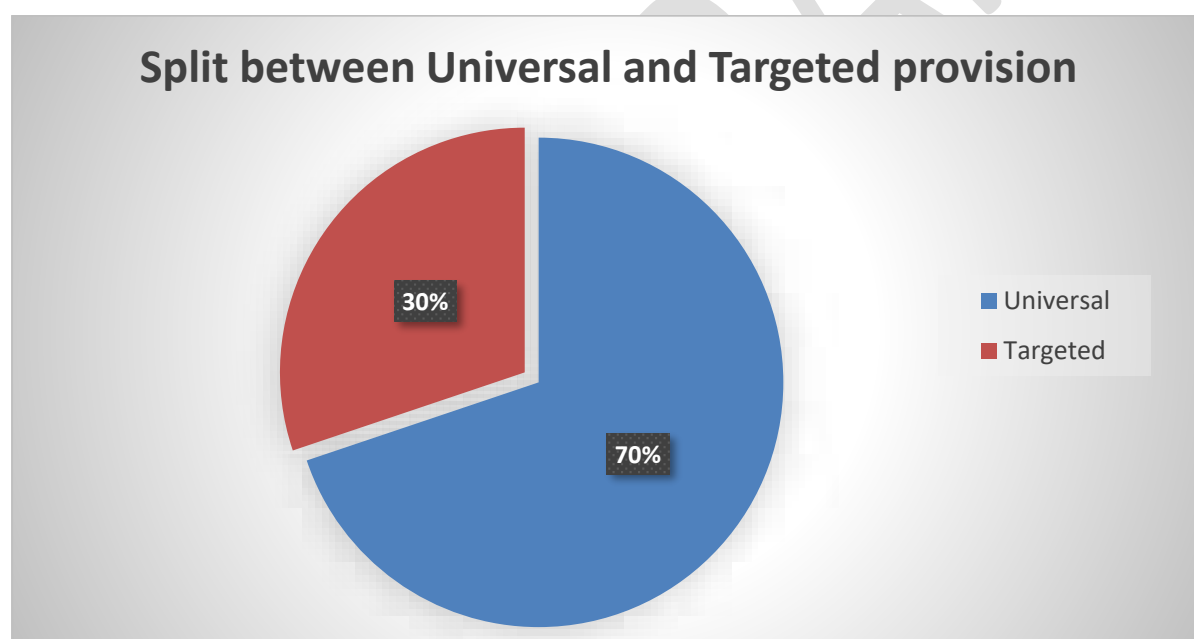
A detailed and complex service mapping exercise was undertaken which informed the financial details detailed below.

Throughout the life of the plan further analysis of service provision will be undertaken to inform how the partnership shifts investment towards prevention and early intervention.

In 2019/20 the total spend for Children's Services in Moray across Education, Social Work, NHS and our commissioned services with the third and independent sector amounted to approximately £121 million

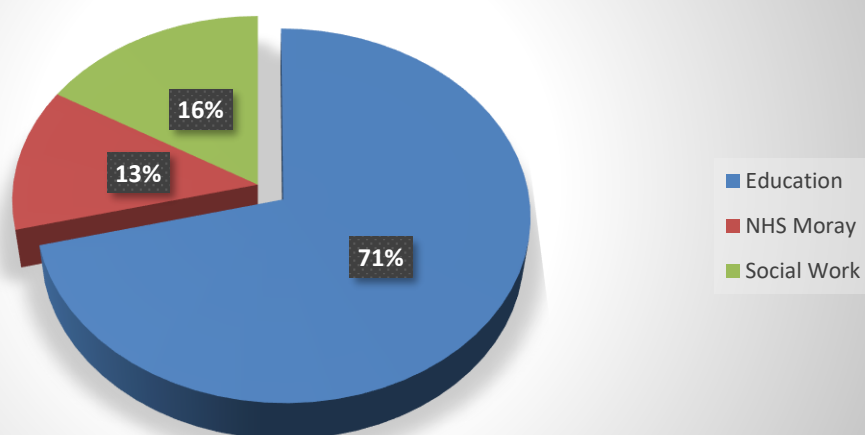
With a split of £84.4 million spent universal Services and £36.4 million on targeted provision.

The following charts show the consolidated expenditure for 2019/20 across Moray:

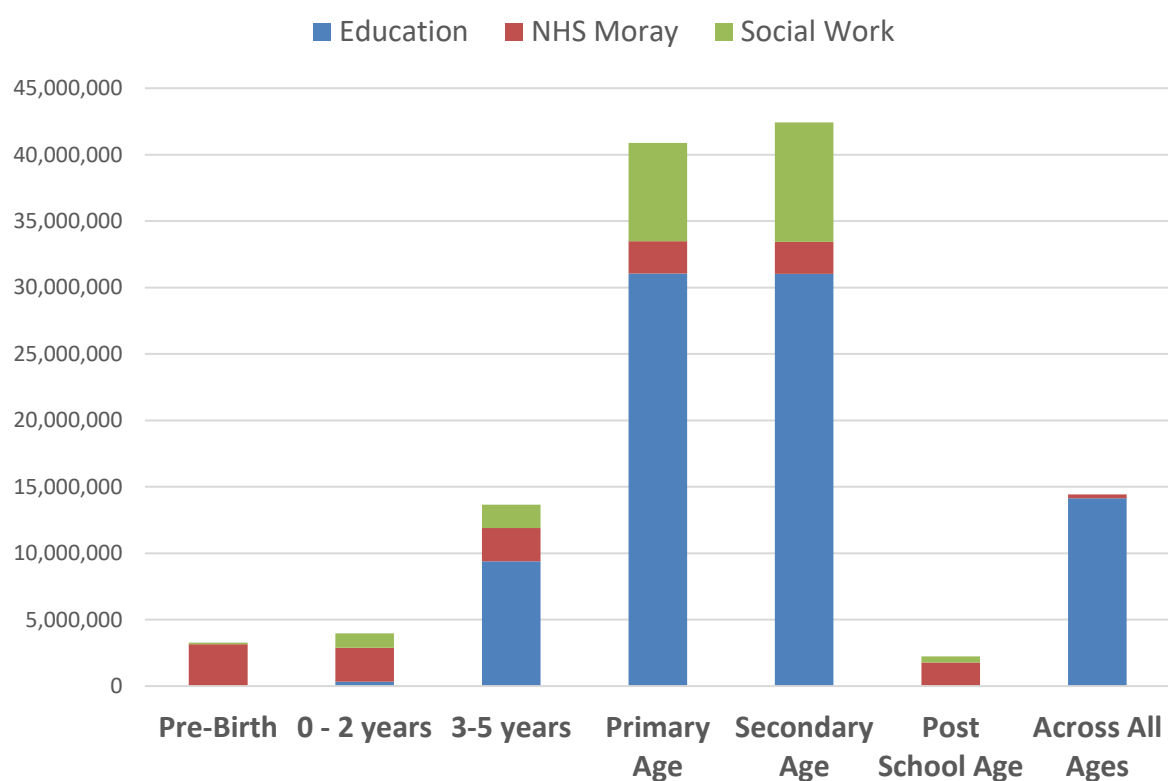




## % Total Spend by Service



## Total Spend across Age Groups



## Section Five: Key Achievements from our last strategy

Outlined below are some of the Key achievements in the course of our last strategy by themed strategic groups In Moray we have had four strategic groups which reported regularly to what was then the Executive Leadership Group.

### **Ambitious and confident children**

- 22% improvement in the quality of multi-agency child's plans referred to social work during the first year of the plan.
- 44% improvement in Initial Referral Discussion (IRD) minutes audited during the first year of the plan.
- 5% increase in number looked after children leaving school having attained 1 or more qualification at SCQF Level 4 or above during the first year of the plan.
- Significant increase in number of young people engaging in the Scottish Governments Youth Employment Strategy
- Additional 1140 hours of child care offered to 120 children as part of the Early Learning and Childcare Expansion
- Expansion of volunteering and wider achievement opportunities
- 11.6% reduction in school exclusions during the first year of the plan.
- Significant expansion of engagement with children and young people to identify need and co-produce solutions

### **Healthier children**

- Best Start and Family Nurse Partnership structures and staffing in place
- National award winning Baby Steps programme in place to support women with a BMI > 30 to take small steps to improve their health and wellbeing
- 6% increase in the babies exclusively breast fed during the first year of the plan.
- Reduction in number of babies exposed to second hand smoke
- Improvement in the number of children with no developmental concerns at 27-30 months
- Increase in number of physical activity opportunities available via Active Schools
- Increase in the number of health and wellbeing inputs in schools
- Raised awareness amongst frontline practitioners of the mental wellbeing supports available to children and young people

### **Safer children**

- Streamlining of processes to ensure a greater percentage of Social Worker time can be spent on responding to referrals
- Revised and improved child's planning process. Nominated for national Quality Improvement Award
- New approaches put in place for multi-agency staff to review, and reflect on practice with the aim of improving outcomes for children
- Improved awareness and understanding across the partnership of Child Sexual Exploitation

## Section Six: Our key findings – assessment of need

A number of planning and engagement activities have been completed to date during the information gathering stage which has informed the development of the CSP. This includes:

- Review of national and local strategic policy direction which informs the CSP
- Health and Wellbeing Survey (part of RCS programme work) detailing the voice of children regarding their wellbeing
- Additional survey work undertaken with children who were out with the age range for the RCS survey and their parents and online survey with parents of school age children
- Profile of Moray's Children to provide a clear picture of the needs of our children in Moray
- Service mapping across integrated services and commissioned services including financial information
- A series of workshops facilitated by RCS

