Community Planning Board

Wednesday, 16 September 2020

NOTICE IS HEREBY GIVEN that at a Meeting of the **Community Planning Board** is to be held at **remote locations via video conference**, on **Wednesday, 16 September 2020** at **14:00.**

BUSINESS

Clerk Name: Tracey Sutherland
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MORAY COUNCIL

Item 2.

Minute of Meeting of the Community Planning Board

Wednesday, 13 November 2019

Inkwell Main, Elgin Youth Café, Francis Place, Elgin, IV30 1LQ

PRESENT

Councillor George Alexander, Councillor John Divers, Councillor Tim Eagle, Councillor Graham Leadbitter, Mrs Fiona Rolt, Mr Anthony Standing, Mr Don Vass, Councillor Sonya Warren, Mrs Susan Webb

APOLOGIES

Mr Joe Bodman, Mr Roddy Burns, Councillor John Cowe, Mr Murray Ferguson, Mr Grant Moir, Mr Mike Palmer, Mr Jonathan Passmore, Mr Martin Tait, Chief Superintendent Campbell Thomson

IN ATTENDANCE

Also in attendance at the above meeting were Murray Easton on behalf of Joe Bodman (Moray College), Denise Whitworth, Depute Chief Executive (Education, Communities and Organisational Development), Karen Delaney, Community Learning Development Support Officer and Tracey Sutherland Committee Services Officer (Moray Council).

1. Chair

The meeting was chaired by Councillor Graham Leadbitter.

2. Welcome and Apologies

The Chair welcomed everyone to the meeting.

3. Minute of the meeting of 18 September 2019

The minute of the meeting of 18 September 2019 was submitted and approved.

Mrs Rolt sought an update on the Moray Growth Deal and would the upcoming election have any impact on the funding.

In response the Chair advised that there will be no further announcements regarding the Moray Growth Deal until after the election on 12 December.

Councillor Alexander asked whether the decision could be reversed. In response, the Chair said that the decision could be reversed but that the risk of that happening would be low.

Councillor Eagle sought an update on whether the Chair had written to ESOL. In response the Chair confirmed that he had written a letter but had yet to receive a response and would chase this up. He further agreed to circulate the response when it was received.

4.   Community Learning and Development Plan 2018-21

A report by the Depute Chief Executive (Education, Communities and Organisational Development) informed the Board of the first year's outcome of the Community Learning and Development (CLD) Plan 2018-21.

Denise Whitworth and Karen Delaney both introduced the report.

Councillor Alexander sought clarification on para 3.3 and the lack of a representative from formal education. In response, Ms Delaney confirmed that there has never been a representative from Education and this was picked up the by the Inspectors. She further added that when the Inspectors return they will expect to see a representative from Primary/Secondary Education on the CLD Strategic Partnership.

Mr Vass updated the Board to on the Community Development Officers within TSi Moray. The temporary funding for these posts finishes next year and TSi are actively looking for alternative funding streams to continue the employment of these posts.

Following further consideration the Board agreed to:

i) be mindful of the challenging resource, to note the achievements made; and

ii) identify any opportunities to meet need and raise CLD identify.

5.   LOIP Update Report

A report by the Depute Chief Executive (Education, Communities and Organisational Development) asked the Board to review and note the ongoing progress being made on the Partnerships Locality Plans in Buckie Central and New Elgin East.

Following consideration the Board agreed to note the ongoing progress being made on the Partnership's first Locality Plan Outcomes Improvement Plans.

6.   Proposed Dates 2020

The proposed dates for Board meetings in 2020 were submitted and agreed:

Time	Date	Venue
2.00pm	5 February 2020	The Inkwell, Francis Place, Elgin
2.00pm	22 April 2020	The Inkwell, Francis Place, Elgin
2.00pm	17 June 2020	The Inkwell, Francis Place, Elgin

2.00pm   16 September 2020 The Inkwell, Francis Place, Elgin
2.00pm   18 November 2020   The Inkwell, Francis Place, Elgin

7.   ANY OTHER COMPETENT BUSINESS

Police Scotland sought clarification on whether Audit Scotland were carrying out a Best Value Audit visit to Moray Council the following week.

In response Denise Whitworth confirmed that a visit will be carried out the following week and that there had been a short lead in time for the preparations. The scope of the visit was currently being agreed between the Chief Executive of Moray Council and Audit Scotland and once this had been agreed a copy would be circulated to Partners.

The people that Audit Scotland wish to meet have been identified and meetings are being arranged but there is no further information available as yet.

Susan Webb asked whether there was a list of Community Planning Board members and their sub groups. She also sought clarification on whether there was a forward plan for the Board as some meetings are relatively short and that some Board members travel a distance to attend.

In response Denis Whitworth said that within the Council a lack of staff resources meant there was no-one to support the work of the Board. She added that events from external bodies are not difficult to co-ordinate however, forward planning for the Board was not so easy.

She further added that if there were any other models of other CPP Boards that could be used to help with the co-ordination of the Board she would be happy to consider them.

Your Moray
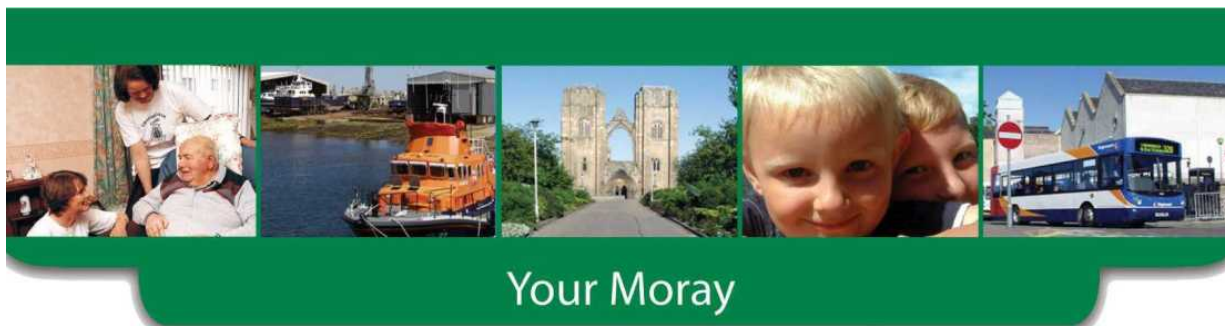
REPORT TO: **COMMUNITY PLANNING BOARD ON 16 SEPTEMBER 2020**

SUBJECT: **LOIP PROGRESS REPORTING**

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

1.   REASON FOR REPORT

1.1.   To advise the Board of revised arrangements that are being developed for the monitoring of progress on the Loip priorities and to provide examples of the developing work in this area.

2.   RECOMMENDATION

2.1.   **It is recommended that the Board:-**

(i)   **reviews and notes the revised arrangements that are being developed for the monitoring of progress on the Loip priorities;**

(ii)   **scrutinises and notes the progress reported in the templates attached to this report (Appendices 1, 1a, 2, 3 and 4); and**

(iii)   **agrees lead for reporting against Raising Aspirations (poverty) priority**

3.   BACKGROUND

3.1.   The Local Outcomes improvement Plan (Loip) is the planning document that captures the Community Planning Partnership's targeted approach towards communities experiencing poorer outcomes. There are 4 priorities in the Moray Loip: building a better future for our children and young people; empowering and connecting communities; growing, diverse and sustainable economy and changing our relationship with alcohol.

3.2 Previous reports to the Board have highlighted challenges in the development, implementation and monitoring of work on Loip priorities. Therefore, as the Loip was reviewed at the end of 2019, partners have also been considering how to improve the implementation and performance monitoring associated with the plan.

3.3 A separate report on this agenda, proposes some revision to the Loip in the form of a second edition. That report also has an appendix that proposes a delivery framework for the Loip priorities in the form of action plans. These are based on the high level plans set out in the Loip but provide a simpler more outcome focussed format for planning and monitoring.

3.4 To help support an improved performance monitoring and reporting regime, the templates for regular performance reports to the Board which the lead officer is responsible for producing are attached for the four priorities. The template is designed to focus and report progress on milestones, outcomes and measures for each area and the Board may wish to consider whether the information provided allows sufficient detail to apply adequate scrutiny and assurance. Indivicative measure of performance are included, these will be firmed up in line with performance management framework arrangements for the 2020/21 reporting period.

3.5 Building a better future for our children & young people in Moray **(Appendix 1)**:
Progress against the four milestones and indicators contributing to this priority is ongoing.

Delivery is via the 2017-20 Children's Services Plan, for which the 2019/20 annual report is due to be presented to the GIRFEC Leadership in September. Indicators show that improvements have been made in secondary attainment and subsequent rankings from the lowest to the third quartile, inferring the gap is narrowing, however local improvements should be viewed against results remaining below national and comparator averages. Achieving educational aspirations is currently measured using attendance and exclusions, perhaps not fully aspirational, therefore in addition expected levels of literacy and numeracy have been incorporated. In primary, both fall below national and comparator averages and rank in the lowest quartile. In secondary, although results have improved in the last year, they remain below national and virtual comparators. Lead Officer analysis states decreasing performance in improving health supports and outcomes for children before they are born and improving performance in children and young people being safe from harm, abuse and neglect.

Challenges relate to progressing the priorities within the Children's Services Plan 2020-2023 with limited capacity.

Note additional Children's Plan milestones and indicators are included **(Appendix 1a)**.

3.6 Empowering & Connecting Communities **(Appendix 2)**:
Anticipated progress against the four milestones contributing to this priority has been achieved, indicators have yet to be developed so are reported not progressed.

More people are participating in learning opportunities and community activities, delivered via the CLD Strategic Plan. Similarly milestones around those experiencing the poorest outcomes joining the conversation and communities ability to address their own needs and aspirations has been improved via Locality Plans in New Elgin East and Buckie Central East, the latter receiving praise in a recent HMIE inspection.

Challenges around gathering data, statistically evidencing progress made and reporting arrangements as well as continuing to work with communities during lockdown.

3.7 Growing diverse, inclusive and sustainable economy **(Appendix 3)**:
Anticipated progress against the four milestones contributing to this priority has been achieved.

Performance achieved against milestones reported to the Board in April 2019 was around planning processes and the update in this template eludes to the work required to define further actions to progress and improve outcomes.

