

APPENDIX I

MORAY 10 Year Plan Local Outcomes Improvement Plan (v0.5 16/03/2020)

WELCOME

Welcome to Moray's ~~revised~~ 10 Year Plan. This Plan continues with the progress made by Moray Community Planning Partnership on its previous 10 Year Plan – Moray 2026 while also meeting our requirements to develop a Local Outcomes Improvement Plan (LOIP) for Moray.

The Plan provides a vision and focus for our Community Planning Partnership. It aims to tackle the greatest differences in outcomes between and within Moray communities and to focus on where we can add greatest value by working in partnership. In Partnership and alongside the community we will work to deliver our agreed priorities to meet the needs and aspirations of local communities in Moray.

Although all partners are operating in challenging times with diminishing resources and increasing service pressures, we are committed to coordinating our resources to tackle the challenges facing our communities and provide services that meet your needs as efficiently and effectively as possible.

We hope that you see changes in your community as a result of our partnership working.

(Chair)

INTRODUCTION

Our Community Planning Partnership (CPP) is driven by a strong shared ambition to make local services the best they can be. We are committed to working with Moray's communities to design and deliver better services that make a real difference to local people's lives and to our communities.

Moray is a great place to live with successful people, a safe healthy environment and an economy that's well founded in traditional industries and bound for growth. We have ~~been~~ gathering information and statistics about Moray from local people and partners to find out where there are opportunities to improve and make sure that all of our people and communities have the chance to achieve the outcomes in life that they aspire to. This work tells us that there are gaps and this Plan will focus on the people and places where the Moray Community Planning Partnership can work together to make the greatest difference focusing on where there are inequalities in the outcomes for the people and communities in Moray.

Our Vision for Moray – Raising Aspirations through Expanded Choices, Improved Livelihoods and Wellbeing

In other words, our vision as a partnership is ***raising aspirations*** which we will do by creating an enabling environment where our residents can achieve expanded choices, improved livelihoods and wellbeing.

As a Partnership we have identified four main priority areas to guide this work and deliver our vision:

1. ~~Growing-Developing a~~ diverse, inclusive and sustainable economy;
2. Building a better future for our children and young people in Moray;
3. Empowering and connecting communities;
4. Improving well-being of our population ~~Changing our relationship with alcohol.~~

Delivering against these priorities will be challenging and require new ways of working and innovative solutions. Money and resources are restricted in the public sector and that will become more challenging in future. We will need to think of new solutions and approaches to service delivery including how communities can be supported and enabled to be resilient and self-sufficient. Solutions need to be sustainable and focussed on where they can make the biggest difference to the outcomes for people in Moray so that everyone can achieve the best outcome for them. The Community Planning Partners need to work together on long term strategic service provision and how that can be delivered more efficiently through a partnership approach.

To establish this the LOIP requires a commitment from every partner to engage in long term planning to support the work identified in this Plan and to coordinate service delivery strategies to ensure that where possible the necessary infrastructure is shared in a way that will deliver an efficient Public Sector in Moray.

Our next steps will be to develop further our work with communities to ~~develop and~~ inform and influence our approach and actions to ensure that our strategic priorities

and locality work hit the right mark to make the difference that our communities will value.

OUR STORY SO FAR

The Community Planning Partnership [already](#) has a strong evidence base that has been used to inform existing strategies and plans many of which support the vision articulated within the LOIP.

There are a number of existing strategic partnership plans supporting our priorities. For instance: the Growth Deal, a regional deal designed to boost economic growth across Moray; the Integrated Children's Services Plan, focusing on the GIRFEC agenda and Children's rights; and the Moray Alcohol and Drug [Strategy 2018/21 Delivery Plan](#), outlining work to prevent and reduce the impact of substance misuse. These major overarching plans are an important link to the delivery of priorities within this LOIP and the partnerships which will be responsible for progressing them.

In addition to partnership strategic plans, there are many single agency plans and strategies which have a positive impact on the local outcomes. For instance, work to address our connectivity and access to services including work by HITRANS, Moray Council, Community Learning and Development Forum and the Moray Integration Joint Board. So we will ensure there are strong links between partners to understand each other's priorities and commitments in order to work together more effectively.

Further we have taken account of [recent](#) public service reforms including those relative to Police Scotland, Scottish Fire and Rescue Services, the Integration Joint Board and Community Justice. Their priorities, strategies and service delivery have formed part of our discussion to inform this LOIP.

Our LOIP will provide the overarching framework that specifically seeks to target identified priorities on the poorest outcomes that will be considered by all Community Planning Partners when developing their corporate plans, strategies and policies whether on an individual partner or partnership basis.

This will guarantee that our focus will be on the communities and individuals experiencing inequalities within our society and working in conjunction with communities and individuals, and together we will improve the long term outcomes for our residents, working efficiently as partners.

Our Area

We have reviewed statistical and other information to provide an evidence based foundation to understanding local needs, circumstances and aspirations of the people living and working in Moray. This evidence covers a range of statistical information which is broken down into Moray-wide, Associated School Groups and smaller geographic communities. All of the data used can be found on the Moray Community Planning Partnership website 'YourMoray'. A Moray Profiles summary with some of our high level statistics is located at the end of this document. This evidence base has helped us to develop plans for the future which will tackle the things that matter most to people and will make a positive difference to people in Moray.

For many people Moray is a great place to live, with relatively low unemployment, an enviable natural environment, low levels of crime and good public services. We do well with a good standard of living, skills and wellbeing. But sometimes the hidden reality for some of our residents is that their quality of life isn't as good as others. Moray has pockets of inequality, deprivation and poverty which is experienced on both an individual level and collectively in some small geographical areas.

At the outset it is clear that identifying areas with lower than average levels of income is important in developing the first Local Outcomes Improvement Plan for Moray as this will go a long way to addressing inequalities in the area.

Our Population

The population of Moray was 93,295 at the time of the 2011 Census. Population levels vary across Moray's main towns ranging from 23,178 in Elgin to 4,734 in Lossiemouth. We also have a number of smaller, more rural areas.

Although the overall age profile broadly follows the national trend towards an aging population, in fact, Moray has higher percentages of people in each of the 75+, 60+, and 45+ age groups when compared with the Scottish average. In particular, the evidence indicates that we have higher percentages of older people in our more coastal and rural areas. According to the National Records of Scotland it is predicted that by 2039 the number aged over 65 will have increased by 73% in Moray compared to 66% nationally.

The flip side to a higher proportion of older people is a lower proportion of younger and working-age people. A smaller available workforce has implications for the stability of the local economy and in parts of Moray the area's aging population will result in a smaller available workforce in the coming years and also increase service demand in certain areas.

The evidence shows a significant outward migration of young people leaving school for higher education in the main cities and relatively slow inward migration from the age of 25 onwards compared to rural areas that are adjacent to the main cities.

The National Record of Scotland projected population figure for Moray of 98,680 by 2039 has not taken into consideration the relocation of three Typhoon squadrons in 2014/15. Further new squadrons and military and support personnel ~~are due to be~~ were stationed at Lossiemouth ~~in from~~ 2019. This increase will result in the Moray population being pushed even further ahead of the projected population increase. Talks with the MOD suggest that in the next 10 years there could potentially be an additional 3,000 – 4,000 people (military and support personnel and their families) coming to Moray. This will impact on our population demographics, for example by increasing the gap between the number of males and females in the 16-29 age groups.

Moray is a rural area and ranks highly for access deprivation, which is measured by the Scottish Index of Multiple Deprivation (SIMD) on journey time to services such as a doctor, shop and post office. In 2016, 33.8% of Moray's population (31,982 people) were in the bottom 20% access deprived areas in Scotland. This presents us with

challenges in ensuring that our rural communities can access services and that people can connect with each other to avoid social isolation and the negative outcomes that isolation can lead to.