### Wider challenges

There are a number of wider issues which are experienced across Scotland which will impact on the delivery of this plan in Moray:

- Workforce - recruitment and retention - i.e. Teachers, Paediatric Nurses, School Nurses, Allied Health Professions, Clinical Psychologists, Junior Medics/Consultants - for paediatric /obstetrics services.
- Diminishing resources in public services and other sectors
- Increasing demand on health and social care - and partner agencies/organisations
- Societal changes, i.e. increased use of technology, reduced social interaction - speech, language and communication difficulties. Poor diet, reduced physical activity - obesity and increased risk of long term conditions i.e. cardiovascular disease and diabetes
- Ageing population with increasing multiple long term conditions and complex needs
- Managing the societal and economic impact of the COVID 19 pandemic

## Moray Summary Headlines

- Moray has low levels of deprivation, however child poverty rates are rising. Most of our deprived families do not live in our most deprived communities. The issue in Moray is the working poor (low wage economy)
- Children in Moray make a good start in life. Although our breastfeeding, immunisation and child healthy weight evidence is in line with Scottish averages, Scottish rates are poor.
- Children and young people report very low levels of physical activity. Rates decline with age. Girls are less physically active than boys.
- Maternal obesity rates are above average and rising
- Baby's exposure to second hand smoke is higher than average
- Number of unintentional injuries are low, but steadily rising.
- Young people in Moray, particularly teenage girls, have poor emotional wellbeing and there is a lack of early intervention supports and services to help them
- Frequency of use of mobile phones increases with age. Those who report the highest use, report lower levels of life satisfaction
- School attainment levels and numbers of school leavers entering a 'positive destination' are improving, but are still below Scottish averages
- Young people's substance use rates are rising
- Outcomes for our more vulnerable children are significantly poorer
- Children and young people brought up in 'home settings' have the best outcomes
- Bullying is an issue for children of all ages
- In general, parents feel there is a lack of advice and support for them as their child gets older. Most support is available for parents of children aged under 3yrs.
- In particular, parents want to know how to better support their child's emotional wellbeing
- Emotional abuse is the most common child protection concern on registration
- Early identification of neglect continues to be a concern in Moray
- Low levels of reported incidents of domestic abuse. Concern that the issue is under reporting rather than low prevalence

Four Key themes emerged from our findings which were important to children and young people, their families and our partners across Moray.

Our findings are detailed below within these themes:

### Priority 1: The wellbeing of Children and Young People is Improved

The World Health Organisation (WHO) definition of health is **“a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”** They assert that physical and mental well-being is a human right, enabling a life without limitation or restriction.

Health can play a significant role in your feelings of wellbeing. And although we can't always control what hand we've been dealt concerning health, we can at least do the best with what we've got. Changing your mind-set can make a significant difference in your sense of wellbeing, as can fitness.

Feelings of **wellbeing** are fundamental to the overall health of an individual, enabling them to successfully overcome difficulties and achieve what they want out of life. Past experiences, attitudes and outlook can all impact **wellbeing** as can physical or emotional trauma following specific incidents.

Although our values can play a role in our wellbeing, so can our health. Even if you fulfil the goals you've set for yourself, a health issue could still throw you off track and negatively affect your sense of wellbeing.

Improving and maintaining good health starts with adopting healthy habits and Moray is committed to helping children develop healthy, sustainable changes for life. This is important as it :

- Adds years to life
- Improves recovery from illness
- Is associated with positive health behaviours in children and adults
- Is associated with broader positive outcomes
- Influences the wellbeing and mental health of those close to us
- Has implications for decisions regarding care practises and services
- Has implications for treatment decisions and costs
- Affects decisions about local services
- May ultimately reduce the burden on public services

**Physical Wellbeing** - is about being safe, sheltered and in good health and it is closely connected to mental well-being. If we have good physical health, we will automatically experience better mental and emotional well-being.

Good physical health is linked to fitness – being able to perform effectively the physical tasks involved in life as well as sport. Being physically healthy includes:

- enjoying being physically active
- having good balance, coordination and agility in everyday tasks as well as sport
- having the strength, stamina and suppleness required for daily life, work and play
- having fewer illnesses, diseases and injuries

Physical activity is an essential part of a healthy lifestyle. Linked to other positive lifestyle choices, it promotes good physical health and contributes to people's emotional and social wellbeing.

### **Moray Headlines**

- 36% of mothers in Moray breastfeed which is an increase of 6%.
- Maternal obesity rates are increasing and significantly above the Scottish average.
- 24% of P1 out with the healthy weight range.
- 17% of secondary school pupils report being physically active for an hour a day. 10% of secondary pupils are current smokers.
- 29% of secondary school pupils have drunk alcohol in the past week.
- 14% of secondary school pupils have tried at least one drug.
- childhood immunisation uptake rates are falling
- unintentional injuries in infants and children aged under 5 years of age is fluctuating with falls and poisoning being the two main causes

### **Emotional and mental wellbeing -**

"Mental health...is a state of well-being in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community."

Resilience - as in "being able to cope with the normal stress of life" is an important component of most definitions of mental wellbeing, with great relevance for the prevention of mental illness. Working productively and fruitfully is an important component from the point of view of economists, and in some studies is regarded as the primary component.

Emotional – or mental – health is linked to personal **wellbeing** – feeling positive about yourself. Being emotionally healthy includes:

- having self-esteem and self-respect
- being able to recognise and express feelings
- being able to manage emotions to suit the situation

- recognising and managing the factors that affect emotions
- feeling positive about life (which includes feeling useful and being optimistic about the future)

### **Moray Headlines**

- 20% of secondary school pupils self-reported high levels of emotional and behavioural difficulties through RCS Survey.
- Only half of children and young people referred to CAHMS are treated. There is a lack of prevention and early intervention supports.
- 50% of teenage girls reported medium to life satisfaction scores. Moray's scores were lower than other areas participating in the RCS surveys.
- More vulnerable groupings reported up to 50% lower levels of life satisfaction.



**Social wellbeing** - involves a person's relationships with others and how that person communicates, interacts and socialises with other people. It can also relate to how people make friends and whether they have a sense of belonging. For example, going to the movies with friends is being social.

Social health also contributes to wellbeing – feeling positive about interactions with other people and the wider world. Being socially healthy includes:

- being able to interact with a range of people and having a sense of belonging
- having respect, empathy and tolerance for other people
- being able to manage emotions to suit the situation

- recognising and managing the effects of actions on others
- being aware of rights and responsibilities

### **Moray Headlines**

- 43% of teenagers check social media every half hour out with school. These teenagers were more likely to have above average levels of social emotional and behavioural difficulties.
- Secondary pupils with at least 3 close friends have lower mental wellbeing scores. 30% of secondary school pupils reported having 3 close friends.
- 88% of primary pupils and 66% of secondary school pupils agreed that their local area was a really good place to live. Those living in rural areas were more likely to agree.

## Priority 2: Children and Young People are Safe and Free from Harm

Child protection is a complex system requiring the interaction of services, the public, children and families. For the system to work effectively, it is essential that everyone understands the contribution they can make and how those contributions work together to provide the best outcomes for children. Everyone working with children and their families, including social workers, health professionals, police, educational staff, voluntary organisations and the third sector, as well as members of the community, need to appreciate the important role they can play in remaining vigilant and providing robust support for child protection.

Improving outcomes for children and young people is a fundamental objective for all services and organisations. Ensuring that they and their families get the help they need, when they need it, will give all children and young people the opportunity to flourish. Agencies can improve outcomes for all children including Scotland's most vulnerable by adopting common frameworks for assessment, planning and action that help them to identify needs and risks and work together to address them appropriately. The key guidance for anyone working with children in Scotland is the [National guidance for child protection in Scotland](#) (Scottish Government, 2014). It sets out common standards for child protection services in Scotland, making it clear how all agencies should work together where appropriate to respond to concerns early and effectively and ensuring that practice is consistent and of high quality.

In Scotland, a child legally becomes an adult when they turn 16, but statutory guidance which supports the Children and Young People (Scotland) Act 2014 includes all children and young people up to the age of 18. Where concerns are raised about a 16 or 17 year old, agencies may need to refer to the Adult Support and Protection (Scotland) Act 2007, depending on the situation of the young person at risk. Section 21 of the National guidance for child protection in Scotland explains how professionals should act to protect young people from harm in different circumstances (Scottish Government, 2014).

### **Moray Headlines**

- An average of 50% of children from nursery to school leaving age report they have been bullied in the past month.
- Babies exposed to second hand smoke is considerably higher than the Scottish average.
- Care Inspectorate in-depth review Integrated Children's Services highlighted the need to continue to improve identification of cumulative harm and neglect.

FINAL DRAFT

### Priority 3: The Impact of Poverty on Children, Young People and Families is Mitigated

Children have no choice over the wealth of the family they are born into. Poverty is therefore unfair. Moray is committed to preventing poverty across the population where everyone has the chance to reach their potential, to make a positive contribution, and to raise a family free from worries about cold and hunger through the Fairer Moray Forum.

In a Moray without child poverty, all parents would have access to employment that provided a living wage; a social security system that provided sufficient income in the event of sickness, disability or redundancy; and an economy which ensured life's essentials were affordable.