Challenges in the impact of COVID-19 on the economy and the need to reflect on targets and baselines caused by the recession.

3.8 Changing our relationship with alcohol **(Appendix 4)**
Majority of actions have progressed to plan.

The number of people who are at risk of alcohol or drug problems engaging with the service is increasing. Actions continue to tackling barriers to promoting engagement and reducing inequality. The 2020/23 Children's Service Plan will take forward the education provision for children and young people in line with evidence and best practise.

Challenges are around refocusing the LOIP priority to 'Improving wellbing of our population'.

4. **SUMMARY OF IMPLICATIONS**

4.1. As a performance report, there are no direct financial, workforce, equalities, policy or legal issues from this report.

5. **CONCLUSION**

5.1. **There is further work identified in order to provide assurance on the delivery of the priorities and this will include the further development of delivery plans, performance management and working with communities and stakeholders to ensure that their perspective is reflected in the work going forward.**

Author of Report: Louise Marshall
Background Papers:
Ref: SPMAN-957343068-1515

APPENDIX 1

MORAY COMMUNITY PLANNING PARTNERSHIP

Local Outcome Improvement Plan Performance Monitoring Report

Priority	Building a better future for our children & young people in Moray			
Priority Manager	Simon Boker-Ingram Chief Officer Health & Social Care Moray Integrated Joint Board	hscmchiefofficer@moray.gov.uk		
CPP Lead Officer	Roddy Burns Chief Executive Moray Council	roddy.burns@moray.gov.uk		
Report Date	14th August 2020			
Overall Status	**Delivery Plan**	**Objectives (PI's)**		
Improving - *results below Scottish and comparator results*	We will close the attainment gap for our children and young people	Average Tariff Score (Scotland 892, Comparator Average 858 – rank 24th – local target 893 – 2017/18 795) (option to compare average tariff across SIMD quintiles to evidence if gap is closing)	811 (2018/19)	**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
		School leavers with 1 or more qualification at SCQF Level 4 or better	96.4% (2018/19)	
		Looked after school leavers with 1 or more qualification at SCQF Level 4 or better	76.9% (2018/19)	
		Pupils achieving 5 or more awards at SCQF level 5 or higher (Scotland 63%, Comparator Average 63% - rank 19th / 6th in comparator group – local target 64% - 2017/18 57%)	61% (2018/19)	
		Pupils achieving 5 or more awards at SCQF level 6 or higher (Scotland 35%, Comparator Average 34% -	*32%* *(2018/19)*	

		rank 21st / 5th in comparator group – local target 33% - 2017/18 28%)	
		Primary School inspection areas assessed as satisfactory or better (Based on 3 inspections 8 of 10 quality indicators assessed satisfactory or better – local target 100% - 2017/18 50%)	80% (2018/19)
Declining – *Improvement in getting and keeping children in school, however achievement results (added in) below Scottish and comparator results*	We will ensure children achieve their educational aspirations	School attendance primary (Scotland 94.5%)	95% (2018/19)
		School attendance secondary (Scotland 92.95%, Comparator Average 93.16% - rank 6th – local target 94% - 2016/17 94%)	93.85% (2018/19)
		School attendance Looked After Children (2018/19 benchmarking data not yet published – 2016/17 91.34% - local target 91%)	87.4% (2018/19 local data)
		School exclusion rates (per 1000 pupils) (Scotland 21.6 – rank 22nd – 2016/17 33.1% - local target 23%)	22.7 (2018/19)
		School exclusion rates looked after children (per 1000 LAC) (2018/19 benchmarking data not yet published – 2016/17 51.16% - local target 109%)	51.16 (2016/17))
		% of P1, P4 and P7 pupils combined achieving expected CFE level in literacy (Scotland 72.3%, Comparator Average 71.72% - rank 30th)	*64.75% (2018/19) (ACEL data not collected for 2019/20 nationally – it has been collected locally)*

		Literacy Attainment Gap (P1, P4 and P7 combined) (Scotland 24.67%, Comparator Average 22.38% - rank 6th)	*14.88% (2018/19)*	
		% of P1, P4 and P7 pupils combined achieving expected CFE level in numeracy *(Scotland 79.07%, Comparator Average 78.05% - rank 31sth)*	*69.89% (2018/19)*	
		Numeracy Attainment Gap (P1, P4 and P7 combined) (Scotland 20.66%, Comparator Average 22.38% - rank 6th)	*13.77% (2018/19)*	
		S4 results: % of pupils attaining Level 4 literacy and numeracy *(Scotland 83.4%, Virtual Comparator 86.2% - 2017/18 73.4%)*	*78.9% (2018/19)*	
		S4 results: % of pupils attaining Level 5 literacy and numeracy *(Scotland 53.4%, Virtual Comparator 57.3% - 2017/18 41.8%)*	*46.2% (2018/19)*	
Declining	We will improve health supports and outcomes for children before they are born	% of mothers smoking during pregnancy	15.4%	**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
		% of babies born with a healthy birth weight	81.6%	
		% pregnant women recorded BMI over 30	26.2%	
Improving	Children and young people are safe from harm, abuse and neglect	Emergency admission rates for unintentional injuries in children under 5 years (per 100,000)	1256.2	**Safer Children** To protect children from the risk of harm, abuse, neglect and promote and support safer

	LOIP milestone We will protect children from child sexual exploitation and harm online	Maternities recording drug misuse (per 1,000 Maternities)	15.2	environments and communities
		Number of children on Child Protection Registers per 1,000/pop	2.2	
		Number of Children and young people with Child Protection Orders per 1000/pop	0.6	
		Number/1000pop Looked After Children	10.3	
		Number of Children referred to children's reporter - non-offence per 1000/pop	5.7	

| **Progress Summary (since last report)**	% completion of Delivery Plan against planned	59% improvement
• Commentary on progress towards milestones and planned actions due in reporting period	This report covers the progress achieved during the final year of the 2017-20 Children's Services Plan (CSP). The 2020-23 plan has now been developed and submitted to Scottish Government in final draft form, as required. Priorities were informed by :- - Evaluation of the of the 2017-20 plan - A comprehensive Joint Strategic Needs Analysis (JSNA), which included the findings from extensive consultation and engagement with children, families and practitioners, including the Realigning Children's Services data.	
• Progress towards objectives (provide indicator result to evidence where available)	Progress against objectives, including PIs is detailed above. *Additional Children's Plan 2017-20 milestones and indicators included in appendix.* The annual report provides further detail on actions/activities undertaken this financial year to deliver the required improvements. The annual report is to be reviewed/approved by GLG at their September meeting.	
• Risks and Issues	**Risk** The areas for improvement which have not been addressed throughout the life of the existing plan will now not be progressed	

	Mitigating actions The evaluation of the existing plan (including priorities and progress) was undertaken to inform the 2020-23 Children's Services Plan. Specific priorities, actions and improvements in relation to more vulnerable children are being incorporated within the Child Protection and Corporate Parenting Improvement Plans **Risk** There is limited capacity within Children's Services to progress the priorities within the Children's Services Plan. Lack of capacity will directly impact on the health and wellbeing of families in Moray and the partnership's ability to intervene early/prevent escalation **Mitigating actions** Limit the number of priorities and associated actions Explore resourcing requirements with the Community Planning Partnership

Any General Progress Commentary	

Change Requests	

Next Steps / Targets	**Comments**	**Due Date**
	Prioritisation of the actions within the updated plan, in light of COVID.	September 2020
	Annual milestones and associated measures to be agreed (High level performance measures are currently included)	October 2020
COVID-19 Recovery - impact on delivery / amendment to priority	Due to COVID 19, the Scottish Government has given local authorities and Health Boards the option of either continuing with their existing plans, or progressing with their revised plans. GIRFEC Leadership Group (GLG) within Children's Services has agreed that the priorities within the revised plan reflect the needs of child and families arising from COVID -19. Actions are being reviewed and prioritised accordingly.	

COMMUNITY PLANNING OUTCOMES PROFILE TOOL

Educational attainment

The CPOP tool uses the Scottish Credit and Qualifications Framework (SCQF) to measure educational attainment[1]. After a gradual increase between 2007/08 to 2013/14 attainment in Moray under this measure has dropped while attainment nationally has risen and is on upwards trend.

In 2007/08 Moray's attainment was 1% higher than for Scotland, but by 2018/19 attainment in Moray was 1.9% lower than Scotland.

Educational attainment of school leavers (based on SCQF qualifications data)

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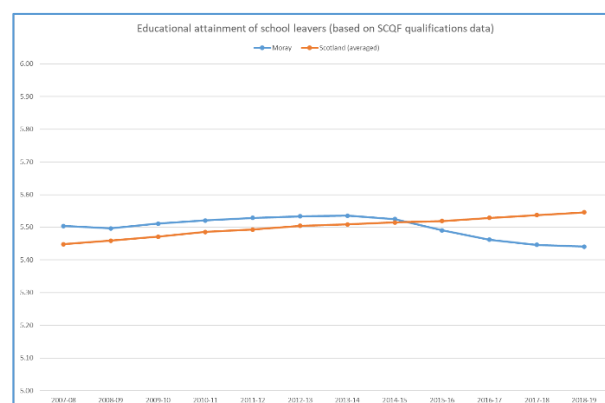
[1] Educational attainment of school leavers is the score is based on school leavers' highest level of qualification, averaged across all leavers within a data zone. Using SCQF qualifications data for school leavers, the score is calculated by identifying the best level of qualification each pupil leaves school with. The score is calculated by multiplying the highest qualification level achieved by each pupil by a corresponding factor. Level 3 qualifications are multiplied by three, Level 4 by four, Level 5 by five and Level 6 by six.