OUR MAIN ISSUES

In summary, from the evidence we have analysed, the main issues for Moray include:

- above average percentages of older people, particularly in the more rural and coastal areas which creates challenges in relation to service delivery and access and social isolation
- low wage economy and reliance on a small number of industries impacting on our economic diversity
- influence of the MOD on population dynamics and reliance upon it for jobs increasing our reliance on this industry for our economic sustainability
- an outward migration of young people leaving school for higher education and a poor rate of return in later years
- variation in outcome for young people in relation to attainment and post-school destination impacting on their choices for their future
- variation in outcome for smaller communities within Moray - particularly prominent in Elgin but also evident in other areas and a town/rural divide seems to emerge
- our geography / rurality and subsequent access issues such as delivery of and access to services and social isolation
- the impact of Public Sector financial constraints

These main issues have been identified as areas to be addressed by the partners previously, which is why so many of our partnership and partner plans already seek improvement in these areas. This plan will provide renewed emphasis, direction and focus on where we can make a difference in partnership and will identify action to address the inequalities which may not be contained within existing plans.

OUR PRIORITIES

We have developed our priorities to focus on where the collective efforts of the partners and communities can add most value in improving local outcomes and tackling inequalities. We asked more than 50 partner and community representatives who attended our Community Planning development day in June 2017 to consider where we should focus our efforts in light of all of the evidence we gathered. The result was that the overarching outcome for Moray should be '**Raising Aspirations**' and four main priority areas to direct the Partnership's work which were identified as having the potential to make the most difference to Moray were:

1. ~~Growing-Developing a~~ diverse, inclusive and sustainable economy;
2. Building a better future for our children and young people in Moray;
3. Empowering and connecting communities;
4. Improving well-being of our population ~~Changing our relationship with alcohol.~~

Additionally, these priorities provide local context for the cascade of national priorities for the Partnership and underpin the need for the Public Sector to work more efficiently together. In addition to working together at the strategic level across Moray we also need to undertake joint working at local levels as described in the next section.

A summary of all of the priorities and outcomes are listed in the table below.

National Priority	Early Years & Early Intervention	Outcomes for Older People	Employability	Economic Recovery & Growth	Health Inequalities
Overarching priority	<p>Raising Aspirations: Moray provides an enabling environment where residents can achieve expanded choices, improved livelihood and wellbeing</p> <p>Focus: Poverty Strategy to tackle poverty, social cohesion and inclusion</p> <ul style="list-style-type: none"> ➤ Inequalities in educational attainment will reduce ➤ Access to employment opportunities will improve and low pay will reduce ➤ Health and social inequalities will reduce 				
Moray Priority	Building a better future for our children and young people in Moray	Empowering and connecting communities	Developing, diverse and sustainable economy	Improving the Well-being of our population	
Moray Outcomes	Moray will be; a place where children and young people thrive; a place where they have a voice, have opportunities to learn and can 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 Engagement to be incorporated	<p>Thriving and well connected place, where more people live well in their communities</p> <p>Confident, skilled and self-reliant communities where expectations and aspirations are raised and achieved</p>	<p>By the year 2030 Moray is a destination of choice, the area being known and recognised as an outward facing and ambitious community with a thriving and well connected commercial base and as environment in which quality of life is valued and supportedBy the year 2030 Moray will have a sustainable and inclusive economy which generates improved opportunities for everyone including more skilled and higher paid jobs.</p>	People are healthier and experience fewer harms as a result of as a result of making well informed decisions about their health and well-being alcohol use	

CPP focus	<p><u>Poverty</u> Ambitious and confident children: to improve the life chances of children especially the most vulnerable by supporting them and their families at the earliest stage</p> <p><u>Mental Health and Well-being</u> Healthier Children: children get the healthiest start in life and are supported to achieve the best possible mental health and wellbeing and there is equity for vulnerable groups</p> <p><u>Protection</u> Safer children: to protect children from the risk of harm, abuse and neglect and promote and support safer environments and communities</p>	<p>Improve life chances for people in Moray of all ages <u>in communities experiencing the greatest inequality of outcomes</u></p> <p>Develop stronger, more resilient, supportive, influential and inclusive communities</p>	<p><u>Addressing employability and skills gap</u> <u>Employment:</u></p> <p><u>Increased participation skill and pay levels with reduced gender inequality through:</u></p> <ul style="list-style-type: none"> Targeted approaches for those furthest from the job market <u>Pathways to higher skilled employment</u><u>Pathways to employment and higher skilled employment</u> Choices for the young workforce Apprenticeships at all levels 	<p>A whole population approach to prevention and reducing related harms</p>
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PRIORITIES AND OUTCOMES

Raising Aspirations

Our vision as a partnership is **raising aspirations** which we will do by creating an enabling environment where our residents can achieve expanded choices, improved livelihood and wellbeing.

Overarching Priority and Outcomes

Some people in Moray experience poorer life chances and outcomes than others and we recognise the influence that poverty can have on this. We are committed as a CPP to minimising the impact of poverty on the people of Moray by developing our understanding of how poverty can affect lives and ensuring that people are equipped to cope with the challenges they face.

Research into the causes and impacts of poverty shows how transition through key life stages can increase vulnerability to experiencing poverty e.g. childhood, working-age and later in life. People who face additional challenges may also have a greater likelihood of experiencing poverty. This may be someone with a long-term health condition – physical or mental, or perhaps a young person leaving a care situation e.g. foster care.

Moray has a low wage economy which impacts on household income. Additionally gender inequality is seen as an 'emerging trend' in Moray – information about potential barriers to women and girls in Moray achieving their full economic potential is limited and further research is needed. [This work aligns with the Scottish Government's priorities for Fair Work which include tackling the gender pay gap and encouraging employers to pay the real living wage of £9.30 per hour.](#)

We know that evidence suggests that adverse childhood experiences result in social challenges for individuals throughout their life, thereby reducing their positive life outcomes and increasing their need to access public sector services for support. Therefore, to reduce the proportion of children experiencing poorer outcomes we plan to improve and expand the provision of early years' service.

This will also provide longer term preventative benefits for adults and tackle health, financial and social issues. Parents and carers will benefit from a high quality, flexible system as it helps to support people into work, training or further study which may not have been previously accessible. Importantly, this will also contribute to improving gender inequality through childcare and employment opportunities.

Supporting our residents and their families to achieve their full potential forms a significant part of our agenda to tackle inequalities through a long term preventative approach. Our research has helped to shape our understanding of poverty and highlighted a further key point: any strategy aimed at reducing poverty also needs to consider how to reduce inequality. Therefore, we [are will develop](#) our approach to poverty through a strategy that can guide the work of all partners in both joint and independent work.

In terms of outcomes, success would mean

- Moray provides an enabling environment where our residents can achieve expanded choices, improved livelihood and wellbeing

And specifically we want to see a difference from our poverty strategy in relation to:

- Inequalities in educational attainment will reduce
- Access to employment opportunities will improve and low pay will reduce
- Health and social inequalities will reduce

Evidence

The research shows a link between life expectancy and poverty. In Moray it appears that some people will live an average of ten years longer than others depending on where they live. Further in some of our communities, one in seven children are growing up in poverty with around 3000 children on means-tested free school meals and an estimated 32% of households in fuel poverty.

Moray remains one of the lowest paid local authority areas in Scotland and has the sixth highest gender pay gap in Scotland. In addition, the evidence suggests that the higher levels of attainment achieved by Moray's young women are not transferring into corresponding career paths. Further, it can be inferred that this lack of suitable job opportunities may influence young women to leave the area, and this is reflected in gender imbalance for 16-29 year old age group. For those who do choose to stay in the area, the evidence also suggests that the impact of access deprivation may be greater on women than it is on men.