There would be easy access to high quality, flexible and affordable childcare regardless of income, supporting parents to remain in work and providing children with valuable pre-school development. Effective parenting would be supported, and mental wellbeing would be prioritised, particularly in the event of parental separation.

In schools, every pupil would be supported to succeed regardless of their household income or the average household income in their schools catchment area. All young people would leave school with the support, advice, skills and confidence to move successfully into education, training or the labour market and towards independence (Moray Child Poverty Action Report, March 2018/19).

#### **Moray Headlines**

- Child poverty rates are rising in Moray.
- 15% of our most deprived people live in our recognised deprived areas.
- Moray has the second lowest wage in Scotland.
- 1 child in 5 live in relative poverty.
- Low levels of free school meal registration.
- Low uptake of social security and maternity related benefits.

#### Priority 4: Improved Outcomes for Looked After and Care Experienced Young People

The Independent Care Review 2020 aimed to identify and deliver lasting change in Scotland's 'care system and leave a legacy that will transform the wellbeing of infants, children and young people.

Five and a half thousand people from across the care system were spoken to as part of the expansive review, 2,500 of those being children and young people with lived experience in care.

The review is damning in its condemnation of the current system, and extensive in its recommendations for the future of care. It found that care in Scotland is “fractured, bureaucratic and unfeeling” and does not “adequately value the voices and experiences of those in it”.

The review's six reports contain five “foundations for change”: voice, family, care, people and scaffolding, with 80 specific changes to “transform how Scotland cares for children and families”.

The Care Reviews 12 intentions were:

- Families on the edge of care will get the support they need to stay and live together where safe to do so.
- Scotland's infants, children and young people will be nurtured, loved and cared for in ways that meet their unique needs.
- Relationships which are significant to infants, children and young people will be protected and supported to continue unless it is not safe to do so.
- This recognises the importance of brothers and sisters, parents, extended Care experienced infants, children and young people will thrive in supportive and stable learning and work environments, ensuring they have the same opportunities as others.
- Aftercare will be designed around the needs of the person leaving care supporting them to lead a fulfilling life, for as long as they need it.
- Infants, children and young people's rights will be part of normal everyday life, practice and decision making.
- Infants, children and young people's voices will have a visible and meaningful impact on decision making and care planning.
- All adults involved in the care of infants, children and young people are empowered, valued and equipped to deliver the best 'care system' in the world.

- Scotland's care services will plan and work better together, sharing information more easily to ensure we understand the what and how of supporting infants, children, young people and their families from a local through to a national level.
- Scotland will understand the financial and human cost of care, including what happens when people don't get the help they need.
- The words used to describe care will be easily understood, positive and not create or compound stigma.
- There will be no stigma for infants, children and young people in care because Scotland will understand why our children need care.

### **Moray Headlines**

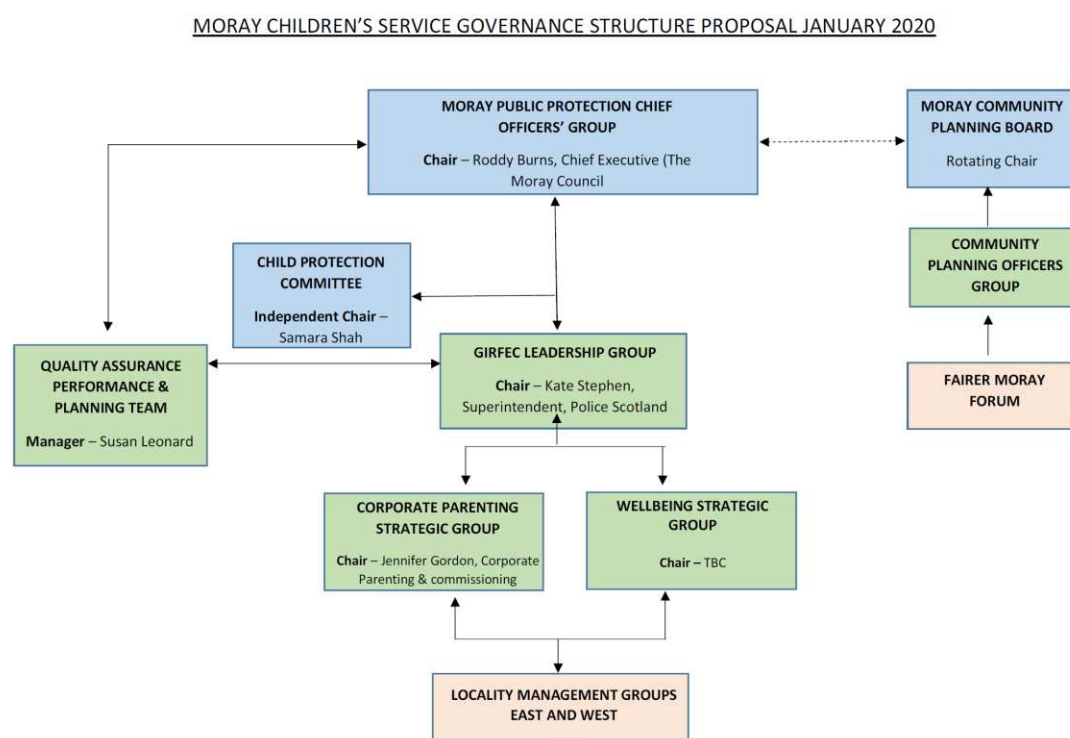
Moray is committed to delivering on the "promise":

- Looked After Children in kinship or foster care have better outcomes.
- Moray has significantly lower numbers of children looked after at home than the Scottish average.
- Looked After Children are ten times more likely to be missing from home.
- Looked After Children's school attendance and attainment rates are below their peers. Exclusion rates are relatively low but there has been a recent increase
- Lower levels of Looked After Children sustain a positive destination post school.

## Section Eight: Monitoring Our Performance

### Governance

Through the revised Children's Services governance structure there is an opportunity to adopt a stronger collaborative, coordinated approach and pooling of resources to deliver, evidence and sustain service improvement



Locally it is important to identify and clarify the relationships between different planning and reporting processes to improve efficiency, share information and the delivery of joined up services, critically, at the centre is need to hear from and listen to children and young people.

Proposals are being undertaken for the Integrated Joint Board to become responsible for children's Health and Social Care. This make sense as all planning is focused on the same aim of improved wellbeing of children, young people and families the population

We will produce an annual report on progress against our improvement priorities and actions through a process of review. This will be informed by active participation of our children and young people and engagement and communication with their families, in addition to key stakeholders. The review will ensure the plan continues to develop and become increasingly dynamic throughout the three year period

## Supporting implementation

The GIRFEC Leadership Group has overall responsibility for the implementation, review and ongoing development of the Children's Services Plan, reporting to the Community Planning Partnership through the Chief Officers Group.

Four strategic groups within the Children's Service Partnership will be responsible for coordinating the implementation of the 4 agreed priorities

	Priority	Strategic Group Responsible
1	The wellbeing of children, young people and families improves	GIRFEC Leadership Group
2	Children and young people feel free and safe from harm	Child Protection Committee
3	The impact of poverty on children, young people and families is mitigated	Fairer Moray Forum
4	The outcomes and life chances of our looked after and care experienced children are improved	Corporate Parenting Strategic Group

The children's services locality planning structures are made up of children, young people, parents/carers and frontline practitioners.

Working in close partnership with the strategic groups and adopting a QI methodology approach, they will take responsibility for co-designing and implementing the improvements outlined within the actions plan.

The engagement with the key stakeholders through the development of the plan will continue throughout the implementation and review stages

Critical to the review having a meaningful contribution to the plan will be three key areas

- Are services flexible and responsive to changing needs and delivered in line with the plans aims and objectives?
- Are they meeting the identified priorities? Examining what impact, if any, the services covered by the plan are effectively safeguarding, supporting and promoting the wellbeing of children



- Is there active participation of young people and families to identify ways in which delivery and/or the plan can be improved?

The partnership is committed to self-evaluation and continuous improvement. The facilitation of a partnership wide annual self-evaluation process will be led by the Quality Assurance Team, along with the co-ordination of routine quality assurance exercises.

By collectively reviewing our performance against service standards and ensuring feedback from children and families informs service improvements, we are confident in our capacity to work together to ensure that Moray's children live in a community where their voice is heard and they are built up to be all they can be.

## **Appendices**

- 1. Action Plans**
- 2. Communication & Engagement Plan**
- 3. Joint Strategic Needs Assessment**
- 4. National & Local Policy Context**



## High Level Action Plans – 4 Priority Areas

### Children's Services Plan 2020-23

#### Appendix 1



# Action Plans

Four high level action plans have been co-produced by all key stakeholders and revised through extensive consultation with the key strategic groups which make up the Children’s Services Partnership.

The Joint Strategic Needs Analysis supplies much of the required baseline data. The Wellbeing Action Plan was based on the robust and detailed baseline data made available through the Realigning Children’s Services Programme. It is therefore currently more SMART.

During the first year of the plan, each of the Strategic Groups responsible for coordinating the implementation of the action plans will revise priorities having sought out and considered evidence of the impact of COVID19 pandemic. Performance measure accordingly. Our Joint Strategic Needs Analysis will be updated annually and the national wellbeing survey tools will be utilised to systematically collate the views of children and families. This information will be used to both monitor progress and review priorities .

The regular collation, interpretation and reporting of real time data required by community planning partners locally and by national bodies such as SOLACE, in response to the pandemic will be shared with the strategic and locality planning groups, allowing for a coordinated and responsive approach to address emerging trends.