MORAY COMMUNITY PLANNING PARTNERSHIP
Local Outcome Improvement Plan Performance Monitoring Report

Additional Children's Plan 2017-20 milestones and indicators

Priority	Building a better future for our children & young people in Moray (additional milestones / indicators included in Children's Plan 2017-20)			
Priority Manager	Simon Boker-Ingram Chief Officer Health & Social Care Moray Integrated Joint Board	hscmchiefofficer@moray.gov.uk		
CPP Lead Officer	Roddy Burns Chief Executive Moray Council	roddy.burns@moray.gov.uk		
Report Date	14th August 2020			
Overall Status	**Delivery Plan**	**Objectives (PI's)**		
Improving	We will quality assure and self-evaluate our work with children and young people	% of child's plans audited scored as good or above	62%	**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
		% of referrals to SW requiring corrective action	1.5%	
		%IRDs audited scoring good or above	80%	
Improving	We will maximise the training, employment and education opportunities for school leavers	School leavers attaining level 5 literacy. (Scotland 81.7% / VC 79.6%. 2017/18 – 78.4%) INSIGHT	80.5% (2018/19)	
		School leavers attaining level 5 numeracy. (Scotland 68.8% / VC 65.7%. 2017/18 – 62.4%) INSIGHT	63.9% (2018/19)	
		16 - 19 year olds in education, employment or training (Scotland 91.6%. 2017/18 – 91.2%) SDS	91.3% (2018/19)	

		Children with additional support needs who enter education, employment or training following school (Scotland 91.9% / VC 91.9%. 2017/18 – 90.2%) INSIGHT	90.3% (2018/19)
		Looked after children who enter education, employment or training following school (Scotland 82.4% / VC 99.6%. 2017/18 – 75%) NOT IMPROVING INSIGHT	73.1% (2018/19)
		Looked after school leavers, aged 16-19 years, in education, employment or training at 9 month follow up (Scotland 76%) 2018/19 LAC educational outcomes to be published 1st Sept.) 2016/17 64% (NOT IMPROVING) Scot Gov.	62% (2017-18)
Maintaining	We will ensure all children and young people are supported to be responsible citizens	Young people repeat offending within the fiscal year (aged 8-17 years old)	28.4%
		Children referred to the reporter on offence grounds (per 1000 8-16 pop)	10
Improving	We will improve the availability of affordable childcare across Moray	Proportion of Nurseries offering flexible service delivery models	65%
		% of funded early years provision which is graded good/ better Scotland 90.6% (Moray ranked 32nd) 2017/18 75.4% / 2016/17 90.6% (NOT IMPROVING) LGBF	75.4% (2018/19)

Improving	We will maximise opportunities for all children to participate in volunteer work and nationally recognised awards	Duke of Edinburgh Awards achievement rate MORAY COUNCIL	67% (2018/19)	
Improving	We will ensure that all children and young people are supported to be responsible citizens	Proportion of schools in Moray registering with the Rights Respecting Schools Award	81%	
		Proportion of schools in Moray obtaining Rights Respecting Schools Award	62%	
Improving	We will improve health supports and outcomes for children and young people	% babies exclusively breastfed at 6-8 weeks	37%	**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
		% children recorded with no developmental Concerns at 27-30months (Scotland 57.1%. Moray ranked 4th) 2017/18 82.5% / 2016/17 75.8% LGBF	80.7% (2017/18)	
		% of children with no evidence of dental decay at P1	78.4%	
Improving	We will ensure that children, young people and families have access to regular healthy exercise	% Primary 1 children with healthy weight	78%	
Maintaining	We will ensure that looked after children experience improved outcomes after being looked after	% LAC Health Assessments carried out within 8 weeks of notification to Health Board	68%	

Improving	We will ensure children and young people achieve the best possible mental health	% CAMHS patients commencing treatment within 18weeks of referral	67%	
Improving	We will ensure that children and young people are informed to make healthy life choices	Rate of alcohol related hospital stays in 11-25yr olds	264	
Declining	We will ensure that children and young people are safe at home, schools and communities	% Looked After Children with more than 1 placement in year (Scotland 19.65%. Moray ranked 29th) 2017/18 30.6% / 2016/17 25.1% LGBF	31% (2018/19)	Safer Children To protect children from the risk of harm, abuse, neglect and promote and support safer environments and communities
		% Looked After Children being cared for in foster/family placements rather than residential accommodation (Scotland 89.9%. Moray ranked 32ND) 2017/18 78.4% / 2016/17 82.3% LGBF	79.1% (2018/19)	
		% Looked After Children in out of area placements	8.5%	
Maintaining	We will improve multi-agency support for vulnerable children and young people	% Children on the Register for over 12months	5%	
		% Child Protection re-registrations within 18months of De-registrations (Scotland 7.2%. Moray ranked 6th) 2017/18 5.8% / 2016/17 8.3% LGBF (IMPROVING)	3.2% (2018/19)	

MORAY COMMUNITY PLANNING PARTNERSHIP

Local Outcome Improvement Plan Performance Monitoring Report

Priority	Empowering and Connecting Communities		
Priority Manager	Jo Shirriffs Head of Educational Resources and Communities Moray Council	joanna.shirriffs@moray.gov.uk	
CPP Lead Officer	Denise Whitworth Depute Chief Executive (Education, Communities & Organisational Development) Moray Council	denise.whitworth@moray.gov.uk	
Report Date			
Overall Status	**Delivery Plan**	**Objectives (PI's)**	A thriving and well connected place, where more people live well in their communities; *Improved life chances for people of all ages in Moray* Confident, skilled and self-reliant communities where expectations and aspirations are raised and achieved; *Stronger, more resilient, supportive, influential and inclusive communities*
(RAG)	**(RAG)**	**(RAG)**	
	🟩	🟥	
Progress Summary (since last report)	% completion of Delivery Plan against planned		80%
• Commentary on progress towards milestones and planned actions due in reporting period	**Improved life chances for people of all ages (Green)** *More people participate in learning opportunities* *More people participate in community activity* Delivery is via the CLD Strategic Plan, overseen by the CLD Strategic Partnership. Delivery Plan priorities have been refocused and monitoring arrangements refined. Learning opportunities delivered during the reporting period include sports development training, essential skills, digital skills, employability support, Duke of Edinburgh awards, ESOL, code clubs, baby steps. Baseline numbers to be established so can evidence increase in participation. Community Activity continued in the two locality plan areas. The Council and HiE continued to support Community Asset Transfer requests across Moray and Participatory Budgeting events were held in a number of localities. Indicators to review and evidence an increase in participation still to be developed.		

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	Stronger, more resilient, supportive, influential and inclusive communities (Green) *More of the people who experience the poorest outcomes take part or join the conversation* *Out communities' ability to address their own needs and aspirations is improved* Delivery is via the Locality Plans (Buckie Central East and New Elgin East). Participation in the locality plan areas has been good and in both locality plan areas actions have been identified for all locality outcomes and monitoring systems have been established. The Community Monitoring Group in Buckie is an excellent example of positive community engagement and received praise from HMiE inspectors in March.
• Progress towards objectives (provide indicator results to evidence where available)	Progress is steady however more work is required on evidencing impact and progress towards objectives. Exit strategies for locality plan areas still required. The community response to the COVID-19 pandemic has been immediate and relevant. It is considered that the locality plan work and pre-established relationships paved the way for this response.
• Risks and Issues	Challenges of gathering data across a number of partner organisations with different reporting cycles. Challenge of evidencing aspiration and increasing participation Community groups asked to report to a number of different delivery plans – causing confusion. Challenges of working with communities during continuing lockdown measures.

Any General Progress Commentary

Change Requests	

Next Steps / Targets	**Comments**	**Due Date**
	Review of Community Team structures within the local authority to better support delivery of the LOIP outcomes.	Dec 2020
COVID-19 Recovery - impact on delivery / amendment to priority	Delivery has moved online in a number of areas. This will need to continue. This has presented issues in terms of access to relevant technology, but also opportunities in terms of opening up access to more people. Locality Planning was suspended during lockdown, with the focus moving to the community response to Covid.	

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	The community response has demonstrated that our communities are strong, resilient and self-sufficient in many different ways. The strong community response needs to be harnessed and supported as communities recover.

NO RELEVANT CPOP MEASURES

MORAY COMMUNITY PLANNING PARTNERSHIP

Local Outcome Improvement Plan Performance Monitoring Report

| Priority	Growing diverse, inclusive and sustainable economy		
Priority Manager	Jim Grant Head of Development Services Moray Council	jim.grant@moray.gov.uk	
CPP Lead Officer	Rhona Gunn Depute Chief Executive (Economy, Environment & Finance) Moray Council	rhona.gunn@moray.gov.uk	
Report Date			
Overall Status	**Delivery Plan**	**Objectives (PI's)**	By the year 2030 Moray will have a sustainable and inclusive economy which generates improved opportunities for everyone, including more skilled and higher paid jobs; *Employment: Increased in participation, skill and pay levels with reduced gender inequality through the principles of Fair Work including:* • *Targeted approaches to those furthest from the job market* • *Pathways to employment and higher skilled employment* • *Choices for the young workforce* • *Apprenticeships at all levels*
(RAG)	**(RAG)**	**(RAG)**	
Progress Summary (since last report)	% completion of Delivery Plan against planned		**100%**
• Commentary on progress towards milestones and planned actions due in reporting period	Developing a diverse economy was previously reported to the Board on 18th April 2019. All actions identified within appendix 1 of that report were completed. However it is too early to show the outcomes of those actions in a 10 year plan, and statistics for apprenticeships did not show an increase in provision over the year. The actions reported in April 2019 were all completed, however these are to address longer term outcomes over a ten year period and result in the development of further actions to progress and improve those outcomes, so although the actions reported are delivered there will continue to be further development. COVD 19 impacted on the review of the Skills Investment Plan and work is currently under way on developing		

	an economic recovery plan which will identify a new set of actions to help accelerate recovery. This will include developing appropriate outcome measures to monitor performance and progress and establish the economic impact of COVD on baseline figures to monitor recovery.
• Progress towards objectives (provide indicator result to evidence where available)	Progress towards objectives cannot be measured in a one year period and must follow the trends, however the significant economic impact of COVID 19 means that outcome measures and targets need to be reviewed as part of the recovery plan.
• Risks and Issues	COVID 19 has had an unprecedented impact on the economy, although the aims of the LOIP and Economic Strategy still remain valid, there is a need to reflect that impact in terms of action plans, outcome measures and targets against the new baselines caused by the recession. This work is being undertaken and will be reported in due course

Any General Progress Commentary		
Change Requests	The Recovery Plan and associated impacts and outcome measures will be reported in due course	
Next Steps / Targets	**Comments**	**Due Date**
	Developing a recovery plan to address impacts of COVID, there will be an increase in workload on employability and skills teams as a result of COVD 19 as well as an increase in funding opportunities to meet the demand arising from recession.	October 2020
COVID-19 Recovery - impact on delivery / amendment to priority	With the impact of COVID and level of recession a further review is needed to ascertain the most appropriate objectives, outcome measures and targets moving forward and this will be informed by the ongoing work associated with a recovery plan to accelerate local economic recovery. There will be a shift in demand on resources and new opportunities in relation to funding to meet that demand. The work done in establishing the employability consortium and formation of the Employability and skills group under MEP provides a good foundation for addressing the impact of COVID 19.	