Building a better future for our children and young people in Moray

~~We want Moray to be the best place in Scotland to grow up. The Moray Children's Service Plan 2017-2020 has been developed around our three priorities and demonstrates our commitment to investing in our workforce and enabling us as a partnership to deliver on an ambitious programme. 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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CYP Ctte 04/03

Our early years are vital, setting the trajectory for our health, wellbeing, opportunities and outcomes across the rest of our lives. A study has shown that one fifth of the population (20%) account for the majority of social spend in adulthood, and their identities can be predicted at three years of age by deprivation, maltreatment, poor IQ performance and low behavioural self-control. Child poverty, social immobility, health and educational inequality continue to increase and evidence clearly shows that this leads to poorer outcomes for children, young people and families.

Younger people are under-represented in Moray and so we want to create an environment that makes more want to stay or come to Moray in order to ensure our communities are sustainable. Attainment is a key determinant of future employment, health and other outcomes; therefore, improving attainment should lead to

improvement in other life outcomes. There is evidence that attainment and post-school destinations vary across the Moray communities and in some areas are below average.

Pre-pregnancy health has significant implications for the health of the newborn, from immediate postnatal period through to the risk of chronic diseases in later life. Parenting is integral to a child's physical and mental health and wellbeing, not just in their early years, but also throughout childhood, adolescence and into adulthood.

In terms of outcomes, success would mean Moray will be:

- ~~a place where children and young people thrive~~
- ~~a place where they have a voice, have opportunities to learn and can get around~~
- ~~a place where they have a home, feel secure, healthy and nurtured~~
- a place where they are able to reach their full potential wellbeing is improved: mental and emotional, physical and social
- impact of poverty is mitigated
- children and young people feel safe and free from harm: bullying, impact of domestic abuse, impact of neglect and impact of parental substance use
- the life chances and outcomes for care experienced children and young people are improved: stable accommodation, education employment and training, health and wellbeing, criminal and youth justice and rights and participation

Evidence

Uptake of early learning and childcare amongst three and four year olds is very high with up to 100% of children taking up the majority or all of their entitlement across both school and funded provider settings.

Between 2013 and 2016 Moray's literacy and numeracy performance deteriorated as children progressed through primary school. However, the percentage of leavers achieving literacy and numeracy at level 5 is in line with our virtual comparator with an improving trend over the last 3 years.

S4 staying on rates across the majority of Moray secondary schools is well below that nationally. During S5 and S6 attainment continues to be below that of our comparator and nationally with lower rates achieving at higher and advanced higher levels. Based on the 2016 results Moray school leavers on average attained fewer tariff points than nationally.

In relation to positive destination choices, there has been a decreasing trend in the % of school leavers going straight into employment, although Moray is still slightly above the national rate.

Some girls and boys will live an average of ten years longer than others depending on where they live. There are some communities in Moray where 1 in 7 are growing up in poverty. In relation to health, 1 in 8 children in Moray are overweight, with 1 in 9 being obese.

Some young people are taking risks which may put them at danger of harm. In Moray, girls are more likely to consume alcohol than boys at both 13yr old and 15yr old stages. Further, over a third of 15 year olds report that they have been offered at least one illegal drug; and they reported that it would be easy to get an illegal drug. 10% of 15 year olds reported they were regular smokers.

As of quarter 2 in 2016/17 the largest proportion of children on the child protection register is aged 0-4 years and over two thirds of children (69%) on the child protection register are noted to be at risk of emotional abuse.

Empowering and Connecting Communities

Moray's rurality creates challenges for ease of physical access to and within Moray, and digital connectivity is affected by limited availability of fast broadband speeds. Mobile connectivity is an issue for part of Moray.

Lack of confidence and the capacity to engage in local democracy can inhibit the wellbeing of our residents. However more confident, skilled and self-reliant communities where expectations and aspirations are raised and achieved will help address issues and bring improvements to the community. This is particularly true in those areas identified as having poorer outcomes.

Tackling issues which limit connecting people to their communities will make Moray a more thriving community and a better connected place, where more people will live well in their communities. Building the capacity of individuals and communities and developing strong vibrant self-supporting communities will offer opportunities for strong connections within and across communities. It will give all sections of the community a voice.

Equally important is the potential impact on everyday life that the quicker and easier access to health, social and cultural services would bring. While beneficial to each of Moray's residents, the impact for specific groups will be more significant e.g. older people living alone, young families, young people, those living in particularly rural communities, and those on low wages. We recognise that access to services is vital for our rural communities, particularly with declining resources, and partners will work to ensure creative solutions are available across Moray.

The development of transport and digital infrastructure will be progressed through the Moray Growth Bid and Moray Economic Strategy. The main focus for the Community Planning Partnership in the LOIP will be the development of more resilient and self-reliant, empowered communities. This will be achieved through the review and implementation of the Community Learning & Development (CLD) Plan and the Community Engagement Strategy. Moreover the development of Locality Plans will be our key driver to improve outcomes to our most vulnerable communities.

Good quality Community Learning and Development will be central in supporting primarily disadvantaged and vulnerable groups and individuals of all ages to engage in learning and development, including building capacity within and across

communities. There will be a strong focus on early intervention, prevention and tackling inequalities within communities and the 2018 – 2021 CLD plan will be ~~developed to~~ provide clear leadership and direction, and ~~to~~ drive the action needed to ensure we maximise the contribution of CLD partners to support the interventions required in our communities.

In terms of outcomes, success would mean

- A thriving and well connected place, where more people will live well in their communities
- Confident, skilled and self-reliant communities where expectations and aspirations are raised and achieved

Evidence

Accessing every day services such as school, work, leisure facilities and shops can have a significant impact on the quality of an individual's life. By way of example - although the average drive time to reach shopping facilities in Moray is approximately seven minutes, there is a longer travel time in 22 of Moray's 35 smaller communities including all four of Milne's ASG area and all seven of Speyside's ASG areas. Travel by public transport takes considerably longer in a number of local communities.

~~Growing-Developing a~~ Diverse, ~~Inclusive~~ and Sustainable Economy

Socio-economic circumstance is a key influencer of a number of the identified areas for improvement (e.g. attainment) and improving economic outcomes should impact on the wider priorities of the partnership. The socio-economic duty on public bodies which will ~~come~~ into effect in April 2018 will underline the importance of this issue.

A growing and diverse economy will provide a stable, sustainable employment base for our communities, providing opportunities for our young people as well as tackling work-based gender inequality. The resulting positive outcomes experienced at an individual level will also impact the wider community: helping young people and women to achieve their full potential here in Moray will ensure continued population diversity which is as essential for the vibrancy and culture of our local area as it is for the sustainability of our local economy.

Outward migration occurs when those leaving school for higher education outwith Moray decide not to return with an unequal flow of young people choosing to come to Moray to compensate. There is a need to address this through the higher education offer in Moray, alternatives such as apprenticeships, ensuring the right mix and availability of housing and the right environment for people of all ages. Much of this work is being driven through Moray Economic Strategy and the developing Moray Growth Deal.

In the context of the LOIP, in addition to this general drive for economic growth and diversification, there will need to be additional targeted support to reach those furthest from the workplace and to address low pay.

The demographic change needs to be supported by actions that address gender imbalance, ageing population and reducing workforce by retaining and attracting young people, creating a wide choice of employment opportunity, improving working opportunities to suit an ageing and more flexible workforce and assisting those furthest from the workplace.

We ~~also~~ recognise that there are a number of uncertainties associated with ~~Brexit leaving the European Union~~ that may impact on us, for example new arrangements for allocation of grant assistance and we will monitor and respond to this situation through Moray Economic Partnership as it develops.

In terms of outcomes, success would mean:

- By the year 2030 ~~Moray is a destination of choice, the area being known and recognised as an outward facing and ambitious community with a thriving and well connected commercial base and as environment in which quality of life is valued and supported~~ Moray will have a sustainable and inclusive economy which generates improved opportunities for everyone, including more skilled and higher paid jobs.

Evidence

Moray has relatively high employment rates in mainly low paid and low skilled industries with seasonal work common. Weekly wage levels rates lag behind those of neighbouring authorities and the Scottish average.

The impact of our aging population is two-fold: a smaller working age population and an increased demand for services which are already experiencing skills shortages – each of which is a risk to the sustainability of our economy. By 2039 the working age population in Scotland is projected to increase by 1% but in Moray it is projected to fall by 3%.