There are common principles, approaches and themes which overarch all priorities. They are:

- **Co-production and relational based approaches**  
The importance and investment in adopting a co-production approach to implement, review and further develop the plan is critical. Relational based approaches underpin this approach. The need to invest in continually improving the quality of the relationships between all stakeholders is understood by the partnership  
  
All improvement aims will be addressed by adopting a co-production approach, utilising QI methodology to develop, test and evidence impact of improvement. Locality planning processes in Moray have been developed to facilitate this process.
- **Strengths based approach**  
Inclusive, non- stigmatised approaches will be adopted which build on the strengths of all stakeholders. The language within this plan reflects this strengths based approach
- **Workforce development**  
The partnership is committed to nurturing and developing their workforce as they deliver improvements. The workforce is not limited to professionals. It is anyone who spends time with or has a responsibility for children, young people and families.
- **Whole systems approach**  
It is understood that the needs of children, young people and families remain at the centre. Services will collectively respond, working across boundaries as required.
- **Children’s Rights and Participation**  
In accordance with the Community Planning Partnership’s commitment to embedding children’s rights and participation across the partnership, a co-production approach has been adopted to develop the Children’s Services Plan. Children and young people themselves have explicitly highlighted the importance of their rights being upheld in the vision, which they created.  
  
The partnership is committed to continue investing in the engagement and participation of children and young people throughout the implementation and review phases of the plan. There is a relentless focus on seeking out and learning from the ‘lived experience’ of children and families. This has shaped the priorities and will be used to both inform actions and evaluate progress on an ongoing basis.
- **Focus on families**  
If outcomes are to be improved for children and young people there needs to be ongoing engagement with parents and carers. Specific investment in addressing the wellbeing issues for parents/carers, as well as building their capacity and confidence support their child is a key theme across all priority areas.
- **Locality focused**  
To deliver improved outcomes the approaches adopted need to be locality sensitive, flexible in terms of delivery and making best use of the resources available

The high level action plans are outlined below. It is important to note that they are not stand-alone action plans- many of the actions taken will impact on the other priority areas.

As this is a ‘live’ 3 year plan, priorities and associated improvement aims and actions are not limited to those outlined. These are the key areas of focus which stakeholder engagement activities to date have highlighted as most important. They will be reviewed and revised by all key stakeholders throughout the life of the plan.

**PRIORITY 1 : The wellbeing of children and young people is improved**

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS	HIGH LEVEL PERFORMANCE MEASURES
What are we trying to accomplish?	What change can we make that will result in improvement?		How will we know that a change is an improvement?
EMOTIONAL AND MENTAL WELLBEING			
10% more children and young people report they feel mentally well by 2023	Increase provision of universal and early intervention mental wellbeing services and supports in Moray	Co-design and resource accessible and effective universal and early intervention mental wellbeing services and supports in Moray	Improved school attainment
	Increase in the percentage of S3/4 girls reporting high life satisfaction		Increased investment in early intervention services and supports
	Increase the confidence and skills of young people/parents/carers to address early signs of poor mental wellbeing	Design and implement supports which build parent/carer’s skills and confidence to support their child’s emotional and mental wellbeing	More young people self- report good emotional and mental wellbeing via the mental health and wellbeing survey
		Assess impact of existing peer led supports and build on their success	% of young people , parents and carers report increased confidence and skill within a 12 month period
PHYSICAL WELLBEING			
5% more primary school pupils and 10% of secondary school pupils report their physical health to be good by 2023	Improve the healthy eating habits and physical activity rates of children and young people of all ages	Overcome barriers to accessing healthy diet and increasing levels of physical activity	Evaluation of impact of interventions on health behaviours and weight of mother and child
		Co-design and resource community-based provision to improve physical wellbeing of children, young people and families	RCS questions relating to physical health are repeated in the mental health and wellbeing survey evidence improvement
	Children and young people have a healthier relationship with substances (smoking, alcohol and drug use)	Engage with children and young people to better understand their relationship with substances	RCS/SALSUS questions regarding use of substances are repeated in the health and wellbeing survey evidence improvement
		Co-design and deliver means of developing a healthier relationship with substances	
Herd immunity is achieved and sustained	Increase childhood immunisation programme uptake	Better understand and address reasons why children are not being immunised	Increased uptake of immunisations in areas whether there is no herd immunity
SOCIAL WELLBEING			
10% more secondary children report greater engagement with their communities	Increase the number of young people participating in activities within their community	Better understand and address barriers to engagement	RCS questions regarding friendship and engagement in communities repeated in the health and wellbeing survey evidence improvement
		Identify gaps in provision and address resourcing issues	
	Increase the number of children and young people who engage positively with social media	Better understand children and young people’s social media use and their understanding of impact.	Nature and impact of children’s social media use captured via the health and wellbeing survey provides base line data from which to measure improvement.
		Enable children and young people to address concerns/risks	
		Build parents confidence and skills to support their child to engage positively with social media	

**PRIORITY: 2 Children and young people are safe and free from harm**

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS	HIGH LEVEL PERFORMANCE MEASURES
<i>What are we trying to accomplish?</i>	<i>What change can we make that will result in improvement?</i>		<i>How will we know that a change is an improvement?</i>
Children and young people feel safe in their community	Reduce the incidence and impact of bullying	Further investigate and address concerns raised by children of all ages regarding bullying, with a focus on building resilience and intervening early	RCS questions regarding resilience and bullying to be included within health and wellbeing survey
	Improve understanding of the factors which influence whether a child feels safe in their community	Develop spaces where children and young people feel safe in schools and communities	Increased % of children and young people who report they feel safe. Collated via Police SHANNARI data
		Co-design and implement interventions and approaches which improve children and young people's resilience and feeling of safety	Number of interventions and supports which evidence improved resilience and reduction in bullying
	Reduce the number of incidents of accidental injury	Monitor and address increasing trend of accidental injuries resulting in hospital admissions	Reduction in number of reported incidents of injury
Children live in safe and supportive families	Intervene at the earliest opportunity to minimise the impact of neglect on children and young people	Review evidenced based good practice approaches to prevent or minimise the impact of neglect, parental substance use and domestic abuse	Number of interventions and evaluation of impact
		Stakeholders co- design and deliver interventions to raise awareness, promote community ownership and influence attitudes.	
	Intervene at the earliest opportunity to minimise the impact of parental substance use on family wellbeing	Co-produce supports with and for parents which enable them to feel safe, self-respected and supported to be the best parents possible	% of parents/carers who report that their wellbeing and confidence has improved as a result of an intervention within a 12 month period
		Partnership workforce and community development plans include opportunities which increase confidence and competence to identify and address impact of neglect, parental substance use and domestic abuse	Number of workforce development opportunities and evaluation of impact
	Intervene at the earliest opportunity to minimise the impact of domestic abuse on children, young people and parents	Co-design and implement specific interventions and approaches which empower children and young people to feel safe	% of young people who report feeling safe as a result of an intervention in a 12 month period

### **PRIORITY 3: The impact of poverty on children, young people and families is mitigated**

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS	HIGH LEVEL PERFORMANCE MEASURES
<i>What are we trying to accomplish?</i>	<i>What change can we make that will result in improvement?</i>		<i>How will we know that a change is an improvement?</i>
The voices of children, young people and families experiencing poverty are heard and acted upon	A partnership model which facilitates ongoing engagement with children, young people and families experiencing poverty is operational	Agree and resource a partnership model of engagement utilising the expertise of individual partners and success of existing arrangements	Number and range of children, young people and families sharing their experiences via agreed engagement model
	Systems, processes and practices are informed by a greater awareness of the prevalence, impact and stigma associated with poverty	Disseminate key poverty related themes from the joint strategic needs assessment across the partnership	Understanding of poverty and how staff are applying their understanding is captured via the annual staff survey
		Incorporate themes and lived experience into workforce development activities delivered across the partnership	Number and evaluation of workforce development opportunities
A co-ordinated approach to mitigating the impact of child poverty is adopted across the children's services partnership	Utilise the combined knowledge and resources to best effect	Incorporate this plan into the Moray Poverty Action Plan, agreeing a common use of terms/language and focus of actions	Partners self-evaluation of Moray Child Poverty Action Plan Annual Scottish Government feedback
		With those experiencing poverty, clarify whether existing supports meet their needs and how the partnership can work collaboratively to identify and deliver improvements	Evaluation of existing supports Increased uptake of improved supports
		As a partnership, identify gaps in early intervention supports and services and agree, as a collective, the best means of addressing/resourcing these gaps	Increase in early intervention supports and services available
The disposable income of families experiencing poverty is maximised	Prevention and early intervention pathway of financial supports to mitigate the effects of poverty is widely available and accessible to families, communities and professionals	Co-produce a pathway which provides accessible, early intervention to targeted support to families experiencing poverty or at risk of financial hardship	Pathway in place
	Partners proactively identify, engage and support families to address money worries	Families are supported to access the pathway as early as possible	Number of families accessing pathway Feedback from families accessing the pathway and those referring them
	Local solutions to mitigate the impact of poverty are co-designed by communities	Training is designed and delivered to ensure there is a consistent understanding and implementation of the pathway. This includes the review and implementation of Making Every Opportunity Count approach to ensure timeous support to families	Workforce evaluation of training Dip sample of families progress through the pathway and implementation of improvements highlighted
	Opportunities to access additional funding are maximised	Participatory budgeting approach is adopted to test and develop solutions which meet locality specific needs	Uptake of participatory budgeting opportunities
		Evaluation of impact of locality specific supports is undertaken with a view to scale and spread	Evaluation of impact of projects, utilising QI methodology