**COMMUNITY PLANNING OUTCOMES PROFILE TOOL**

Weekly earnings
Median weekly earnings have increased by 25% since 2007/08, equivalent to an extra £75.50 per week.
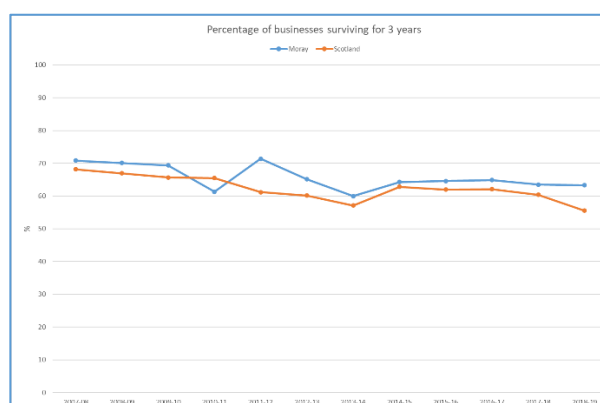However, national earnings have risen at a similar rate. Consequently, Moray median weekly earnings have been consistently 15-17% below the national figure.
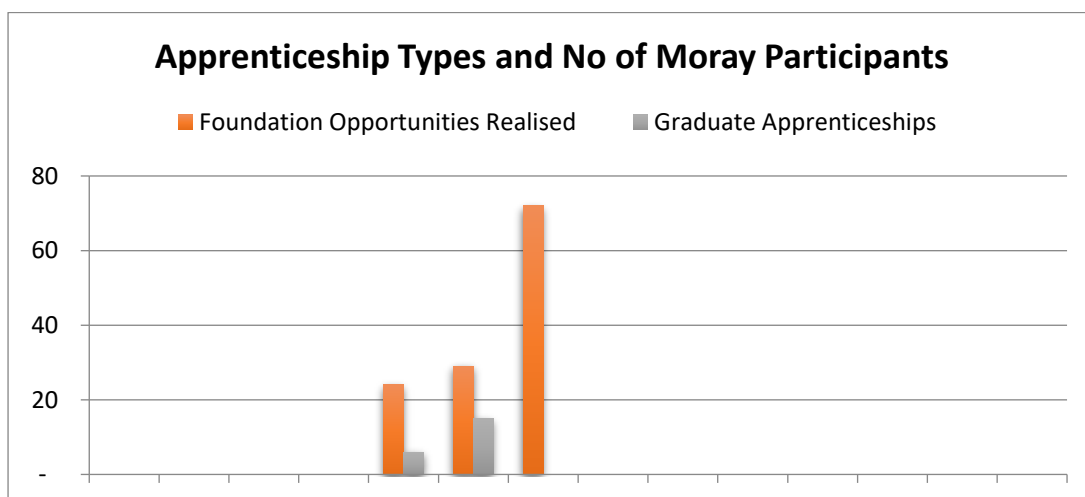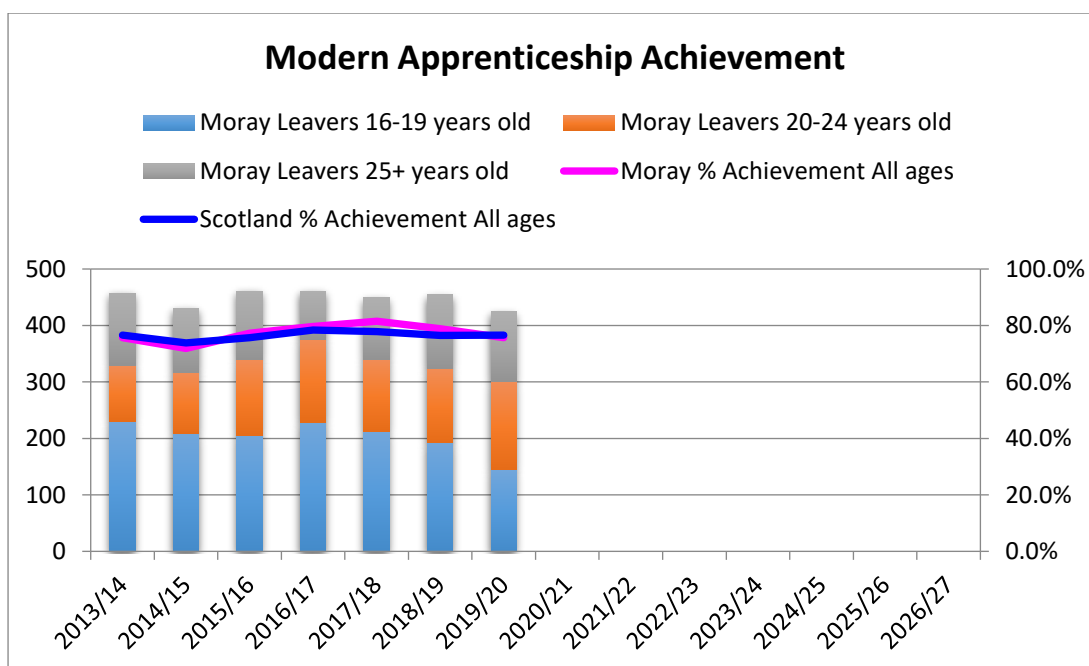

Median weekly earnings for employees on adults' rates of pay
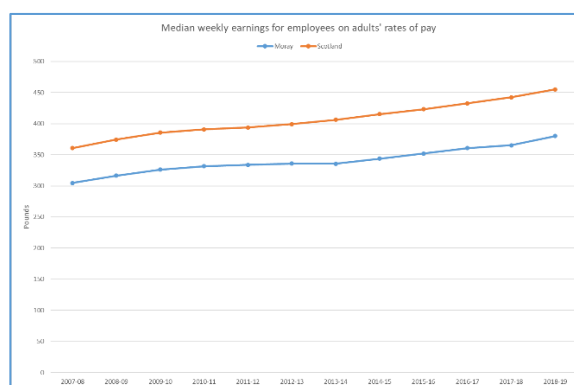
Out-of-work benefits
Since 2007/08 the proportion of out-of-work claimants aged between 16 and 64 years old. in Moray has reduced from 8.7% to 7.9%. Across Scotland the proportion has also reduced, and Moray remains below the national rate.

Percentage of the population (aged 16 to 64 years) in receipt of out of work benefits
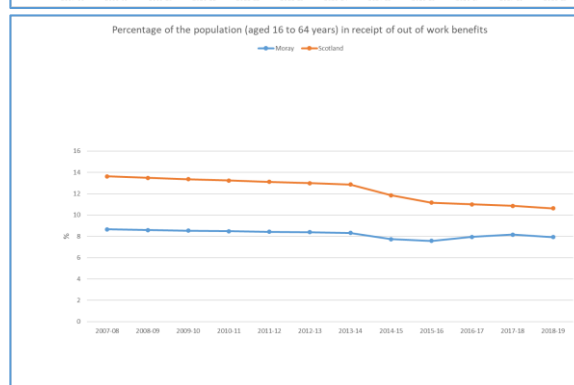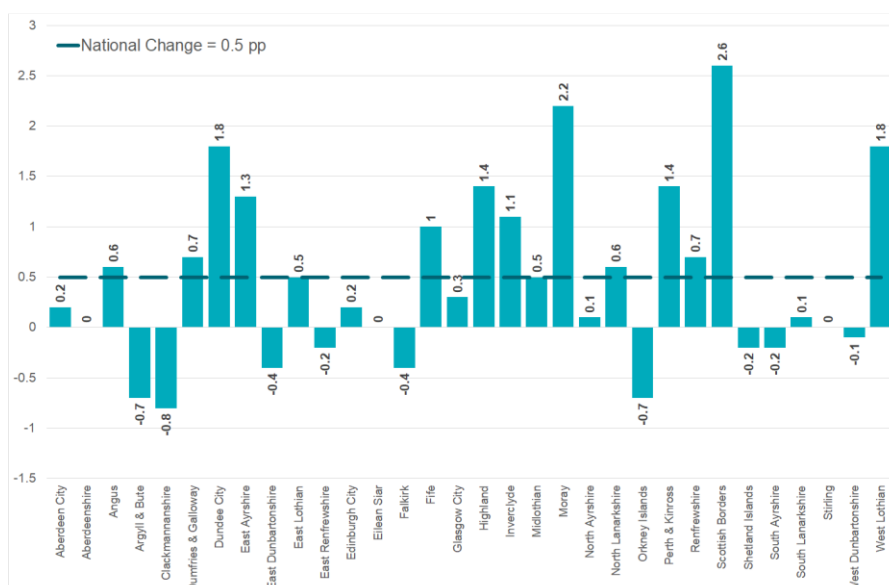
Business survival (3 years or more)
Since 2007/08 the proportion of businesses surviving for 3 years has declined both across Scotland and in Moray. Apart from 2010/11 Moray has had a slightly better survival rate compared to Scotland. In 2018/19 the rate for Scotland was 55.6% and 63.3% for Moray.