There is a mismatch between school leavers' career aspirations and the local job market and gender inequality is a significant factor in employment here. This lack of local opportunities may explain the lower proportions of young people, and particularly young women, in Moray. Young people are more likely to aspire to leave Moray than to stay - 45% compared to 40% for Highlands and Islands.

Moray has smaller businesses and slower rates of business growth than the national average. Micro enterprises with less than 10 employees form 88% of all Moray businesses. The rural nature of our geographic location and competition from the more urban parts of Scotland poses a challenge to attracting inward business investment. So for example, Moray is the only mainland Scottish authority with no dual carriageway.

Improving Well-Being of Our Population ~~Changing our relationship with alcohol~~

Our plan has a focus on alcohol due to the prevalence of alcohol misuse in Moray. This is not just about people who are dependent on alcohol. Alcohol is associated with problems within communities and is not just experienced by the person who is drinking but by the families, children, neighbours, and workmates around them. Alcohol harm affects people's life chances and is a recognised contributor to the inequality gap in health and wellbeing.

The success of existing work related to alcohol dependency should not be underestimated, but it is recognised that alcohol remains a significant factor in crimes of assault or domestic abuse in addition to health implications.

Alcohol is seen as a contributory factor to a range of issues: crime, fire, poor parenting, economic losses and so by prioritising our relationship with alcohol, the intention is to pursue a preventative agenda to improve a range of outcomes.

We also recognise that health and wellbeing makes a significant contribution to life experiences and – can be adversely affected by many factors, including -mental and physical health and alcohol-/drug use. Over time we will be developing our planning to extend into these other areas and address the whole well-being agenda.

In terms of outcomes, success would mean:

- People are healthier and experience fewer harms as a result of making well informed decisions about their health and well-being~~alcohol use~~

Evidence

The review of the Loip that produced this second edition highlighted the need for a broader approach to a well-being priority so that a range of factors that affect life outcomes are considered and addressed. Alcohol was identified as the first priority area to be addressed by the Partnership and the data for this is reflected below. Further evidence based priorities and approaches will be developed under this new broader well-being heading over the 10 year period of this plan.

The estimated cost of alcohol harm in Moray was £33.31 million in 2010/11, or £380 per person. This is in line with Highlands and Islands and also many of Scotland's other rural local authority areas. Perhaps not surprisingly it is substantially below the cost in more urban areas such as Aberdeen and Glasgow (£557 and £615 per person respectively). However the spend in Moray is significantly higher than it is in Aberdeenshire – £262 per person.¹

According to Police Scotland evidence there is a clear link between alcohol consumption and violence both within the home and in public spaces in our towns and villages. Out of an annual average of 509 domestic incidents in Moray between 2014 and 2016 inclusive, children were reported as being present at 22% of all recorded domestic violence incidents in Moray (around 112 incidents per year). Where a child was present they were recorded as witnessing the domestic violence

¹Alcohol Focus Scotland: The cost of alcohol in Moray – 2010/11

in 40% of cases (around 45 incidents per year). Police Scotland are working with CPP and licensed trade to ensure responsible behaviour and alcohol consumption.

Further the Scottish Fire & Rescue Service highlight that key contributory risk factors for accidental dwelling fires include lifestyle, independent living strategies, smoking, consumption of alcohol and prescribed and non-prescribed drugs; 8% of house fires were substance misuse related.

Public Sector Efficiency and Partnership

The Community Planning Partners are committed to the spirit of the Community Empowerment Act and the delivery of the LOIP priorities. To ensure we are delivering our agreed priorities we must align our strategies, resources and ultimately our organisations around these priorities. This re-alignment must also be carried out in the context of reducing public sector spend.

Locality Plans for most vulnerable communities

Communities lie at the heart of community planning; they can and do achieve things for themselves, and we need to build on this and increase the level of influence and control that local people have over the decisions and services that have an impact on their lives. Working together makes it easier to improve outcomes and tackle the inequalities that some people experience.

Overall each of our communities does well with a good sense of community-spirit, high employment and good health. But within some communities it appears that many of our residents are facing different challenges but lack the confidence, skills or capacity to turn that into collective action to address those challenges or work alongside services to assist in tackling some of the inequalities that exist.

Evidence

Many evidence based tools were used to assist the Community Planning Partnership to understand the differences within the communities as well as potentially target their resources to those most in need. In addition these analytical tools were used to identify the communities experiencing the most disadvantages in Moray. The tools considered factors such as the income of residents, employment rates, out-of-work benefit rates, childhood poverty measures, educational attainment, and crime rates.

Seven communities (based on Scottish Government intermediate geographies) were identified as the communities in Moray that are most likely to require support to raise educational attainment, to improve opportunities for employment in better paid jobs and to reduce childhood poverty. However, it is recognised there will be pockets of deprivation in other areas that none of the tools will identify. Furthermore, there are likely to be individuals, or families, living in poverty whose situation is made worse by living in a remote location.

Based on our assessment of a range of evidence and linking with the overarching priority, we have identified areas which we will target first for specific locality based work are:

New Elgin East and Buckie Central East – These areas have been identified by our analysis where there are opportunities to improve outcomes. The partnership will take two different approaches for this first year so that we can learn what works best. The aim would be to develop a Locality Plan for each of these areas which addresses some of the overarching actions from the LOIP where they are relevant to that community; we will collectively agree the focus of the work with the community. We will then aim to develop specific actions with those communities to improve outcomes.

New Elgin East – is the area identified by our analysis with the greatest scope for development. This is an area where there are opportunities to improve outcomes across a number of factors, such as employment, crime and education. This area has been selected for a cross-cutting geographical approach.

In terms of outcome, it will be important to develop what success would look like with the community. However, our initial proposal for consideration would be:

- Develop an environment of increased aspiration that will lead to increased attainment, better health and wellbeing and increased involvement in their community

Buckie Central East – will be focused around the priority of 'Building a better future for our children and young people in Moray'. This is currently being addressed in a two-pronged approach through existing partnerships relating to the economy and children's services. Further we will target our efforts on a locality basis around the current developments arising from the school for the future review at the Buckie Associated School Group level. Work being done in Buckie will contribute to this priority addressing ways in which the community planning partnership can work with the community to improve their quality of life.

In terms of outcome, it will be important to develop what success would look like with the community. However, our initial proposal for consideration would be:

- An increase in attainment, increased employability and a greater voice in community affairs

More information on all of the statistics used to inform our priorities can be found on the 'YourMoray' website http://www.yourmoray.org.uk/ym_standard/Page_111096.html

OUR DELIVERY PLAN

We will address our priorities through a combination of Local Outcomes Improvement Plan actions and the development of Locality Plans with the community. We recognised that our priorities overlap with each other and we will ensure that there is a joined up approach to addressing them. This will include agreement on resources to support the delivery of this Plan.

Local targeted assistance will be offered to the New Elgin East and to Buckie Central East communities. In Elgin we will work to explore ways which we can support and work with the community to improve their quality of life across a number of interrelated factors such as employment, crime and education. In Buckie, the focus will be on our 'Building a better future for our children and young people in Moray' priority where there is an opportunity to leverage impact and ensure community influence through our existing work on the economy and current development arising from the school for the future review.

Our plan is to develop our shared understanding of these places and people and to ensure that issues and solutions are agreed and developed jointly with the communities. Our ambition is that the communities own the developing plans and become partners in their implementation.

Much of the work is at the development stages and therefore year 1 of this plan ~~will~~ involved mapping of current work across the partners. Engagement, particularly in the locality plan areas, ~~will require~~involved considerable time and effort from the partners and communities. This approach will continue to ensure that the best outcomes are achieved while learning from the experience gained to replicate in other areas which in future years would benefit from a locality planning approach.