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS	HIGH LEVEL PERFORMANCE MEASURES
<i>What are we trying to accomplish?</i>	<i>What change can we make that will result in improvement?</i>		<i>How will we know that a change is an improvement?</i>
No child or young person feels disadvantaged by poverty	Children and young people have equal access of opportunity irrespective of their family income	Stronger relationships with the 3 <sup>rd</sup> sector are built.	3 <sup>rd</sup> sector report increased opportunity to develop solutions in partnership with statutory services
		Work in partnership to develop and resource solutions	Value and scale of partnership initiatives developed and resourced
		Barriers to equal access are identified and better understood at a locality and partnership level	
		Solutions are co-produced by key stakeholders and resourcing implications addressed	Specific questions included in health and wellbeing survey to capture the views of young people re: equal access
	Children and young people experiencing poverty achieve expected levels of progress	Identify families experiencing poverty who need additional support to ensure that their child achieves	Attainment levels in line with those not experiencing poverty
		Co-develop supports which evidence improvements and establish best means of resourcing and delivering them	



## PRIORITY: 4 Improved outcomes for looked after and cared experienced young people \*.

(\* Deliver on the Independent Care Review Promise which is reflected in outcomes below)

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS	HIGH LEVEL PERFORMANCE MEASURES
<i>What are we trying to accomplish?</i>	<i>What change can we make that will result in improvement?</i>		<i>How will we know that a change is an improvement?</i>
Children and care leavers have safe, secure, stable and nurturing homes	Increase the number of children and young people looked after in kinship or foster care	Increase the range of foster carers in Moray, particularly those who can care for children and young people with complex needs	Increased number and range of foster carers recruited Increased % of children in foster/kinship care
	Reduce the time taken and number of placements experienced before achieving permanence	Build on early indicators of success of PACE	Reduction in drift and delay as measure by PACE data Reduction in number of placement moves
	Care leavers successfully transition into appropriate accommodation	Further develop supported accommodation options, shaped by the experiences of care leavers Understand and respond to the transition needs of Care leavers	Number and range of supported accommodation options Increase in length of time tenancies are sustained Reduction in number of care leavers presenting as homeless
Looked after children and care leavers secure positive educational outcomes	Close the attainment gap for looked after and care experienced children	Better understand which supports/approaches improve attainment and upscale	Attainment levels in line with those with no experience of care Evaluation of impact of existing supports/approaches
		Increase the range and uptake of wider achievement opportunities	Increase number of care experienced young people gaining a wider achievement award which they feel is of benefit to them
		Implement and evaluate the community of schools concept (aims to ensure Children feel safe and happy in school) Review the attendance and exclusion policies to ensure they best meet the needs of Looked after and care experienced young people	Evaluation by children and young people pre and post engagement with community of schools Increased attendance and reduction in exclusions
Children and care leavers enter education, training or employment after leaving school	Increase the number of children and young people entering and sustaining positive post school destinations	Provide a partnership support network through the transition and post school stages, which includes mentoring and peer led supports	Number of children entering and sustaining post school destinations
		Ensure the Moray Skills Pathway Strategy meets the needs of Care Experienced young people	
Wellbeing concerns are identified early and addressed quickly	Children and care leavers specific needs are met through engagement with the Children and Adolescent Mental Health Service (CAMHS)	Understand and address barriers to engagement with care experienced young people referred to CAHMS	Dip sample of care experienced young people referred to CAHMS
	Children and care leavers wellbeing aims are met through the delivery of the wellbeing priority action plan	The actions within the wellbeing priority action plan address the specific needs of looked after children and care experienced young people	Performance measures included in wellbeing priority
Uphold and promote children's rights	Care experienced young people and care leavers actively influence the design and implementation of the Children's Rights and Participation Strategy	Evaluate and improve effectiveness and accessibility of existing supports for looked after children to have their voices heard and influence policy, practice and the decisions which affect them Identify gaps in provision and resource appropriately	Children reporting involvement in the design and implementation Children reporting impact of Rights and Participation Strategy

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS	HIGH LEVEL PERFORMANCE MEASURES
<i>What are we trying to accomplish?</i>	<i>What change can we make that will result in improvement?</i>		<i>How will we know that a change is an improvement?</i>
The number of looked after children and care leavers who enter the youth and criminal justice systems is reduced	Improve the identification and monitoring of care leavers and care experienced young people in the youth and criminal justice systems	Develop and implement a process to identify care experienced young people when they first have contact with the justice system	Process in place which is consistently adhered to
	Reduce any over representation of care leavers and care experienced young people in the youth and criminal justice systems	Criminal justice interventions are designed and implemented to meet the individual needs and circumstances of care leavers and care experienced young people	% of care experienced young people in the youth and criminal justice systems
Looked after children and care leavers are enabled to maintain positive relationships with their family, friends and other trusted adults	Children and young people feel secure and supported in their relationships	Understand how young people can be better enabled to maintain positive relationships and implement improvements	Baseline data to be collected to measure improvement

**Community Justice Scotland**  
Ceartas Coimhearsnachd Alba

**Community Justice Outcome Activity Across Scotland**  
**Local Area Annual Return Template and Guidance**  
**2019-20**

April 2020

## **1. Background**

The introduction of the Community Justice (Scotland) Act 2016 triggered the formal implementation of the new model of Community Justice in Scotland. A number of key documents are associated with the Act including the National Strategy, Justice in Scotland: Vision & Priorities and the Framework for Outcomes, Performance and Improvement.

The 2016 Act places a duty on community justice statutory partners to produce a Community Justice Outcome Improvement Plan (CJOIP) which outlines key local needs and priorities and the plans and actions to address these against a backdrop of the documents noted above. Beyond this, the partners are also tasked with reporting, on an annual basis, the community justice outcomes and improvements in their area, again with reference to the associated strategy and framework documents and, when complete, submit those annual reports to Community Justice Scotland.

Community Justice Scotland is committed to working in partnership with community justice partners and have designed the template and guidance to support local areas in reporting on their annual outcomes and improvements in a meaningful way that captures necessary data in an effective and efficient manner.

## **2. Statement of Assurance**

The information submitted to Community Justice Scotland using this template is for the purpose of fulfilling the requirement under s27 of the Community Justice (Scotland) Act 2016 for Community Justice Scotland to produce a report on performance in relation to community justice outcomes across Scotland.

The data submitted using this template will be used for this reporting purpose only. In the report, local authority areas will only be specifically identified with their consent. However, Community Justice Partnerships should be aware that any information held by Community Justice Scotland is subject to statutory Freedom of Information obligations.



### 3. General principles of the template

The template is designed to capture a range of important data in a way that allows local partners to highlight key aspects of community justice activities, outcomes and improvements over the specified period without it being onerous or time and resource demanding.

Most of the template is self-explanatory and, where this is the case, there is little guidance required. In the sections that require more direction for completion, please refer to the template completion guidance which was issued alongside this reporting template. The text (in blue) will outline what is expected in terms of reporting.

It would be helpful if responses in each of the “evidence and data” boxes within section 4 of the template (“performance reporting”) is held to a maximum of 300 words per indicator to ensure the main points are captured. This allows for an efficient analysis by Community Justice Scotland on return. The use of bullet points in your answers is acceptable.

Where the template asks for evidence, a written response will suffice and there is no expectation that you send additional supporting documentation – if there are any aspects Community Justice Scotland is unclear on it will be our responsibility to request clarification where necessary.

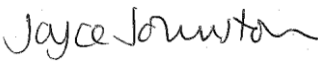
If any response or evidence requires details about people with lived experience (e.g. evidence in respect of someone’s life story) please **NO NOT** include any personal sensitive information (as outlined in Schedules 2 & 3 of the Data Protection Act 1998) as Community Justice Scotland does not require such information. If this is unavoidable then please ensure that the data is fully anonymised.

This is the third iteration of the template and guidance.