Percentage of businesses surviving for 3 years

Modern Apprenticeship Achievement

Legend:
- Moray Leavers 16-19 years old
- Moray Leavers 20-24 years old
- Moray Leavers 25+ years old
- Moray % Achievement All ages
- Scotland % Achievement All ages

Apprenticeship Types and No of Moray Participants

Legend:
- Foundation Opportunities Realised
- Graduate Apprenticeships

Percentage point change in the participation# rate between 2019 and 2020, by Local Authority

National Change = 0.5 pp

Aberdeen City 0.2, Aberdeenshire 0, Angus 0.6, Argyll & Bute -0.7, Clackmannanshire -0.8, Dumfries & Galloway 0.7, Dundee City 1.8, East Ayrshire 1.3, East Dunbartonshire -0.4, East Lothian 0.5, East Renfrewshire -0.2, Edinburgh City 0.2, Eilean Siar 0, Falkirk -0.4, Fife 1, Glasgow City 0.3, Highland 1.4, Inverclyde 1.1, Midlothian 0.5, Moray 2.2, North Ayrshire 0.1, North Lanarkshire 0.6, Orkney Islands -0.7, Perth & Kinross 1.4, Renfrewshire 0.7, Scottish Borders 2.6, Shetland Islands -0.2, South Ayrshire -0.2, South Lanarkshire 0.1, Stirling 0, West Dunbartonshire -0.1, West Lothian 1.8

Delivery Framework – suggested indicators

PI Status									
🔴	Alert	⚠️	Warning	✅	OK	❓	Unknown	📈	Data Only

Priority Developing a diverse, inclusive and sustainable economy										
Short Name	Current Target	2018/19	2019/20	2020/21	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	**Q4 2019/20**	Latest Note	Traffic Light Icon
		Value	Value	Value	Value	Value	Value	Value	Value		
Residents with No qualifications		8.2%	9.1%		Not measured for Quarters					Although the proportion of Moray Residents with no qualifications is below that of Scotland (9.8%) this has worsened over the last year.	✅/⚠️
Residents with No or Low Qualifications (National Indicator)		11.2%			Not measured for Quarters					This has reduced over the last 3 years and is now below the Scottish proportion which is 11.6%	✅
Participation in Education, Employment or Training		91.2%	91.3%	93.5%	Not measured for Quarters					This has improved over the last 3 years and is now higher than the national level of 92.1%	✅
Median Gross Weekly Pay (excluding overtime)		£527.20	£561.60		Not measured for Quarters					The gap between Moray and Scottish pay levels has reduced from £83.70 in 2014 to £16.10 in 2019 but is still below the Scottish Level of £577.70	✅/⚠️
Median Gross Weekly Pay - Pay Gap		£97.10	£198.00		Not measured for Quarters					Due to increases appearing in the pay of males the gap in both national and local has widened since last year with Moray's pay gap being more than twice that of Scotland (£96.40)	🔴

Priority Developing a diverse, inclusive and sustainable economy												
Short Name	Current Target	2018/19	2019/20	2020/21	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	**Q4 2019/20**	Latest Note		Traffic Light Icon
		Value	Value	Value	Value	Value	Value	Value	Value			
Migration rate per 1,000 population		3.8			Not measured for Quarters					Scotland's migration rate (5.5) is higher than Moray's. Although more people are coming to Moray there is still a worrying trend of 15-19-year olds leaving Moray (to study elsewhere) and in particular females.		
Proportion of 16-29 within Moray Population (NRS Mid-Year)		16.93%	16.85%		Not measured for Quarters					Although this has actually risen slightly since 2011 it is only matching Scotland as the rate in Scotland has fallen from 18.44% in 2011 to 16.87% in 2019		
Proportion of people earning less than living wage (ASHE)		27.4%	24.0%		Not measured for Quarters					Moray is much higher than the National rates (Scotland - 19.4% in 2018 and 16.9% in 2019)		
Percentage of school leavers by follow-up destination Positive Destinations Higher Education Further Education Training Employment Employment Voluntary Work Personal Skills Development Unemployed Seeking Unemployed Not Seeking Unknown Total		**Moray** 92.4% 31.4% 22.9% 2.3% 34.5% * * 2.9% 1.4% 3.3% 98.70%			Not measured for Quarters					**Scotland** Positive Destinations Higher Education Further Education Training Employment Employment Voluntary Work Personal Skills Development Unemployed Seeking Unemployed Not Seeking Unknown Total	92.9% 38.4% 23.3% 2.3% 28.0% 0.5% 0.4% 3.5% 2.3% 1.3% 100.0%	/

MORAY COMMUNITY PLANNING PARTNERSHIP

Local Outcome Improvement Plan Performance Monitoring Report

Priority	Changing our relationship with alcohol		
Priority Manager	Jane Mackie Head of Community Care Health & Social Care Moray	jane.mackie@moray.gov.uk	
CPP Lead Officer	Simon Boker-Ingram Chief Officer Health & Social Care Moray Integrated Joint Board	hscmchiefofficer@moray.gov.uk	
Report Date	16 September 2020		
Overall Status **(RAG)**	**Delivery Plan** **(RAG)**	**Objectives (PI's)** **(RAG)**	People are healthier and experience fewer harms as a result of alcohol use; *A whole population approach to prevention and reducing related harms*
Progress Summary (since last report)	Completion of Delivery Plan against planned - % of actions progressing to plan	**76%**	
• Commentary on progress towards milestones and planned actions due in reporting period	In response to prevention and reducing related harms, updates are focused on three areas; 1. Increase the number of people who are at risk of alcohol or drug harms being linked to positive environments and support. 2. Reduce inequalities experienced by people who are at risk of developing problems with alcohol and drugs. 3. Education provision for Children Young People is more in line with evidence and best practice.		
• Progress towards objectives (provide indicator result to evidence where available)	1. Increase the number of people who are at risk of alcohol or drug problems being linked to positive environments and support (note that this is based on adults aged 16+) An estimated 210 to 350 people use drugs problematically in Moray. 22% of the Moray population regularly consume alcohol at levels in excess of the Chief Medical Officers (CMO) low risk alcohol guidance. Since 1 April 2019, 431 Alcohol Brief Interventions (ABIs) have been delivered to residents in Moray. Increasing quarterly trend in the number of people in specialist services in Moray spread evenly between the number of alcohol and drug clients. Clients waited no longer than 3 weeks for support, with the majority receiving an assessment and support plan within 72 hours. 2. Reduce inequalities experienced by people who are at risk of developing problems with alcohol and drugs		

|	
	The following actions have been progressed to tackle stigma and adoption of rights based practices as significant barriers to promoting engagement and reducing inequalities during the reporting period – Advocacy contract is now in place with Circle Advocacy and is already supporting people. Rights based approach training is in development within the 2020/21 MADP prospectus, Rights Based Approach Is built into the Direct Access Alcohol / Drugs tender. Participatory budgeting run over the last 4 years has focused on CHIME principles. The DWP have launched and addiction strategy focused on promotion of engagement and support, the DWP are fully engaged with local services including providing office space for outreach support and joint working with local agencies. The Bow Café (part of the Arrows Quarriers Service) supported by partners is now running, supporting those in recovery as well as those who may need a safe or community space, have limited incomes or just want to enjoy the atmosphere, making a donation for the food provided. Promoting wellbeing and support the growth of Recovery Champions is becoming increasingly established through community initiatives such as Wellbeing hub, and TSi. Rapid re-housing and Housing First models being established through Housing that will require wider partnership working to support those to maintain tenancies. Comprehensive Workforce Development Programme is well established with activities and courses scheduled up to April 2021 to support specific initiatives or emerging issues. 3. Education provision for children and young people is more in line with evidence and best practice This will be taken forward in the 2020/23 Children's Service Plan.
• Risks and Issues	1. Gaps in data in relation to referral pathways from Police Scotland custody and community settings to services particularly indicators evidencing early identification (alcohol screening of those in custody / development of pathways for specific alcohol and drug related offences). Strategic implication of ABIs as part of bringing drinking levels in line with CMO recommendations is a need to scale up and look at delivery to a wider setting, most people will not be in contact with primary care, so work would be needed to look at other settings where delivery of ABIs could contribute to wider wellbeing. 2. Although there has been progress against an increasing number of actions linked to reducing inequalities, at this stage it cannot be evidenced that inequalities are reducing as people with needs linked to alcohol/drugs continue to face stigma and barriers, linked to the attitudes and perceptions of those people providing many services.

	3. Ensuring harmony and strategic alignment between Children's Services Plan 2020/23, MADP Delivery Plan 2018/21 and the revised LOIP	

Any General Progress Commentary		
Changing the focus in the LOIP to 'Improving wellbeing of our population' will require substantial review, within the CPP Focus, milestones and measurements. Further work will be required to capture wider "whole population" measurements that cut across partnership; and how operational or thematic data can contribute to wider whole population measurements of wellbeing. The Improvement Service provide a tool 'Community Planning Outcomes Profile' to help assess if the lives of people in the community are improving and these measures of wellbeing are included for information below.		

Change Requests	None	
Next Steps / Targets	**Comments** The MADP will continue to deliver against the agreed actions set out in the MADP 2018/21 Delivery Plan	**Due Date**
COVID-19 Recovery - impact on delivery / amendment to priority	Moray Drug and Alcohol Partnership considered at their meeting on 14 August a report on Surge Planning as a consequence of COVID-19 in respect of their contracted services. At this time, it is anticipated that any increase in demand could be managed within existing resources. Impacts should be considered as part of the refocus of the LOIP priority to 'Improving wellbeing of our population.	

COMMUNITY PLANNING OUTCOMES PROFILE TOOL

Wellbeing
An averaged measure of wellbeing is now measured within the Annual Population Survey, which is assessed through four measures: Life Satisfaction, feeling the things done in life are worthwhile, Happiness, and Anxiety.
People are asked to rate their well-being on an 11-point scale.
Nationally people's perception of their own wellbeing has gradually increased since 2007/08 from 7.3 to 7.6. Over the same period Moray has increased from 7.5 to 7.8.
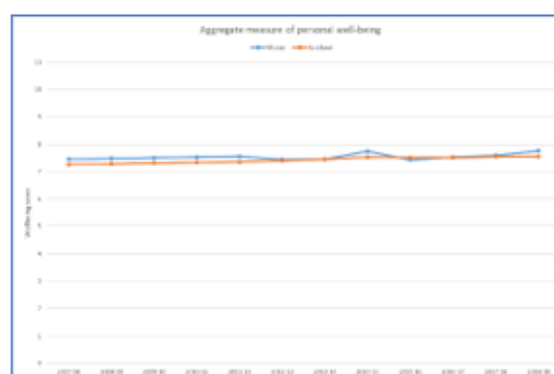
Emergency hospital admissions for 65-year-olds and older

There has been a reduction in the rate of older people in Moray requiring emergency hospital admissions from around 20,000 per 100,0000 population to 18,000 per 100,000 population between 2007/08 and 2018/19. Over the same period the rate across Scotland has risen to over 25,600 per 100,000 population from just under 25,000.