An action plan is contained in the appendices. This action plans should give assurances that our priorities will be taken forward through the LOIP and linked strategies. LOIP Strategic Lead Partnerships will develop the action plans and PIs further over the coming months, co-ordinated by the lead officers.

ACHIEVING OUR AMBITION Building Community Relationship

Community Engagement will be a keystone from which we will build the foundation for our focus on raising ambitions and making Moray better for everyone. We recognise that our plan to address inequalities of outcomes is in its infancy and key steps for the Partnership will be to develop a shared understanding of the statistical and experience based evidence to inform and develop actions that will make a difference to our communities. We will use this to adapt and grow our LOIP and locality plans and to add depth and detail.

To achieve this we want to build on the information we have from previous work with communities and to progress with cohesive and purposeful engagement around our priorities. Our Community Engagement Group is developing plans and proposals for locality plan-related engagement activities, including determination of the most appropriate community engagement tools to use. These tools could include, but are not limited to, Planning for Real, Participatory Budgeting or Place Standard. A diagram showing the model of engagement is below.

Cohesive and purposeful approach to community engagement



Ideally we will see this model of engagement enabling the development of more resilient and self-sufficient communities who have influence over the delivery of public services to their communities and capacity for joint and community based delivery. More information about our approach to community engagement is in our Community Engagement Strategy.

Governance to match priorities

What does Community Planning in Moray look like?

We have been reviewing our partnership arrangements to make sure that we are focussed on the priorities set out in this plan and that the structure will support the development and delivery of our LOIP and Locality Plans. We believe that the following governance structures will be effective in delivering our priorities.

COMMUNITY PLANNING PARTNERSHIP STRUCTURE: Supporting the Delivery of the LOIP



Community Planning Board - Partners

The Community Planning Board will have the ultimate responsibility for delivering this Plan. A list of the partners who are part of the Community Planning Partnership at the board level are listed below. Many more partners including community representatives and third sector organisations are part of the wider Community Planning Partnership at various levels.

Community Planning Partnership Board				
Cairngorms National Park Authority	Community Engagement Group	Highlands & Islands Enterprise Moray	HITRANS	Moray College UHI
Moray Council	Moray Integration Joint Board	NHS Grampian	Police Scotland	Scottish Fire & Rescue Service
Skills Development Scotland	tsiMORAY	Scottish Government		

Monitoring and Review

This Plan ~~was first agreed in date 2017. This second edition was produced as a result of a review in December 2019. It will be reviewed by the end of 2018 with a further revision shortly thereafter.~~ Annual reports on our progress will be published. ~~Thereafter~~ The Plan will be reviewed every three years along within the action plan.

Our next stages

Governance

The partnership ~~has~~ set out new governance arrangements ~~but recognise~~ and these ~~will continue need~~ to develop to ensure they support the delivery of the outcomes. We have already identified a number of specifics for development and we may make further changes over time as priorities change and partnership groups develop.

Engagement

This plan ~~was~~ ~~it will be~~ available to the public to comment ~~on for a short period of time when it was first produced.~~ The partnership recognises that the high level of this plan will make wider community engagement challenging ~~and so it is planned to develop engagement on the plan further with specific stakeholders on issues and developments that will be of interest to them as work on each priority develops.~~

Our engagement will focus on the local level, mainly at the locality plan areas. Intensive and sustained engagement will allow the community and partners to work together to agree priorities and outcomes for their areas. In addition this approach will build future capacity for engaging both on an individual and community level.

Existing work

The partnership recognises that a significant amount of work is already taking place both on a strategic and operational basis. While the partnership believes that further work is required to improve outcomes against the priorities it does not want to reinvent the wheel or create unnecessary work. Therefore a number of mapping exercises will take place against the priorities. ~~Some work has started on this as can be seen in the following table. A range of activities are in place and we will seek to refine these against planned outcomes as work develops, including engagement with the public, service users and other stakeholders where appropriate to gain their perspective and influence.~~

~~However once the mapping is completed~~ Work will continue to develop and enhance ~~the partnership's can agree its~~ combined actions to improve the outcomes and ~~work~~

[towards identifying](#) key measures of success as well as allocating the required resources. The [updates and revision to these is](#) should be complete within six months of this [edition of the](#) plan being finalised.

MORAY

AREA PROFILE 2017 Our Key Facts

POPULATION 95,510 population (2015)* <ul style="list-style-type: none">• 16.2% aged 16 to 29 years (Scotland = 18.2%)• 30.2% aged 60 and over (Scotland= 24.2%)	AREA 2,238 sq km (864 sq miles) 11th most sparsely populated area in Scotland <ul style="list-style-type: none">• 42.2% of the population live in a rural area• 4.1% live in settlements with fewer than 500 people	HOUSEHOLD PROJECTIONS 2012 TO 2037 7% increase in households (40,492 to 43,245) (Scotland = 17% increase) FUEL POVERTY 2014 40% of households in fuel poverty (Scotland= 35%)
ETHNICITY 77.7% White - Scottish (Scotland= 84%) 18% White – other British (Scotland= 7.9%)	CHILDREN LIVING IN POVERTY 2014 18% children live in poverty (Scotland= 22%) Moray has 0% of Scotland’s most deprived datazones , and 0.06% of Scotland’s least deprived datazones <ul style="list-style-type: none">• 3,537 people• 3.7% of Moray’s population	CAR/VAN OWNERSHIP 2016 18.9% of households have no car/van (Scotland= 29.4%) 35.3% of households have 2 or more cars/vans (Scotland= 28.5%)

*Annual estimates are provided each year by National Records of Scotland (NRS) etc

Economy and Income

GVA PER HEAD OF EMPLOYMENT 2015 £20,624 (Scotland= £23,685)	WEEKLY WAGES 2016 £498 (live in Moray) £491 (work in Moray) (Scotland= £535)	BUSINESS SIZE 2016 46.2% employment in small businesses (<50) (Scotland= 36.1%) 39.6% employment in large businesses (250+) (Scotland= 50.0%) 79.2% in private sector (businesses with < 10 employees) (Scotland= 78.5%)	BUSINESS TURNOVER 2016 £3,410m (Scotland= £270,086) Between 2010-16: 23.2% growth (Scotland= 4.9% growth)
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Education and Learning

SCHOOL ATTAINMENT 2014/15 60.6% of pupils left school with one or more SCQF level 6 or 7 (Scotland= 63.2%) ATTENDANCE 2014/15 94.6% primary (Scotland= 93.9%)	POSITIVE DESTINATIONS 2014/15 Initial destination (2015) 94.3% (Scotland= 92.9%) 9 months on (2016) 89.9% (Scotland= 92%)	MORAY COLLEGE STUDENTS 2014/15 64.9% successful completions (Further Education) (Scotland= 74.6%) 1,670 full time students	QUALIFICATIONS: WORKING AGE POPULATION 2015 32.3% have NVQ4+ (Scotland= 42.5%) 11.6% have no qualifications (Scotland= 9.0%)
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90.2% secondary (Scotland= 88.5%)		(up from 1,556 in 2012/13)	
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Life Stages/Health and Well-being

LIFE EXPECTANCY 2011/13 81.7yrs for Females (Scotland= 81yrs) 77.9yrs for Males (Scotland =76.9yrs)	DIABETES PREVALENCE 2016 5.7% (Scotland = 4.97%) 5,258 registered with diabetes (up from 4,110 in 2010)	OBESITY 2013/14 10.5 per thousand population (down from 10.88 per thousand population in 2010-11) (Scotland = 8.05 per thousand population)	ALCOHOL RELATED DEATHS 2011/15 20.8% per 100,000 population (Scotland= 21.5%)
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Community and Environment

NEIGHBOURHOOD ISSUES 2016/17 25.2% Neighbour disputes 23.3% Abandoned vehicles 18.2% Noise 16.4% Dog fouling	CRIME AND DISORDER 2014/15 270 crimes per 10,000 people: reduced from 463 in 2010/11 (Scotland= 479) 24% of residents have experienced some form of anti-social behaviour	STREET CLEANLINESS 81.3% WASTE 42.6% to landfill (Scotland= 46.4%) 57.6% recycled (Scotland= 44.3%)	OUR NEIGHBOURHOODS 2015 97% rate their neighbourhood as very/fairly good (Scotland= 95%) VOLUNTEERING 2015 30% adults involved in voluntary work (Scotland= 27%)
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Public Services