#### 4. Template Completion

1. Community Justice Partnership / Group Details	
Community Justice Partnership / Group	Moray Community Justice Partnership
Community Justice Partnership Group Chair	Joyce Johnston
Community Justice Partnership / Group Co-ordinator	Mike Whelan
Publication date of Community Justice Outcome Improvement Plan (CJOIP)	20 June 2019

2. Template Sign-off
<p>The content of this annual report on community justice outcomes and improvements in our area has been agreed as accurate by the Community Justice Partnership / Group and has been shared with our Community Planning Partnership through our local accountability arrangements.</p> <p>Signature of Community Justice Partnership / Group Chair :</p> <p> Date : 29 09 2020</p>

3. Governance Arrangements
<p>Please outline below your current governance structure for the community justice arrangements in your area :</p> <p>Since its inception in April 2017, the Community Justice Partners have been accountable to each other. Whilst not directly accountable to the Moray Community Planning Partnership, progress has been reported to the MCPP and plans, reports and minutes of MCJP meetings are published on the Moray Community Planning Partnership website, <a href="http://www.yourmoray.org.uk">www.yourmoray.org.uk</a></p> <p>Work is now underway to formalise these links and it is the intention that, by March 2021, the Community Justice Partnership will report directly to the Moray Community Planning Partnership.</p> <p>The Partnership had operated a rotating Chair arrangement since its inception, with each of the statutory partners chairing the partnership for a period of six months. Following discussions and a Partnership survey, this was changed in February 2020 when a fixed Chair was appointed.</p>



#### 4. Performance Reporting – National Outcomes

##### NATIONAL OUTCOME ONE

Communities improve their understanding and participation in community justice

Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Activities carried out to engage with 'communities' as well as other relevant constituencies	<ul style="list-style-type: none"> <li>• Moray hosted Community Justice Scotland's 'Second Chancers' audio-visual exhibition at Moray College UHI, 21-30 October 2019. This venue was chosen as the one most likely to attract CJS's target audience for this campaign (i.e. young people)</li> <li>• The Partnership operates a 'Twitter' account to publicise Community Justice events and messages</li> <li>• In February 2020, the Partnership launched the 'Community Justice News Moray' newsletter</li> <li>• There were 338 visits to the Community Justice section of the 'YourMoray' website during 2019-20</li> <li>• Criminal Justice Social Work operates a 'Twitter' account showcasing unpaid work. It has over 300 followers</li> <li>• In December 2019, the Partnership produced 'Community Options: A guide to the alternatives to prosecution, remand and custody'. This publication sought to explain sentencing options and why different offences and offenders are dealt with in particular ways.</li> </ul>	<ul style="list-style-type: none"> <li>• We aim to raise awareness of the work of the Partnership and its partners. Individual feedback suggests that the aims of Community Justice are understood and supported but there are currently no resources to test the perception of the wider Moray public.</li> </ul>
Consultation with communities as part of community justice planning and service provision	<ul style="list-style-type: none"> <li>• Surveys are completed by people undertaking Unpaid Work, Supervision and Diversion and by organisations that benefit from Unpaid Work</li> <li>• A focus group comprising people undertaking Unpaid Work was held at the UPW Workshop on 12 August 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys completed by people undertaking Unpaid Work, Supervision and Diversion and organisations that utilise Unpaid Work continue to identify positive benefits from their engagement with Criminal Justice Social Work.</li> </ul>

	<ul style="list-style-type: none"> <li>• Moray's Community Justice Partnership includes representatives of the third sector, victims support, local college and the faith communities.</li> <li>• The Community Justice Coordinator is a member of Moray's Drug &amp; Alcohol, Violence against Women and Girls and Corporate Parenting Criminal Justice Pillar Group partnerships, ensuring a joined-up approach in addressing issues of common interest.</li> <li>• The Moray Alcohol and Drugs Partnership Manager is a member of the Community Justice Partnership.</li> <li>• TSI Moray is represented on the Community Justice Partnership.</li> </ul>	<ul style="list-style-type: none"> <li>• The broad representation of organisations within the Community Justice Partnership and the regular engagement with groups and bodies that have a shared interest in the Community Justice cohort contributes to the effective planning and delivery of Community Justice services.</li> </ul>
Participation in community justice, such as co-production and joint delivery	<ul style="list-style-type: none"> <li>• People undertaking Unpaid Work operate in a number of community settings; communal spaces, charity shops, community food settings and charitable organisations that benefit local communities.</li> </ul>	<ul style="list-style-type: none"> <li>• The wide range of community settings where unpaid work takes place ensures that clients are found placements suited to their needs. This is measured through survey forms completed by people completing Unpaid Work Orders.</li> </ul>
Level of community awareness of / satisfaction with work undertaken as part of a CPO	<ul style="list-style-type: none"> <li>• Surveys were completed by organisations and individuals that benefitted from unpaid work:</li> <li>• 100% of survey responses indicated 'very satisfied' with the work done</li> <li>• 100% of survey responses indicated that they would 'definitely' use the service again in future</li> <li>• Work covered by these surveys included painting and decorating, gardening, furniture removal, joinery and building work.</li> <li>• Of those undertaking unpaid work who completed an exit questionnaire, 95% indicated that they thought that their work had benefitted the community.</li> <li>• Two specific local examples of Unpaid Work were also highlighted at the 'Second Chancers' event held at Moray College UHI in October 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys completed by organisations that benefit from Unpaid Work and the individuals completing that work are very positive.</li> <li>• Wider public opinion is garnered via the Moray Unpaid Work Twitter account where many positive comments are recorded. This account has 300+ followers.</li> </ul>





Evidence from questions to be used in local surveys / citizens' panels and so on	<ul style="list-style-type: none"> <li>• Of those completing a Community Safety Survey in 2019-20, 73% said they felt 'very safe' or 'safe' in their community. However, 15% said they felt less safe than twelve months earlier, an increase of 5% since the previous year's survey</li> <li>• A survey of Moray's Citizens Panel informed the development of the Partnership's first Improvement Plan in 2017-18 but the Panel has since been disbanded so it has not been possible to re-survey this group to measure progress.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Safety Surveys are completed by people reporting local issues so this is a useful measure of the perceptions of people experiencing problems in their local community.</li> </ul>
Perceptions of the local crime data	<ul style="list-style-type: none"> <li>• The Scottish Household Survey (2019) found that 87% of people surveyed in Moray felt safe walking alone in their neighbourhood after dark. This compares to the Scotland-wide figure of 85%. 98% felt very/ fairly safe in their own homes, the same as the Scotland-wide figure.</li> <li>• Public satisfaction with how police dealt with an incident in Moray was 87% in 2019-20, above the national average of 83.3%.</li> </ul>	<ul style="list-style-type: none"> <li>• Public perception is that Moray is a safe place to live.</li> </ul>
<b>Other information relevant to National Outcome One</b>		
<p>Our ambition is that we will deepen community engagement to improve public understanding of and participation in Community Justice.</p>		



<b>NATIONAL OUTCOME TWO</b> Partners plan and deliver services in a more strategic and collaborative way		
Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Services are planned for and delivered in a strategic and collaborative way	<p>Early &amp; Effective Intervention (EEI)</p> <ul style="list-style-type: none"> <li>Of offences reported to the Police and committed by young people aged 8-17, 95 were dealt with by referral to Social Work, 2 were dealt with by referral to Education and 3 were dealt with by referral to SFRS</li> </ul>	<ul style="list-style-type: none"> <li>This measure confirms close working between agencies involved in EEI with young people. Data is reported on a quarterly basis.</li> </ul>
Partners have leveraged resources for community justice	<ul style="list-style-type: none"> <li>Training events commissioned by the Moray Alcohol and Drug Partnership were made available to Community Justice Partners. These included training on drug use, bacterial infection, drug trends, use of Naloxone, Children affected by familial substance misuse, understanding LGBT+ identities, working with people who use drugs and alcohol, multiple risks and young people, sex, drugs and BBV, Benzodiazepines. Training was delivered by Scottish Drugs Forum, CREW, Aberlour Youth Point, Who Cares? Scotland and Skills Development Scotland</li> <li>In November 2019, Families Outside and Scottish Prison Service jointly delivered CPD training to 42 teaching staff, detailing the impact of imprisonment and the practicalities of visiting a family member in prison.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from attendees at training events is positive.</li> <li>Raised awareness of the impact of imprisonment of a family member amongst Educational staff.</li> </ul>
Development of community justice workforce to work effectively across organisational/ professional	<ul style="list-style-type: none"> <li>Access to shared training (detailed above) has promoted better Partnership understanding of the impact that different issues have on the various services involved in the delivery of community justice.</li> </ul>	<ul style="list-style-type: none"> <li>Training events bring operational staff from the various partners together to share the training experience.</li> </ul>



/geographical boundaries	<ul style="list-style-type: none"> <li>• Regular 'frontline forums' included opportunities for networking between frontline workers, practitioners, service users and members of the public.</li> <li>• Criminal Justice Social Workers are co-located with Drug &amp; Alcohol services to facilitate shared assessment.</li> </ul>	<ul style="list-style-type: none"> <li>• The co-location of Criminal Justice and Drug &amp; Alcohol Services facilitates close partner working, including opportunities for joint-interviews and information sharing.</li> </ul>
Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of MAPPA	<ul style="list-style-type: none"> <li>• MAPPA operates on a Grampian-wide basis, alongside the Community Justice regime. Direction and oversight is provided by a Strategic Oversight Group whose members are drawn from the member authorities, and who provide quality assurance to the MAPPA process.</li> </ul>	<ul style="list-style-type: none"> <li>• MAPPA exists to maintain public protection and reduce the risk of serious harm</li> </ul>



#### Other information relevant to National Outcome Two

The Partnership is in the early stages of developing more strategic and collaborative ways of working. It is our ambition that this should be realised within the next three years.