Emergency hospital admissions per 100,000 population (ages 65 plus)
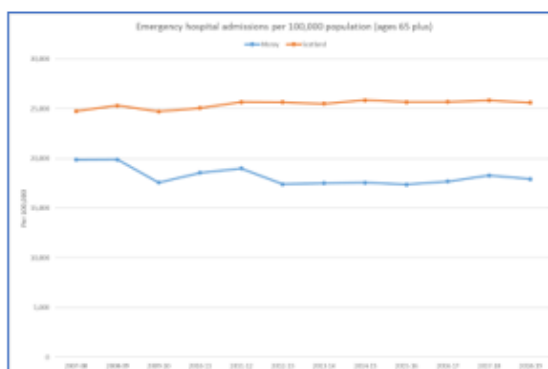
Early mortality

The death rate for people under 75-year olds has gradually decreased since 2007/08, although there has been a reversal of the trend in the years since 2014/15. Nationally the improving trend was reversed in 2017/18.

Moray's rate in 2018/19 of 394 per 100,000 people was below the national rate of 441 per 100,000.

Early mortality using the European Age Standardised Rate of deaths for persons under 75

Delivery Framework – suggested indicators

PI Status									
🔴	Alert	🔺	Warning	✅	OK	❓	Unknown	📈	Data Only

Priority Empowering and Connecting Communities

Managed By Shirriffs, Jo

Short Name	Current Target	2018/19	2019/20	2020/21	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	**Q4 2019/20**	Latest Note	Traffic Light Icon
		Value	Value	Value	Value	Value	Value	Value	Value		

LOIP Outcome and Direction Indicators -

Rate of Domestic Abuse Crimes per 10,000 population

Alcohol related health indicators
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.
Use the 2018/20 Recovery Outcomes data from July 2017, based on the 10 recovery domains to inform 2018/19 and future targets
2020/21 workforce development prospectus
% of adults drinking above guidance limits

Your Moray

REPORT TO: COMMUNITY PLANNING BOARD 16 SEPTEMBER 2020

SUBJECT: LOIP REVIEW – SECOND EDITION OF 10 YEAR PLAN

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

1. REASON FOR REPORT

1.1. To ask the Board to review the Partnership's Local Outcomes Improvement Plan and to 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. This will also enable account to be taken of the issues arising from the Covid-19 pandemic.

2. RECOMMENDATION

2.1. **It is recommended that the Board agree:-**

i) **the proposed updated Loip (Appendix 1) 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; 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.**

3. BACKGROUND

3.1. The Community Empowerment Act (2015) and associated guidance requires each Community Planning Partnership to produce a Local

Outcomes Improvement Plan (LOIP). In summary, the intention behind this is to ensure that:

- Communities are central to the process;
- Effective collaboration and joint resourcing take place between the partners;
- A sound evidence base is used to target areas of greatest needs;
- A real and sustainable reduction in inequalities is achieved.

3.2 The Loip is required to provide a targeted approach towards communities (both geographic and interest group based), specifically focussing on those experiencing poorer outcomes. An overarching, cross cutting approach based on community participation and reducing equality is also required. In addition, plans are expected to develop partnership working that will genuinely add value and there must be appropriate governance arrangements that ensure constructive challenge, review and improvement.

3.3 The first Loip for Moray the Partnership was approved by the Board on 13 February 2018 (para 5 of the minutes). The plan was based on an extensive analysis and review of statistical and anecdotal information about the people and places in Moray. This led to the partnership identifying an over-arching vision and four priorities to make the most difference to the outcomes for the community. It was recognised that as the first Loip for Moray, the plan would be an evolving one, especially over the first 12 months and to take account of community perspective.

3.5 Progress on the first Loip was reported to the Board in November 2018, when a number of challenges were noted. A further report was presented on 18 September 2019 providing a summary of progress for the overarching outcome and the four priority areas. It was agreed to proceed with a review of the Loip in order to develop it further based on lessons learned to date and to ensure that the agreed priorities continue to be advanced by the Partnership.

3.8 A workshop was held with senior representatives from each of the partners in December 2019. The workshop reviewed the strategic direction and priorities for the Loip, the outcomes and links to other plans and actions.

3.9 The main points that emerged from the strategic workshop were:

- The overarching theme and four priorities were soundly based on evidence and remain relevant. As the Loip is a long term plan these should continue to provide the strategic focus and direction;
- Focus of Loip – this is clearly set in the overarching "raising aspirations" as being reducing inequality. More specific wording and tightening of outcomes would enhance this. This will be

addressed through the work that is underway on the delivery framework and performance reporting.

- Economy – priority is relevant and appropriate, some adjustment to ensure "inclusive" growth features and that the outcomes reflect the overarching focus of addressing inequalities;
- Children and Young People – continues to be an area of priority and the broad heading reflects this important area of work. Considerable inclusive work has been done to gather community information and develop the next children's services plan, which this priority links to. A review has been suggested for the wording of this priority in the Loip to ensure that it aligns with the evidence and actions in the emerging Children's Services plan. The elements that have been identified for the Loip focus are those that will add value to and most strongly support the delivery of the overarching Loip priority of raising aspirations and addressing inequalities of outcomes.
- Communities – greater focus is needed on clear outcomes and on actions required for this priority. Evidence to be reviewed to identify how this could be improved and the result built into the delivery framework and performance management arrangements moving forward
- Relationship with Alcohol – alcohol is part of a wider well-being agenda where the elements are strongly interconnected. It is proposed to revise this priority to provide a broader perspective on well-being, of which alcohol would continue to be a strong feature;

3.10   The governance arrangements for the priorities were also considered as part of the workshop, taking account of some the challenges that have previously been reported to the Board. It was suggested that moving forward the strategic lead partnerships and lead officers would be as noted below:

Priority	Group	Lead
Raising Aspirations (delivered through all priorities together)	CPOG	CPOG Chair to co-ordinate
Poverty	Fairer Moray Forum/CPOG	tbc
Economy	Employability Skills Group	Depute Chief Exec (EEF)
Children and Young People	Girfec leadership Group	Chief Officer H&SCM
Communities	Community Learning and Development Strategic Partnership Group	Depute Chief Exec (ECO)

Well-being	Moray Alcohol and Drug Partnership	Chief Officer H&SCM
Community Plans (Locality plans)	Community Learning and Development Strategic Partnership Group	Depute Chief Exec (ECO)

3.11   To help support an improved performance monitoring and reporting regime, a template has been developed for regular performance reports to CPOG which each lead officer will be responsible for producing for each CPOG meeting. This will ensure a regular focus on the milestones, outcomes and measures for each area. A separate report on this agenda reports on performance using this format.

3.12   Developing action plans and measurable progress and outcomes indicators has been particularly challenging. To assist with this, a format has been developed to capture this information more simply (see sample at **Appendix 2**) and a development session will be arranged with relevant managers and practitioners to consider how to specifically address gaps in planning the delivery of the priorities and ensure that the agenda set out in the LOIP is specific and measurable. This activity will have targeted participants based on the required outcomes who will complete the delivery framework for the Loip.

3.13   It is also important that community perspective is well reflected in the Loip and the actions to deliver it. This is an area where there has been good progress across the priorities. For example, for the children and young people priority, Realigning Children's Services work has included significant input from young people and their families to ensure their perspective is reflected in the new children's services plan. Also, the locality plans now in place have been developed in partnership with communities.

3.14   This review of the Loip was completed and ready to report before the lockdown associated with the covid-19 pandemic in March 2020. As the country moves into the later phases of managing and living with the virus, consideration will be required as to whether there should be adjustment or addition to the CPP priorities in order to support recovery and renewal. At this stage, it is anticipated that the impact is likely to be a widening of inequality of outcome gaps already identified and so the broad priorities within the Loip will remain relevant. However, it is proposed to consider this further in the next stages of work on the Loip so that any appropriate adjustments can be brought forward for consideration.

3.15   To progess this work further, it is planned to develop our approach to communities of interest by working with those directly impacted upon by each of the priorities using approaches suited to each situation.

This will be used to jointly develop a shared understanding of the issues, challenges and priorities and to work further on the actions for implementation.

3.16   Taking account of the above, a second edition of the Loip has been drafted and is attached for consideration at **Appendix 1**. The overall direction and approach of the Loip remains as originally set out. This edition is a continuation of the existing priorities, with some refinement of wording to improve the focus on adding value, specific outcomes and achieving the priority of tackling inequalities of outcomes.

3.17   To take this forward the next steps will be:

   i)   Planning development activity(s) – to produce plans for each priority with performance milestones and measures
   ii)   Community engagement plans to be developed for each priority area as appropriate (and co-ordinated through CPOG/CEG)
   iii) Performance management framework to be updated and produced that can also be used to structure future CPOG and Board agendas
   iv)   Structured performance reporting to be initiated through lead officers to CPOG and CPB.

4.   SUMMARY OF IMPLICATIONS

4.1   There are no direct financial, workforce, equalities, policy or legal issues arising from this report.

5.   CONCLUSION

5.1   The work undertaken to review the Loip has provided assurance that the priorities were well founded on evidence and remain appropriate to provide long term direction for the Partnership's local outcome improvement plan. The focus of work is clearly set in the over-arching theme of raising aspiration as addressing inequality of outcomes. Review work has identified that some refinement of wording would provide enhanced focus on priorities and outcomes and this has been addressed in the second edition of the Loip attached at **Appendix 1**.

5.2   There is further work identified in order to provide assurance on the delivery of the priorities and this will include the further development of actions plans, performance management and working with communities and stakeholders to ensure that their perspective is reflected in the work going forward.