PUBLIC SPENDING £505.3 + million Moray Council (000) (2015-16) £296,937 Moray College (000) (2014-15) £12,755 NHS (000) (2014-15) £142,591 Social Care (000) (2014-15) £53,078	KEY ISSUES FOR MORAY RESIDENTS <ul style="list-style-type: none"> • high number of older people • low wage economy and lack of economic diversity • outward migration of young people • variation in attainment and post-school destination • variation in outcome for smaller communities • delivery of and access to services; and social isolation 	INFLUENCE/INVOLVEMENT IN PUBLIC SECTOR 2015 22% agree that they “ can influence decisions affecting my local area ” (Scotland= 24%) 37% agree that their “ council does the best it can with the money available ” (Scotland= 41%)
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Outcomes & Direction to Partnerships Groups

Brief to Partnership Groups on development and monitoring of outcomes:

- Partnership Groups will develop a plan outlining how they will achieve their outcome
- Actions and performance indicators for the LOIP will reference the high end strategic actions for the relevant linked plans
- Community Planning Outcomes Tool (CPOP) will be used to understand the direction of travel by giving an overview of outcomes for the community
- Performance indicators as well as case studies will be used to support evidencing outcomes

Moray Outcome Raising Aspirations	CPP Focus The end result we want is:	Milestones We will know we are making progress when:	First steps (major tasks) What we need to achieve is:
Moray provides an enabling environment where residents can achieve expanded choices, improved livelihood and wellbeing	Development of Poverty Strategy to tackle poverty, social cohesion and inclusion	Strategic framework including a model of delivery and robust action plan which is part of the wider CPP prevention agenda are developed	Develop Poverty Strategy
		Existing local groups with a remit specific for financial inclusion are working together	Review how and to what extent financial inclusion advice and information services are delivered by Moray Council and its partners to combat the expected increase in demand with a view to identify priorities and minimise fragmentation of service delivery
		Agreement is reached on how best to harness the collective resources across the partnership to support the delivery of the poverty strategy	Develop a planned approach with partners and strategies for early intervention
Related steps/strategies	Early Years Strategy Affordable Housing Strategy Local Housing Strategy Local Fire and Rescue Plan for Moray Money Advice Service and CAB support		
PIs	% adults who are obese		

Moray Outcome Growing Developing, diverse, inclusive and sustainable economy	CPP Focus The end result we want is:	(Milestones) We will know we are making progress when:	First steps (major tasks) what we need to achieve is:
By the year 2030 Moray is a destination of choice, the area being known and recognised as an outward facing and ambitious community with a thriving and well-connected commercial base and as environment in which quality of life is valued and supported will have a sustainable and inclusive economy which <u>generates improved opportunities for everyone, including more skilled and higher paid jobs.</u>	<p>Employment: Increased participation, skill and pay levels with reduced gender inequality through <u>the principles of Fair Work</u> including:</p> <ul style="list-style-type: none"> Targeted approaches to those furthest from the job market Pathways to higher skilled employment<u>Pathways to employment and higher skilled employment</u> Choices for the young workforce Apprenticeships at all levels 	<p>Delivery Plan agreed by partners</p> <p>Survey and analysis of drivers and constraints for women in the workplace completed to augment existing data on other groups</p> <p>Detailed Skills Action Plan(SIP) for Moray including Delivery Plan completed<u>implemented and reviewed annually</u></p> <p>Practise in support of Moray Skills Pathway to support 3-24 year olds with enhanced employer engagement embedded by 2021.</p> <p>25% increase (average) in uptake across the Apprenticeships family by 2021</p>	<p>Creation of a physical and/or virtual Employability Hub for Moray</p> <p>Review and map employability support services to improve outcomes in areas of greatest need, <u>develop action plan to address barriers of gender equality and opportunity</u></p> <p>Begin to implement a revised SIP across the CPP</p> <p>Project Plan to embed Moray Skills Pathway framed and in implementation.</p> <p>Increased within Apprenticeships family across CPP and in Moray</p>
Related steps/strategies	<p>Growth Deal Moray Economic Strategy Moray Social Enterprise Strategy Moray Local Development Plan Employability Strategy Moray Skills Strategy Developing the Young Workforce Attainment Strategy SFRS Community Fire Plans</p>		
PIs	<p>Residents with no qualifications – SIMD attainment measure Participation levels Weekly earnings <u>ASHE Pay gap and average pay levels</u></p>		

	No and range of modern apprenticeships Migration levels <u>and proportion of 16-29 year olds</u> <u>Proportion of people earning less than living wage</u> School leaver destinations		
Moray Outcome Building a better future for our children & young people in Moray	CPP Focus The end result we want is:	(Milestones) We will know we are making progress when:	First steps -(major tasks) what we need to achieve is:
Moray will be; a place where children and young people thrive; a place where they have a voice, have opportunities to learn and can 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	Ambitious and confident children: To improve the life chances of children especially the most vulnerable by supporting them and their families at the earliest stages	We will close the attainment gap for our children and young people	Work in partnership to deliver support to schools and their local communities in order to improve outcomes and close the attainment gap Schools will identify the gaps pertinent to their context and will consider how to make best use of pupil equity fund
		Children are supported to reach their educational aspirations	We will deliver an appropriate curriculum and intervene early for those who are disengaging from education and provide support to children, young people and their families
	Healthier children: Children get the earliest start in life and are supported to achieve the best possible mental health and well-being and there is equity for vulnerable groups	We will improve health supports and outcomes for children before they are born	Expectant mothers are provided with all relevant health care advice on conception/pregnancy All eligible pregnant women will be able to access Family Nurse partnership Intervene early and provide support to children identified as having developmental concerns at 27-30 mths child health review
			We will work in partnership to educate children, young people and their families regarding online safety and the risks of child sexual exploitation We will carry out analysis on CSE crimes in Moray and make key recommendations for improvement.
	Safer children: To protect children from the risk of harm, abuse and neglect and promote and support safer environments and communities	We will protect children from child sexual exploitation and harm online	
Related strategies	National Improvement Framework (NIF) Early Learning & Childcare Delivery Plan Corporate Parenting Strategy Moray Children's Services Plan Early Years Strategy 2016-2020 Grampian Child Health 2020 Plan Moray Local Police Plan 2017-20 SFRS Youth Engagement Framework SFRS Corporate Parenting Plan		
PIs	Attainment Exclusions No of young women accessing FNP Reduce the number/% of babies born with a low weigh Reduce the number/% of stillbirths By 2020 at least 85% of children in each SIMD quintile of the CPP will have no developmental concerns identified at the time of their 27-30 mths child health review Increased awareness of CSE in communities through providing up to date information Number of online safety presentations given by Police Scotland school liaison officers Rate of Domestic Abuse Crimes per 10,000 population		

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Commented [AM4]: Whole section revised to take the new Children's Services Plan 2020/23 into account and ensure that there is strategic alignment.