<b>NATIONAL OUTCOME THREE</b> People have better access to the services that they require, including welfare, health and wellbeing, housing and employability		
Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Partners have identified and are overcoming structural barriers for people accessing services	<ul style="list-style-type: none"> <li>Data sharing agreements between Scottish Prison Service and Moray Council (Housing &amp; Social Work) facilitate the smooth transition of clients returning to the local community from prison.</li> <li>Moray Food Plus (formerly Moray Foodbank) addressed food poverty/ insecurity, by providing food to people undertaking unpaid work.</li> </ul>	<ul style="list-style-type: none"> <li>It has not previously been possible to identify all liberated people returning to Moray. However the signing of a data sharing agreement on 31/3/20 should ensure that all individuals are identified. This will enable better signposting to services for people in the Community Justice cohort.</li> <li>Feedback from people undertaking Unpaid Work suggests that clients value this service.</li> </ul>
Existence of joint-working arrangements such as processes / protocols to ensure access to services to address underlying needs	<ul style="list-style-type: none"> <li>There is a local Bail Supervision Scheme that has been promoted locally to the Courts, defence solicitors and the Police.</li> <li>There are direct links between HMP's Grampian and Inverness and Moray's Integrated Drug and Alcohol Service, and the Alcohol and Drugs third sector provider, both of whom work together with the services to provide an outreach service to the Prisons.</li> </ul>	<ul style="list-style-type: none"> <li>There were 4 Bail Supervision case in 2019-20, compared to 0 in 2018-19.</li> <li>These working links ensure continuity of care beyond liberation.</li> </ul>
Initiatives to facilitate access to services	<ul style="list-style-type: none"> <li>Making every Opportunity Count (MeOC) is a three-tiered approach to support Realistic Medicine, with everyone, every system and service doing a little to enable people who use services, and the people who provide services, to live as well as can. This approach has been rolled out to public and third sector organisations in Moray to improve access to a wide range of support services within local communities. The range of services available include; health &amp; wellbeing, welfare, befriending &amp; care, Mental</li> </ul>	<ul style="list-style-type: none"> <li>MeOC provides people with the gentle 'nudge' to facilitate opportunities to make changes, no matter how small to improve their health and wellbeing. Over a three-year period there have been 39 recorded MeOC conversations, resulting in signposting to a variety of support services in Moray. It is important to note that not all MeOC events are recorded.</li> <li>To further support the implementation of MeOC, Healthpoint staff delivered a briefing to the Community</li> </ul>

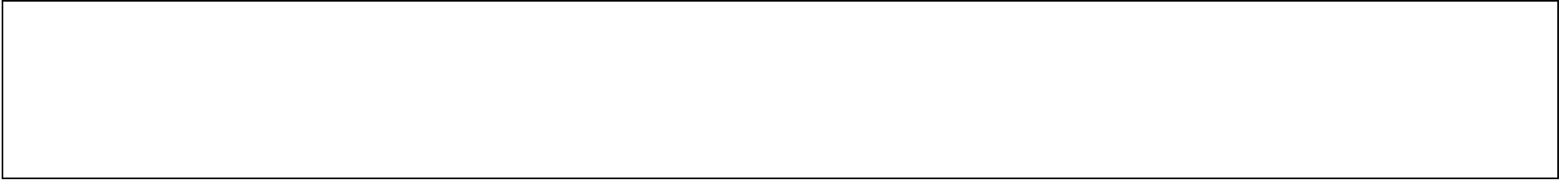


	<p>Wellbeing, Personal care, tobacco and alcohol, helping hands and emergency services.</p> <ul style="list-style-type: none"> <li>• Staff are trained and supported to provide: Alcohol Brief Interventions (ABI's), motivational interviewing, trauma and tackling stigma.</li> <li>• Criminal Justice works with a range of community organisations to support those accessing services, for example, Moray Food Recovery Project, Men's Sheds, the Wellbeing Hub and a wide range of community projects. To further support this, Community Justice was a partner in the 'Moray Connect More'; an event aimed at bringing small community projects, large services and those using services together to facilitate a greater understanding of what's available and to build upon and increase connections.</li> <li>• A dedicated support worker works with Criminal Justice Social Work clients, providing support, signposting to services and advocacy on their behalf.</li> </ul>	<p>Justice team to highlight the practical support and services provided within localities to support clients; increasing knowledge and understanding of the team to enable signposting to supporting community services. The briefing resulted in an opportunity to further build on relationships with the Community justice team, as well as encouraging and supporting staff members to visit Healthpoint (which a team member actioned).</p> <ul style="list-style-type: none"> <li>• To support staff health and wellbeing, the MeOC Manager Toolbox is being implemented to offer additional staff support, especially as we navigate through COVID-19 recovery.</li> </ul> <p><b>Future Intentions:</b></p> <ul style="list-style-type: none"> <li>• To increase delivery of MeOC through Unpaid Work and the Women's Group will be implemented once COVID-19 restrictions are reviewed. The main priority will be to facilitate increased access to health and wellbeing support. The localised Healthpoint service will be implemented via the Mobile Information Bus, which will increase localised access to information, support within a safe and confidential space.</li> </ul>
Speed of access to mental health services	<ul style="list-style-type: none"> <li>• Emergency referrals – 24-hour on call service, psychiatric page holder, based at local hospital, who can take calls for advice</li> <li>• Urgent referrals – triaged daily (put in place during COVID-19 Pandemic and still in place); seen within 7 days of referral</li> <li>• GPs can refer to the mental health service on an emergency or urgent basis. The referrals are triaged on</li> </ul>	<ul style="list-style-type: none"> <li>• Data is not available for service access by the specific Community Justice cohort</li> </ul>



	<p>a daily basis and are seen within 7 days at the moment as we are still in Operation Rainbow NHSG and delivering essential functions only</p> <ul style="list-style-type: none"> <li>• There is a daily (Monday to Saturday) walk-in service at the mental health and wellness centre in Elgin, offering immediate crisis response and 1:1 short-term support if required. Also signposting to other agencies / support.</li> <li>• At the time of writing, NHS Grampian is planning for Operation Home First, a 12-week programme designed to reinstate and redesign services in the stepdown phase of the COVID-19 Pandemic.</li> </ul>	
<p>% of people released from a custodial sentence :</p> <p>a) registered with a GP</p> <p>b) have suitable accommodation</p> <p>c) have had a benefits eligibility check</p>	<ul style="list-style-type: none"> <li>• Data for 2019-20 is unavailable. However, following the signing of a data-sharing agreement with Scottish Prison Service (31/3/20), it should be possible to provide this information in next year's annual report.</li> </ul>	<ul style="list-style-type: none"> <li>• Access to this data should enable this section to be completed in future annual reports.</li> </ul>
<p>Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending</p>	<ul style="list-style-type: none"> <li>• In January 2019, Moray assumed responsibility for the delivery of the 'Moving Forward Making Changes' behavioural programme; it had previously been delivered by Aberdeenshire on Moray's behalf. There were 8 participants in 2019-20.</li> </ul>	<ul style="list-style-type: none"> <li>• The programme is aimed at men who commit offences with a sexual element.</li> <li>• 100% of programme participants reported that it had a positive impact on them.</li> </ul>
<b>Other information relevant to National Outcome Three</b>		
<p>Our ambition is to develop systems to enable monitoring of service-users' experience that provide assurance that services are accessible, responsive and informed by feedback from service-users.</p>		







<b>NATIONAL OUTCOME FOUR</b> Effective interventions are delivered to prevent and reduce the risk of further offending		
Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Use of 'other activities requirements' in CPOs	<ul style="list-style-type: none"> <li>• Surveys completed by clients undertaking Unpaid Work Orders during 2019-20 indicated that 34% had undertaken 'other activities'. The corresponding figure for 2018-19 was 13%.</li> <li>• These activities included counselling, engagement with money advice and employment services, offshore skills training, adult learning, PSV training, first aid and Construction certification.</li> </ul>	<ul style="list-style-type: none"> <li>• 'Other activities' undertaken by people completing Unpaid Work Orders are focussed on tackling issues that may contribute to offending behaviour and on improving their prospects of finding employment.</li> </ul>
Effective risk management for public protection	<ul style="list-style-type: none"> <li>• MAPPA operates on a Grampian-wide basis, alongside the Community Justice regime. 95% of offenders are managed through routine liaison and joint working (Level 1 management) across a wide range of agencies and services. Over the past three years, there has been an increase in the overall number of clients but the numbers managed at MAPPA Level 2 and 3 have notably decreased.</li> </ul>	<ul style="list-style-type: none"> <li>• MAPPA exists to maintain public protection and reduce the risk of serious harm</li> </ul>
Quality of CPOs and DTTOs	Surveys completed by clients who undertook Unpaid Work orders, Supervision and Diversion (including DTTOs): <ul style="list-style-type: none"> <li>• 99% indicated that they were given enough information before starting their order</li> <li>• 100% indicated that they were treated with respect</li> <li>• 85% indicated that their progress/ achievement was recognised</li> <li>• 95% indicated that their thinking or behaviour had changed</li> <li>• 95% indicated that supervision or diversion had helped to stop or reduced their offending</li> </ul>	<ul style="list-style-type: none"> <li>• Survey feedback indicates that CPO's and DTTO's are of high quality. There was a 4% increase in the number of surveys completed by clients in 2019-20 compared to 2018-19.</li> </ul>



<p>Reduced use of custodial sentences and remand :</p> <p>a) Balance between community sentences relative to short custodial sentences under one year</p> <p>b) Proportion of people appearing from custody who are remanded</p>	<ul style="list-style-type: none"> <li>• Data to complete this section is unavailable. Data on the number of people from Moray subject to a prison sentence of under one year is expected to be made available by the Scottish Government in February 2021. In 2017-18, there were 102 instances; in 2018-19 there were 97.</li> <li>• Data to complete this section is unavailable.</li> </ul>	
<p>The delivery of interventions targeted at problem drug and alcohol use [NHS Local Delivery Plan (LDP) Standard]</p>	<ul style="list-style-type: none"> <li>• In 2019-20, 443 Alcohol Brief Interventions were undertaken in Moray. 429 of these took place in priority settings (GP practices and sexual health clinics) and 14 in wider settings (Health points, prison, etc.). The delivery of these interventions was impacted by the Covid 19 pandemic</li> <li>• Work undertaken by the Moray Alcohol &amp; Drug Partnership, using the Recovery Outcome Tool continues to show that the 'Offending' outcome consistently scores high on review and also high in the average change from assessment to review, with people making significant progress in reducing offending</li> <li>• In addition, the outcomes to increase the most (a positive indicator) by the second review were 'Offending' (up 1.9 points, averaging 9), 'Substance Use' (up 1.5 and averaging 6.1)</li> </ul>	<ul style="list-style-type: none"> <li>• Several research studies show that brief interventions are effective, particularly in primary care settings. They can reduce alcohol consumption among people who are drinking at hazardous or harmful levels, but who may not dependent on alcohol.</li> </ul>