Author of Report: Denise Whitworth
Background Papers: Report to Board in 18 September 2019
Ref:

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 gathereding 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 populationChanging 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 Strategy2018/21 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	Raising Aspirations: Moray provides an enabling environment where residents can achieve expanded choices, improved livelihood and wellbeing Focus: Poverty Strategy to tackle poverty, social cohesion and inclusion ➢ 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	Thriving and well connected place, where more people live well in their communities Confident, skilled and self-reliant communities where expectations and aspirations are raised and achieved	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.		People are healthier and experience fewer harms as a result of as a result of making well informed decisions about their health and well-beingalcohol use

CPP focus				
	Poverty 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 ~~Mental Health and Well-being~~ ~~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~~ Protection Safer children: to protect children from the risk of harm, abuse and neglect and promote and support safer environments and communities	Improve life chances for people in Moray of all ages in communities experiencing the greatest inequality of outcomes Develop stronger, more resilient, supportive, influential and inclusive communities	~~Addressing employability and skills gap~~ ~~Employment:~~ Increased participation skill and pay levels with reduced gender inequality through: • Targeted approaches for those furthest from the job market • ~~Pathways to higher skilled employment~~Pathways to employment and higher skilled employment • Choices for the young workforce • Apprenticeships at all levels	A whole population approach to prevention and reducing related harms

> **Commented [DW1]:** - Sections to be re-framed to match revised ICS plan. £ themes per headings to be considered aligned to previous CPP focus

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 arewill developing 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 environmental 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.

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 potentialwellging 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 caome 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-beingalcohol 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

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[1]Alcohol 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 requireinvolved 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

LOIP Strategic Lead Partnerships

Community Planning Officer Group - Delivering LOIP priority **Raising Aspirations (inc Poverty)**

Employability Skills Group – Delivering LOIP priority **'Growing, diverse and sustainable economy'**

GLG – Delivering LOIP priority '**Building a better future for our children and young people in Moray'**

Moray Alcohol and Drug Partnership– Delivering LOIP priority '**Changing our relationship with alcohol'**

CLD Strategic Group – Delivering LOIP priority '**Empowering and connecting communities' and Locality Plans**

CPP associated Partnership Groups

Moray Public Protection Chief Offciers Group
- MAPPA & Offend
Management
- PREVENT (Radicalisation)

Community Safety

Violence Against Women

Adult Protection and Child Protection

Community Justice

Community Planning Board

Community Planning Officers Group (CPOG)

Community Engagement Group (CEG)

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.

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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 s result of a review in December 2019. ill be reviewed by the end of 2018 with a further revision shortly thereafter. Annual reports on our progress will be published. Thereafter tThe 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 recogniseand 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 wasill be available to the public to comment on for a short period of timewhen 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 been 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 isWork will continue to develop and enhance competed 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	AREA	HOUSEHOLD PROJECTIONS 2012 TO 2037
95,510 population (2015)*	**2,238 sq km (864 sq miles)**	**7%** increase in households
• **16.2%** aged **16 to 29 years** (Scotland = 18.2%)	**11th most** sparsely populated **area in Scotland**	(40,492 to 43,245) (Scotland = 17% increase)
• **30.2%** aged **60 and over** (Scotland= 24.2%)	• **42.2%** of the **population live in a rural area** • **4.1%** live in settlements with **fewer than 500 people**	**FUEL POVERTY 2014** **40%** of **households** in **fuel poverty** (Scotland= 35%)
ETHNICITY	**CHILDREN LIVING IN POVERTY 2014**	**CAR/VAN OWNERSHIP 2016**
77.7% White - Scottish (Scotland= 84%)	**18% children live in poverty** (Scotland= 22%)	**18.9%** of households **have no car/van** (Scotland= 29.4%)
18% White – other British (Scotland= 7.9%)	Moray has **0%** of Scotland's **most deprived datazones,** and **0.06%** of Scotland's **least deprived datazones** • **3,537** people • **3.7%** of Moray's population	**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	WEEKLY WAGES 2016	BUSINESS SIZE 2016	BUSINESS TURNOVER 2016
£20,624 (Scotland= £23,685)	**£498** (live in Moray) **£491** (work in Moray) (Scotland= £535)	**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%)	**£3,410m** (Scotland= £270,086) **Between 2010-16:** **23.2%** growth (Scotland= 4.9% growth)

Education and Learning

SCHOOL ATTAINMENT 2014/15	POSITIVE DESTINATIONS 2014/15	MORAY COLLEGE STUDENTS 2014/15	QUALIFICATIONS: WORKING AGE POPULATION 2015
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%)	**Initial destination (2015)** **94.3%** (Scotland= 92.9%) **9 months on (2016)** **89.9%** (Scotland= 92%)	**64.9%** successful completions (Further Education) (Scotland= 74.6%) **1,670** full time students	**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)	

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%)

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%)

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** - 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%)

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 GrowingDeveloping, 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 supportedwill have a sustainable and inclusive economy which generates improved opportunities for everyone, including more skilled and higher paid jobs.	Employment: Increased participation, skill and pay levels with reduced gender inequality through the principles of Fair Work including: • Targeted approaches to those furthest from the job market • Pathways to higher skilled employment Pathways to employment and higher skilled employment • Choices for the young workforce • • • Apprenticeships at all levels	Delivery Plan agreed by partners Survey and analysis of drivers and constraints for women in the workplace completed to augment existing data on other groups Detailed Skills Action Plan(SIP) for Moray including Delivery Plan completedimplemented and reviewed annually Practise in support of Moray Skills Pathway to support 3-24 year olds with enhanced employer engagement embedded by 2021. 25% increase (average) in uptake across the Apprenticeships family by 2021	Creation of a physical and/or virtual Employability Hub for Moray Review and map employability support services to improve outcomes in areas of greatest need, develop action plan to address barriers of gender equality and opportunity Begin to implement a revised SIP across the CPP Project Plan to embed Moray Skills Pathway framed and in implementation. Increaseed within Apprenticeships family across CPP and in Moray
Related steps/strategies	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		
PIs	Residents with no qualifications – SIMD attainment measure Participation levels Weekly earnings ASHE Pay gap and average pay levels		

	No and range of modern apprenticeships Migration levels and proportion of 16-29 year olds Proportion of people earning less than living wage 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
	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	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.
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.

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	**The impact of poverty on children, young people and families is mitigated**	Partnership model to facilitate ongoing engagement with children, young people and families experiencing poverty is operational	Agree the shape and resourcing requirements of the engagement model and implement
			Disseminate key poverty related themes from the joint strategic needs assessment across the partnership
	The voices of children, young people and families experiencing poverty are heard and acted upon	Systems, processes and practices are informed by a greater awareness of the prevalence, impact and stigma associated with poverty	
	A co-ordinated approach to mitigating the impact of child poverty is adopted across the children's services partnership	Combined knowledge and resources are utilised to the best effect	Incorporate this plan into the Moray Poverty Action Plan, agreeing a common use of terms/language and focus of actions
			As a partnership, share understanding of the barriers to accessing existing supports and services and agree how the partnership can work in collaboration to address
			As a partnership, identify gaps in early intervention supports and services and agree, as a collective, the best means of addressing/resourcing these gaps
	The disposable income of families experiencing poverty is maximised	Pathway of financial supports to mitigate the effects of poverty is widely available	Co-produce a pathway which provides accessible, early intervention to targeted support to families experiencing poverty or at risk of financial hardship
			Families are supported to access the pathway as early as possible
		Families are identified, engaged and support to address money worries	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
		Local solutions to mitigate the impact of poverty are co-designed by communities	Participatory budgeting approach is adopted to test and develop solutions which meet locality specific needs
			Evaluation of impact of locality specific supports is undertaken with a view to scale and spread
		Opportunities to access additional funding are maximised	Stronger relationships with the 3rd sector are built. Work in partnership to develop and resource solutions
	No child or young person feels disadvantaged by poverty	Children and young people have equal access of opportunity irrespective of their family income	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
		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
			Co-develop supports which evidence improvements and establish best means of resourcing and delivering them

		The life chances and outcomes for looked after and care experienced children and young people are improved	Children and young people looked after in kinship or foster care increases	Increase the range of foster carers in Moray, particularly those who can care for children and young people with complex needs
				Build on early indicators of success of PACE
		Children and care leaver have safe, secure, stable and nurturing homes	Time taken and number of placements a young person experiences before achieving permanence reduces	Develop supported accommodation options
				Understand and respond to the transition needs of Care leavers
			Care leavers successfully transition into appropriate accommodation	
		Looked after children and care leavers secure positive education outcomes	Close the attainment gap for looked after and care experienced children	Better understand which supports/approaches improve attainment and upscale
				Increase the range and uptake of wider achievement opportunities
				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
		Children and care leavers enter education, training or employment after leaving school	The number of children and young people entering and sustaining positive post school destinations increases	Provide a partnership support network through the transition and post school stages, which includes mentoring and peer led supports
				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
				The actions within the wellbeing priority action plan address the specific needs of looked after children and care experienced young people
			Children and care leavers wellbeing aims are met through the delivery of the wellbeing priority action plan	
		Children's rights are upheld and promoted	Children 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
		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
				Criminal justice interventions are designed and implemented to meet the individual needs and circumstances of care leavers and care experienced young people
			Reduce any over representation of care leavers and 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
	Children and young people feel safe and free from harm Children and young people feel safe in their community	The incidence and impact of bullying is reduced Awareness of factors which influence whether a child feels safe in their community is raised Children and young people's feeling of safety and actual safety improves	Further investigate and address concerns raised by children of all ages regarding bullying, with a focus on building resilience and intervening early
			Develop safe spaces in schools and communities with and for children and young people
			Monitor and address increasing trend of accidental injuries resulting in hospital admissions
	Children live in safe and supportive families	The impact of neglect on children and young people is minimised The impact of parental substance use on family wellbeing is minimised The impact of domestic abuse on children, young people and parents is minimised	Review evidenced based good practice approaches to prevent or minimise the impact of neglect, parental substance use and domestic abuse
			Stakeholders co- design and deliver interventions to raise awareness, promote community ownership and influence attitudes.
			Co-produce supports with and for parents which enable them to feel safe, self-respected and supported to be the best parents possible
			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
			Co-design and implement specific interventions and approaches which empower children and young people to feel safe
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	To be defined		

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	Gain a better understanding of people's needs and aspirations; tailor and promote learning opportunities accordingly
		More people participate in community activity	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	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
		Our communities' ability to address their own needs and aspirations is improved	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 Pan 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	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~~:
Improving the Well-being of our population~~Changing our relationship with alcohol~~			
~~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	A whole population approach to prevention and reducing related harms.	There is ~~a reduction in alcohol related harm and improvement in community~~an improvement in people's wellbeing	~~Mapping of current work, evidence and strategies where alcohol affects outcomes~~
			~~Strategic review of the MADP to ensure a shared vision, purpose and goals which recognises and utilises partner expertise and skills effectively~~
			~~Effective promotion of alcohol awareness to create a knowledgeable and supportive community~~
			~~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.
			~~Review good practice guidance for provision of occasional licences for summer festivals and shows elsewhere in Scotland and develop a Moray version~~
			~~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~~
			Work with the alcohol licensing trade to promote and implement the Social Responsibility Standards across Moray.
			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 tacking alcohol related harms
			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.
			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.
			Adult based prevention and early intervention – MEOC?
			Embed Early intervention and reducing harms, within third sector alcohol/drugs and mental wellbeing direct access tenders.
			Promote the use of, and increase the take up of Naloxone as part of reducing drug relate deaths.
			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.