<u>Moray Outcome</u> <u>Building a better future for our</u> <u>children & young people in</u> <u>Moray</u>	<u>CPP Focus</u> <u>The end result we want is:</u>	<u>(Milestones)</u> <u>We will know we are making</u> <u>progress when:</u>	<u>First steps</u> <u>(major tasks) what we need to achieve is:</u>
<p><u>Moray will be;</u> <u>a place where children and</u> <u>young people thrive; a place</u> <u>where they have a voice, have</u> <u>opportunities to learn and can</u> <u>get around; a place where they</u> <u>have a home, feel secure,</u> <u>healthy and nurtured; and a</u> <u>place where they are able to</u> <u>reach their full potential</u></p>	<p><u>The impact of poverty on</u> <u>children, young people and</u> <u>families is mitigated</u></p> <p><u>The voices of children, young</u> <u>people and families</u> <u>experiencing poverty are heard</u> <u>and acted upon</u></p>	<p><u>Partnership model to facilitate</u> <u>ongoing engagement with</u> <u>children, young people and</u> <u>families experiencing poverty is</u> <u>operational</u></p>	<p><u>Agree the shape and resourcing requirements of the engagement</u> <u>model and implement</u></p>
			<p><u>Disseminate key poverty related themes from the joint strategic</u> <u>needs assessment across the partnership</u></p>
		<p><u>Systems, processes and</u> <u>practices are informed by a</u> <u>greater awareness of the</u> <u>prevalence, impact and stigma</u> <u>associated with poverty</u></p>	
		<p><u>Combined knowledge and</u> <u>resources are utilised to the best</u> <u>effect</u></p>	<p><u>Incorporate this plan into the Moray Poverty Action Plan, agreeing a</u> <u>common use of terms/language and focus of actions</u></p>
	<p><u>A co-ordinated approach to</u> <u>mitigating the impact of child</u> <u>poverty is adopted across the</u> <u>children's services partnership</u></p>	<p><u>The disposable income of</u> <u>families experiencing poverty is</u> <u>maximised</u></p>	<p><u>As a partnership, share understanding of the barriers to accessing</u> <u>existing supports and services and agree how the partnership can</u> <u>work in collaboration to address</u></p>
			<p><u>As a partnership, identify gaps in early intervention supports and</u> <u>services and agree, as a collective, the best means of</u> <u>addressing/resourcing these gaps</u></p>
			<p><u>Co-produce a pathway which provides accessible, early intervention</u> <u>to targeted support to families experiencing poverty or at risk of</u> <u>financial hardship</u></p>
			<p><u>Families are supported to access the pathway as early as possible</u></p>
			<p><u>Training is designed and delivered to ensure there is a consistent</u> <u>understanding and implementation of the pathway. This includes the</u> <u>review and implementation of Making Every Opportunity Count</u> <u>approach to ensure timeous support to families</u></p>
			<p><u>Participatory budgeting approach is adopted to test and develop</u> <u>solutions which meet locality specific needs</u></p>
			<p><u>Evaluation of impact of locality specific supports is undertaken with</u> <u>a view to scale and spread</u></p>
			<p><u>Stronger relationships with the 3rd sector are built,</u> <u>Work in partnership to develop and resource solutions</u></p>
	<p><u>No child or young person feels</u> <u>disadvantaged by poverty</u></p>	<p><u>Children and young people have</u> <u>equal access of opportunity</u> <u>irrespective of their family</u> <u>income</u></p>	<p><u>Barriers to equal access are identified and better understood at a</u> <u>locality and partnership level</u></p>
			<p><u>Solutions are co-produced by key stakeholders and resourcing</u> <u>implications addressed</u></p>
			<p><u>Identify families experiencing poverty who need additional support</u> <u>to ensure that their child achieves</u></p>
		<p><u>Children and young people</u> <u>experiencing poverty achieve</u> <u>expected levels of progress</u></p>	<p><u>Co-develop supports which evidence improvements and establish</u> <u>best means of resourcing and delivering them</u></p>

	<u>The life chances and outcomes for looked after and care experienced children and young people are improved</u>	<u>Children and young people looked after in kinship or foster care increases</u>	<u>Increase the range of foster carers in Moray, particularly those who can care for children and young people with complex needs</u>
	<u>Children and care leaver have safe, secure, stable and nurturing homes</u>	<u>Time taken and number of placements a young person experiences before achieving permanence reduces</u>	<u>Build on early indicators of success of PACE</u>
		<u>Care leavers successfully transition into appropriate accommodation</u>	<u>Develop supported accommodation options</u>
	<u>Looked after children and care leavers secure positive education outcomes</u>	<u>Close the attainment gap for looked after and care experienced children</u>	<u>Understand and respond to the transition needs of Care leavers</u>
	<u>Children and care leavers enter education, training or employment after leaving school</u>	<u>The number of children and young people entering and sustaining positive post school destinations increases</u>	<u>Better understand which supports/approaches improve attainment and upscale</u>
	<u>Wellbeing concerns are identified early and addressed quickly</u>	<u>Children and care leavers specific needs are met through engagement with the Children and Adolescent Mental Health Service (CAMHS)</u>	<u>Increase the range and uptake of wider achievement opportunities</u>
		<u>Children and care leavers wellbeing aims are met through the delivery of the wellbeing priority action plan</u>	<u>Implement and evaluate the community of schools concept (aims to ensure Children feel safe and happy in school)</u>
	<u>Children's rights are upheld and promoted</u>	<u>Children and care leavers actively influence the design and implementation of the Children's Rights and Participation Strategy</u>	<u>Review the attendance and exclusion policies to ensure they best meet the needs of Looked after and care experienced young people</u>
	<u>The number of looked after children and care leavers who enter the youth and criminal justice systems is reduced</u>	<u>Improve the identification and monitoring of care leavers and care experienced young people in the youth and criminal justice systems</u>	<u>Provide a partnership support network through the transition and post school stages, which includes mentoring and peer led supports</u>
		<u>Reduce any over representation of care leavers and care</u>	<u>Ensure the Moray Skills Pathway Strategy meets the needs of Care Experienced young people</u>
			<u>Understand and address barriers to engagement</u>
			<u>The actions within the wellbeing priority action plan address the specific needs of looked after children and care experienced young people</u>

		<u>experienced young people in the youth and criminal justice systems</u>	
	<u>Looked after children and care leavers are enabled to maintain positive relationships with their family, friends and other trusted adults</u>	<u>Children and young people feel secure and supported in their relationships</u>	<u>Understand how young people can be better enabled to maintain positive relationships and implement improvements</u>
	<u>Children and young people feel safe and free from harm</u>	<u>The incidence and impact of bullying is reduced</u>	<u>Further investigate and address concerns raised by children of all ages regarding bullying, with a focus on building resilience and intervening early</u>
	<u>Children and young people feel safe in their community</u>	<u>Awareness of factors which influence whether a child feels safe in their community is raised</u>	<u>Develop safe spaces in schools and communities with and for children and young people</u>
		<u>Children and young people's feeling of safety and actual safety improves</u>	<u>Monitor and address increasing trend of accidental injuries resulting in hospital admissions</u>
	<u>Children live in safe and supportive families</u>	<u>The impact of neglect on children and young people is minimised</u>	<u>Review evidenced based good practice approaches to prevent or minimise the impact of neglect, parental substance use and domestic abuse</u>
		<u>The impact of parental substance use on family wellbeing is minimised</u>	<u>Stakeholders co- design and deliver interventions to raise awareness, promote community ownership and influence attitudes.</u>
		<u>The impact of domestic abuse on children, young people and parents is minimised</u>	<u>Co-produce supports with and for parents which enable them to feel safe, self-respected and supported to be the best parents possible</u>
			<u>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</u>
			<u>Co-design and implement specific interventions and approaches which empower children and young people to feel safe</u>
<u>Related strategies</u>	<u>National Improvement Framework (NIF)</u> <u>Early Learning & Childcare Delivery Plan</u> <u>Corporate Parenting Strategy</u> <u>Moray Children's Services Plan</u> <u>Early Years Strategy 2016-2020</u> <u>Grampian Child Health 2020 Plan</u> <u>Moray Local Police Plan 2017-20</u> <u>SFRS Youth Engagement Framework</u> <u>SFRS Corporate Parenting Plan</u>		
<u>PIs</u>	<u>To be defined</u>		