	<ul style="list-style-type: none"> <li>• The relationship with HMP Grampian and HMP Inverness continues to be positive, with an established liaison system, ensuring continuity of care for people after liberation</li> <li>• There is a very positive working relationship between the Alcohol/Drug Services and the network of services Criminal Justices, with many examples of joint working e.g. running groups and regular individual work with those using services.</li> </ul>	
Number of Police Recorded Warnings, police diversion, fiscal measures, fiscal diversion, supervised bail, community sentences (including CPOs, DTTOs and RLOs)	<ul style="list-style-type: none"> <li>• Police Warnings (includes Recorded Police Warnings, verbal warnings, anti-social behaviour fixed penalties and Section 126 anti-social driving warnings) for aged 18 and over - 221</li> <li>• Police direct measures 161 young people aged 8-15 were diverted 41 young people aged 16-17 were diverted</li> <li>• Fiscal measures: Fiscal fines and compensation - 48 Compensation - 45 Fiscal fine - 173 Fiscal Work Scheme - 6 Fiscal Fixed Penalty - 252 Fiscal Diversion - 46</li> <li>• Supervised bail - 4</li> <li>• Community Payback Orders – 356 (subject to verification)</li> </ul>	<ul style="list-style-type: none"> <li>• Diversion is an effective way of addressing the issues that contribute to offending behaviour.</li> </ul>



Number of short-term sentences under one year	Data to complete this section is unavailable. It will be released by the Scottish Government in February 2021	
<b>Other information relevant to National Outcome Four</b>		
Our aim is to improve our evaluation of interventions to enable us to identify what is most effective in preventing or reducing offending.		

<b>NATIONAL OUTCOME FIVE</b> Life chances are improved through needs, including health, financial inclusion, housing and safety, being addressed		
Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Individuals have made progress against the outcome	<p>Surveys were completed by 96 people who finished their supervision, unpaid work or diversion during 2019-20.</p> <ul style="list-style-type: none"> <li>94% of people undertaking supervision rated the relationship with their social worker as 'good' or 'very good'</li> <li>Of clients identifying pre-existing difficulties in their lives (housing, employment, education, training, drugs, alcohol, relationships, self-esteem, mental health, physical health, money issues and coping skills) 79%</li> </ul>	<ul style="list-style-type: none"> <li>Survey results indicate that over a wide range of factors, clients felt that they had made progress in addressing issues that contributed to their offending behaviour.</li> <li>Supervision is seen by nearly all clients as a significant factor in their desistance.</li> </ul>



	<p>identified improvements in the course of their supervision</p> <ul style="list-style-type: none"> <li>97% said that supervision had helped to stop or reduce their offending.</li> </ul>	
Other information relevant to National Outcome Five		
<p>Our aim is to broaden the range of indicators used to measure improvements in life chances rather than relying solely on service-user feedback to measure progress in this area.</p>		



<b>NATIONAL OUTCOME SIX</b> People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities		
Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Individuals have made progress against the outcome	<ul style="list-style-type: none"> <li>58% of people undertaking supervision who completed a survey linked into other support services during the course of their supervision – these services included Arrows, Community Psychiatry, Employers' Occupational Health Services, GP, Housing Services, Income Maximisation, Lifeskills, Moray Drug &amp; Alcohol, Moray Youth Justice, Penumbra, SAMH and SHINE</li> <li>86% of people who completed Unpaid Work Order surveys identified that Unpaid Work had helped them learn about working as part of a team.</li> </ul>	<ul style="list-style-type: none"> <li>A valuable aspect of supervision is the opportunity to signpost people to other services that can help them address the issues that contribute to their offending. There was an increase in the number of people linking in to other services via supervision. The corresponding figure for 2018-19 was 49%.</li> <li>The number of people identifying that Unpaid Work had helped them learn about working as part of a team also increased (81% in 2018-19).</li> </ul>
Other information relevant to National Outcome Six		
<p>Our aim is to broaden the range of indicators used to measure this outcome rather than relying solely on service-user feedback to measure progress in this area.</p>		



<b>NATIONAL OUTCOME SEVEN</b> Individuals' resilience and capacity for change and self-management are enhanced		
Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Individuals have made progress against the outcome	<ul style="list-style-type: none"> <li>Of clients who completed surveys and identified pre-existing difficulties in their lives (housing, employment, education, training, drugs, alcohol, relationships, self-esteem, mental health, physical health, money issues and coping skills) 79% identified improvements in the course of their supervision</li> <li>97% indicated that their thinking and behaviour had improved during supervision</li> </ul>	<ul style="list-style-type: none"> <li>The survey findings indicate the positive benefits of quality supervision in helping clients address factors that may be contributing to their offending behaviour.</li> </ul>
Other information relevant to National Outcome Seven		
<p>Our aim is to broaden the range of indicators used to measure this outcome rather than relying solely on service-user feedback to measure progress.</p>		







## 5. Priority Areas of Focus

A number of local priorities emerged from discussions that preceded the development of Moray's Community Justice Outcome Improvement Plan 2019-22. These included:

- focussing on the links between alcohol /drug use and mental health
- issues related to health and wellbeing
- sustaining tenancies whilst people are in custody.

## 6. Case Studies

**A case study that contributed to the delivery of National Outcomes 2 (Partners plan and deliver services in a more strategic and collaborative way) and 4 (Effective interventions are delivered to prevent and reduce the risk of further offending):**

Client S was identified through the SPS weekly updates as being scheduled for release 10 weeks prior to release.

S had been in prison since 2012 and was due to leave prison without having any accommodation to return to. In recognising this was likely to be a stressful time for any prisoner being released after such a long time, the relationships between partner agencies needed to be cohesive to offer and provide necessary support to S. Links with SPS and Criminal Justice in the first place enabled S to complete a housing application and have that registered on the housing system prior to his release.

Discussions took place between Housing Needs and Criminal Justice to consider the type of property and location that would be most suitable. The temporary accommodation address was scanned to have an awareness of any potential risk factors. The Criminal Justice Team was advised of the address identified for S. The property selected was a terraced bungalow, rather than a flat, in a quiet location. This was partly to allow S to come back out in to the community in an area where he wouldn't necessarily be immediately identified until he felt settled in the community.

In the lead up to the release date, a homeless officer was assigned and with the assistance off HMP Grampian staff, a homeless interview was carried out by telephone. S was notified at this time of the temporary accommodation address which he acknowledged he was happy about.

On the day of release S had to attend the Criminal Justice office in Elgin. As the main Council offices are currently not open to the public, arrangements were made for all housing related paperwork to be dropped off at the Criminal Justice office to be signed and returned.



Matters were made more complicated by the timescale and delays by the Parole Board. Criminal Justice and Housing had been working towards provision of accommodation for S's earliest release date in August. S applied for earlier release on parole and a date in June was then fixed for the tribunal. Criminal Justice alerted Housing to the potential earlier release and efforts were made to put in place acceptable accommodation in the event that the Parole Board granted release on parole.

On the day of the tribunal the Parole Board indicated they required additional information and personal representation at a further hearing with the date still to be fixed. After some delay awaiting the date of the hearing, Criminal Justice was able to advise Housing of the new date and request that suitable accommodation be identified again in the event that release was ordered immediately. Housing identified options once again and risk assessments were completed.

The hearing decided not to release S at which point we reverted to working with the original date for release. Housing was contacted again and the search resumed for an appropriate property. After initial screening by Housing, the proposed accommodation was checked against information held by Criminal Justice Social Work and confirmed as meeting S's needs and the requirements for victim safety and public protection.

Protocols that exist for information sharing and for joint risk assessment and risk management are well established between Housing and Criminal Justice Social Work. The flexibility that is employed by both departments enables a positive 'joined up' approach to housing and offender management (National Outcomes 2 and 4).

Since moving into the temporary tenancy there have been no issues highlighted so far. S has maintained contact with Housing Needs when they have contacted him. A settling in visit from the Temporary Accommodation Team was carried out within a few weeks to ensure that he was staying there and maintaining the property to a reasonable standard.

Ongoing contact with the Criminal Justice Team and Housing Needs will continue throughout the period in temporary accommodation.

## 7. Challenges

The Community Justice Partnership met on a quarterly basis throughout 2019-20. All of the meetings were well attended by statutory and non-statutory partners. Since the Covid outbreak, face to face meetings have been suspended and meetings held via video link.

### Challenges:

- Obtaining data on the specific Community Justice cohort to inform the development of plans is problematic, given that non-justice services will be unable, or indeed have no need, to differentiate this group from its wider client group
- Financial restraints on public, private and third-sector bodies have led to organisations focussing on the delivery of 'core' activities, making it more difficult to obtain buy-in for change or activity that is perceived to be an 'add on' to core service delivery.
- Partnership Chairing arrangements, now resolved.



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<b>8. Additional Information</b>
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