Moray Outcome Empowering & connecting communities	CPP Focus The end result we want is:	(Milestones) We will know we are making progress when:	First steps (major tasks) what we need to achieve is:
A thriving and well connected place, where more people live well in their communities	Improved life chances for people of all ages in Moray	More people participate in learning opportunities More people participate in community activity	Gain a better understanding of people's needs and aspirations; tailor and promote learning opportunities accordingly Promote and support community-led activity; develop indicators to enable us to assess progress
Confident, skilled and self-reliant communities where expectations and aspirations are raised and achieved	stronger, more resilient, supportive, influential and inclusive communities	More of the people who experience the poorest outcomes take part or join the conversation Our communities' ability to address their own needs and aspirations is improved	Communities in New Elgin East and Buckie Central East participate in the development and implementation of their Locality Plan Refocus of staff work load and implementation of exit strategies for current workload as appropriate. Partnership protocols and resources agreed and action plans in place. Measure and evaluate against identified outcomes Prioritise and deliver locality based work in pilot areas using appropriate mapping engagement tools. Communities in New Elgin East and Buckie Central East take a leading role in the delivery of appropriate actions within the context of their Locality Plan
Related strategies	Community Learning and Development Strategy Moray Cultural Strategy Moray Social Enterprise Strategy Moray Lifelong Learning Strategy CPP Community Engagement Strategy Planning for Real – Various Communities' Action Plans Local Management Groups' Action Plans Moray Local Police Plan 2017-20 SFRS Community Fire Plan tsiMORAY Strategic Development Plan		
PIs	Evidence of increase aspiration amongst the designated communities Evidenced of increased levels of participation by vulnerable groups/individuals. CATS and other community empowerment mechanisms contained in the legislation % adults stating their neighbourhood is a very good place to live		

Moray Outcome <u>Improving the Well-being of our population</u> <u>Changing our relationship with alcohol</u>	CPP Focus The end result we want is:	(milestones) We will know we are making progress when:	First steps (major tasks) what we need to achieve is:
<p>People are healthier and experience fewer harms as a result of alcohol use. People are healthier and experience fewer harms as a result of making well informed decisions about their health and well-being as a result of poor wellbeing / health choices</p>	<p>A whole population approach to prevention and reducing related harms.</p>	<p>There is a reduction in alcohol related harm and improvement in community an improvement in people's wellbeing</p>	<p>Mapping of current work, evidence and strategies where alcohol affects outcomes</p> <p>Strategic review of the MADP to ensure a shared vision, purpose and goals which recognises and utilises partner expertise and skills effectively</p> <p>Effective promotion of alcohol awareness to create a knowledgeable and supportive community</p> <p>Implement the National Recovery Outcomes Tool in Moray across Alcohol and Drug services Use the Recovery Outcomes Tool (or such tools as agreed with the Scottish Government) in Moray across Alcohol and Drug services to inform service development and to improve outcomes for individuals.</p> <p>Review good practice guidance for provision of occasional licences for summer festivals and shows elsewhere in Scotland and develop a Moray version</p> <p>Implement the National alcohol Minimum Unit Pricing Provide evidence to help Licensing Boards to develop an evidence-based Over Provision Policy Statement; Consider duration of off-sales hours; Develop standard licensing conditions that minimise impulse sales; Develop standard licensing conditions that minimise the sale of cheap high strength products recognised to be predominantly consumed by dependent drinkers</p> <p>Work with the alcohol licensing trade to promote and implement the Social Responsibility Standards across Moray.</p> <p>Support the Licensing Forum, the Licensing Board and the licensing trade in working together to support, devise and deliver initiatives that contribute towards the promotion of responsible drinking and tackling alcohol related harms</p> <p>Co-design and implement community based opportunities to improve people's physical and mental wellbeing, taking account of, and linking in with initiatives such as participatory budgeting and co-production models.</p> <p>Act upon evidence based good practice for education and prevention relating to alcohol/drug use, and use this good practice within policy, service and workforce development.</p> <p>Adult based prevention and early intervention – MEOC?</p> <p>Embed Early intervention and reducing harms, within third sector alcohol/drugs and mental wellbeing direct access tenders.</p> <p>Promote the use of, and increase the take up of Naloxone as part of reducing drug relate deaths.</p> <p>Use the Staying Alive Audit tool as a framework for reducing harms and to ensure that actions within that audit are acted upon, and monitored by the MADP.</p>

Commented [AM5]: There will need to be more first steps on the wider theme of wellbeing, covering adult as well as young people as the wider well-being theme develops

Commented [AM6]: Consideration will require to be given to key "wellbeing" indicators

			Work with partners to ensure that there is a comprehensive <u>Workforce development programme based on a needs, taking account of national and local priorities; as well as providing bespoke packages to support specific initiatives or emerging issues.</u>
			Partners to provide Police Scotland and Licensing Standards Officers with support to enable them to appropriately enforce the legislation on responsible sale, availability and consumption of alcohol in order to reduce alcohol related violence, other crime or harm
			Promote engagement in services <u>Reduction in future service demand due to harmful alcohol consumption</u>
			Enable more people <u>at risk of alcohol harm to recover to reduce alcohol and drug related harms and to promote recovery</u> by increasing their engagement with timely and effective services; <u>and by</u> improving the reach and impact of all alcohol recovery services
			Improve universal services and communities ability to identify those in need and link them with available services and community support.
			To promote workforce development in order to improve the competence, confidence and capacity of the workforce.
			<u>Support and promote the use of advocacy and the adoption of a rights based approach, tackling stigma, barriers to engagement, access to services and improved responses from staff and services to those requesting and needing support. Details of those charged with drunk driving will be shared by the police with the Moray Community Safety Hub, to inform potential support</u>
			Details of individuals thought to be vulnerable by Police Scotland for reasons associated with alcohol misuse will be shared by the police with the Moray Community Safety Hub, to inform potential support
			<u>Improve young people's mental wellbeing; coproducing and delivering accessible and effective early intervention support, in partnership with between the public and the third sector; as part of the wider framework for supporting young people's mental wellbeing.</u>
			<u>Delivery plan stuff</u>
Related strategies			Ensure the continuation of links between Police Scotland and support services of those released from police custody

MADP ~~Strategy 2015-2025~~ Delivery Plan 2018-2021
 Moray Children's Services Plan 2020-2023
~~Moray~~ Health and Social Care Moray Partnership Strategic Plan 2019-2029~~6-2019~~
~~Moray Early Years Strategy~~
 Moray Local Police Plan 2017-20 Scottish Fire & Rescue Local Plan
 Community Safety Strategy (currently under review)
 Moray Community Justice Outcomes Improvement Plan
 SFRS Ageing Safely Living Well Framework |
Suicide Prevention Plan
Anti-poverty strategy

Commented [AM7]: Check this is current

	<p><u>Making Recovery Real Plan</u> <u>MH/Adult services strategy and plan?</u></p>
Pls	<p><u>Rate of Domestic Abuse Crimes per 10,000 population</u> <u>Driving under the influence of alcohol number of road traffic accidents recorded by the police where alcohol is a suspected contributing factor</u> <u>A reduction in the number of instances of antisocial behaviour recorded by the police and Moray Housing where alcohol is a suspected contributing factor</u> <u>Rate of Domestic Abuse Crimes per 10,000 population (where alcohol is a factor)</u> <u>Community Safety Offences involving Alcohol</u></p> <p>Alcohol related health indicators</p> <ul style="list-style-type: none"> • Increase the number of alcohol brief interventions (ABIs) delivered in accordance with the HEAT Standard guidance • Proportion of Service Users who wait less than three weeks from referral to commencement of treatment to be maintained at 98% or above. • Proportion of Service Users receiving a review at 3, 6 and 12 months. Baseline data to be gathered in 2014/15 to inform the target • Reduce the number of unplanned Drug & Alcohol discharges in Moray from the 2017/18 figure (data to be based on figures up to the end of March 2018) • Use the 2018/19-20 Recovery Outcomes data from July 2017, based on the 10 recovery domains to inform 2018/19 and future targets • Prepare the 2018/19<u>2020/21</u> workforce development plan based on, and following the review of the 2017/18 plan and training prospectus • % of adults drinking above guidance limits

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