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 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.
			~~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~~Reduction in future service demand due to harmful alcohol consumption~~	Enable more people ~~at risk of alcohol harm to recover~~to reduce alcohol and drug related harms and to promote recovery by increasing their engagement with timely and effective services; and ~~by~~ 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.
			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~~
			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
			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 wellbing. Delivery plan stuff
			Ensure the continuation of links between Police Scotland and support services of those released from police custody
Related strategies	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		

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	Making Recovery Real Plan MH/Adult services strategy and plan?
PIs	Rate of Domestic Abuse Crimes per 10,000 population Driving under the influence of alcohol number of road traffic accidents recorded by the police where alcohol is a suspected contributing factor A reduction in the number of instances of antisocial behaviour recorded by the police and Moray Housing where alcohol is a suspected contributing factor Rate of Domestic Abuse Crimes per 10,000 population (where alcohol is a factor) Community Safety Offences involving Alcohol Alcohol related health indicators • 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 2081/19 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 2018/192020/21 workforce development plan based on, and following the review of the 2017/18 plan and trainingprospectus • % of adults drinking above guidance limits

LOCAL OUTCOMES IMPROVEMENT PLAN DELIVERY FRAMEWORK

Loip Priority	Key Actions (Milestones?)	Loip Outcome	Loip Measures	Completion Target	Partnership Strategy/Plans supporting priority	Lead Officer for updates / reporting
1. DEVELOPING A DIVERSE INCLUSIVE AND SUSTAINABLE ECONOMY						
Supporting those experiencing the greatest inequalities into positive employment, that is, jobs that are sustainable, higher quality and pay the living wage or better		By the year 2030 Moray will have a sustainable and inclusive economy which generates improved opportunities for everyone, including more skilled and higher paid jobs Increase participation, skill and pay levels with reduced gender inequality through: • Targeted approaches for those furthest from the job market • Pathways to employment and higher skilled employment • Choices for the young workforce	% of residents with low or no qualifications – reduce the gap between least and most deprived communities Moray S4 tariff scores – reduce the gap between the least and most deprived communities % of school leavers entering positive destinations – reduce the gap between least and most deprived communities Increase % uptake across apprenticeship family		Moray Economic Strategy Moray Skills Investment Plan Moray Growth Deal	

LOCAL OUTCOMES IMPROVEMENT PLAN DELIVERY FRAMEWORK

Loip Priority	Key Actions (Milestones?)	Loip Outcome	Loip Measures	Completion Target	Partnership Strategy/Plans supporting priority	Lead Officer for updates / reporting
		Apprenticeships at all levels	Increase % of young adults (16-19) participating in education, training or employment			

REPORT TO: EMERGENCY CABINET 24 JUNE 2020

SUBJECT: STRATEGIC FRAMEWORK FOR RECOVERY AND RENEWAL IN MORAY

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

1.   REASON FOR REPORT

1.1   To report on the strategic approach proposed for corporate planning and delivery of the recovery and renewal phase in Moray in light of the COVID-19 pandemic.

1.2   This report is submitted to the Emergency Cabinet following decisions of the Moray Council on 25 March 2020 to temporarily suspend all delegations to committees as a result of the COVID-19 pandemic (para 2 of the minute refers) and on 17 June that the Emergency Cabinet continues to meet until the simplified committee structure is put in place from 2 September.

2.   RECOMMENDATION

2.1   It is recommended that the Emergency Cabinet:

  i.   **Notes the process used to develop the draft Strategic Framework for Recovery and Renewal in Moray along with associated documents in Appendices 1-3;**
 ii.   **Agrees to consult, engage and involve the community on the vision, aims, outcomes and principles proposed in the Strategic Framework as set out in the report;**
iii.   **Agrees the staged programme set out in the Appendix 1, this to be subject to quarterly review and reiteration as processes for recovery and renewal continue to develop at a national and sectoral level;**
 iv.   **Notes the high level process being used to plan for effective operational recovery of services in line with national guidance; and**
  v.   **Agrees that members of the Emergency Cabinet will act as a working group to inform and influence progress with regular updates to the Council and work stream updates to relevant committees.**

3.   BACKGROUND

3.1   Following guidance, support and direction issued at a national, United Kingdom and sectoral level, Moray Council has been responding to the COVID- 19 global pandemic for many weeks. Reports detailing work done in response were submitted to the Emergency Cabinet on 21 May, 10 June and 17 June with a final report on the Public Protection Response to follow.

3.2   Having dealt with the immediate response to COVID- 19 and the government led lockdown, consideration has been given to how the Council can maintain the resilience of critical services, reintroduce other services (where appropriate or nationally directed) and plan for longer term recovery and renewal.

3.3   As part of our approach to recovery, it will be necessary to take a strategic look at how the pandemic situation may change life on an ongoing basis for our residents, businesses and the Council as an organisation. It is likely that a new "normal" will need to be established. It will take time to resume service delivery; some services may be reduced for some time to come, the focus of services may change and some may not return. The way we do things will change with a move to more on-line transactions for our customers and more homeworking for our employees.

3.4   There is still much uncertainty about the pandemic, exactly when the final two lockdown phases and each aspect within them will be engaged and whether the parameters for physical distancing will remain unchanged in the coming weeks. As positions emerge nationally, this will be fed into our response and recovery planning. Meantime, work to formulate a local approach to recovery has begun. This work is still at an early stage at corporate level, but at service level some services are at an advanced stage in their planning such as planning for the return of schools in August. The framework set out in this report will be progressed through a series of iterations and further developed as the national picture continues to emerge.

3.5   In parallel with planning for recovery and renewal, the Council must remain in the response phase for many services, and this combined with the spatial and other constraints on recovery will create significant pressures for what is a depleted workforce while a number of staff are shielded, self-isolating, or otherwise unable to work.

4.   DEVELOPMENT OF THE STRATEGIC FRAMEWORK FOR RECOVERY AND RENEWAL

4.1   Recovery from an emergency is a complex and long running process that will involve many more agencies and participants than the response phase. It is not only a process of rebuilding, restoring and rehabilitating the community following an emergency but should also be recognised as providing an opportunity to regenerate an area, transforming and revitalising it – hence reference to recovery should be viewed as also including renewal.

4.2   **The Spheres of Recovery** - The pandemic will have major impacts in all
        spheres of life, from the humanitarian/social/care for people aspect, the
        environment and infrastructure through to the economy. As the COVID -19
        pandemic has had quite distinct impacts as an emergency, with limited if any
        lasting damage to the environment (and even some improvements) and core
        physical infrastructure, at a governmental level attention has largely been
        focussed on recovering from the health, social and economic impacts of the
        pandemic. The degree of national policy prescription in each of these
        spheres is likely to differ, so for example national work streams have been
        engaged for some time for recovery of our schools but in economic terms,
        while national supports continue, much of the local response is likely to be
        tailored based on the nature of the impacts in Moray and our sectoral
        composition. In light of this, early work has started on the economic recovery
        process with a paper going to the Emergency Cabinet sitting as a Sounding
        Board on 14 May 2020 and then on to Moray Economic Partnership on 27
        May 2020 for further review at its meeting on 24 June 2020. Work in the
        humanitarian/social/care for people sphere in response to COVID-19 has
        largely been directed at a national level, but the community engagement
        process described later in this report will inform the recovery phase in Moray.
        Generic work is also ongoing to create a strategic framework for specific
        aspects of recovery at Grampian Local Resilience Partnership and at National
        levels through Solace, COSLA and other groupings and the Framework will
        be adjusted as this work progresses.

4.3   **Existing Policy and Strategy** - The current crisis will undoubtedly have long
        lasting and severe impacts on Moray's citizens and economy and to that
        extent the context in which the latest Corporate Plan 2019-2024, the LOIP,
        the Children's Plan, Moray Economic Strategy and similar high level
        strategies were created has shifted significantly and may remain substantially
        altered. Projects and action plans associated with each of these strategies will
        need to be reviewed in light of the current crisis and synchronised with
        recovery planning over time. However, whilst also creating new challenges, as
        COVID-19 will broadly act to accelerate and deepen many of the issues and
        constraints previously identified in Moray society, existing strategies are still
        relevant, albeit continuing with implementation of them as business as usual
        is unlikely to create the clarity of focus needed for the early stages of
        recovery.

4.4   **Applying a COVID Lens to Recovery and Renewal** - In terms of emergency
        and strategic planning, when faced with the need to take urgent but measured
        action to progress recovery even while the wider policy landscape is still
        evolving, the first step is to identify the vision for recovery. Experience
        demonstrates that this will be a critical factor in the eventual performance of
        any response. The vision acts as a frame of reference for that urgent activity,
        forming the lens through which impacts will be assessed, actions planned and
        success measured, but it should only depart from underlying strategy in so far
        as this is necessary because of COVID changes.

        This approach to recovery – creating a frame of reference with a high level
        vision/objectives/principles to guide the process – is the same approach being
        taken by agencies and governments around the world, programme
        development broadly following this outline:

- ➢ Identify vision/objectives/high level principles for recovery
- ➢ Assess impacts, order by reference to scale or other relevant factors and identify needs arising from the impacts
- ➢ Create an Action Plan to meet identified needs, prioritising the most significant impacts, with clear lines of responsibility/accountability and resourcing

4.5 **The Vision for Recovery and Renewal** - A strong platform for recovery is in place through the strategies referenced previously. These focus broadly on an inclusive society which supports the vulnerable and disadvantaged with a particular focus on our children, a cohesive and collaborative society where communities are empowered, a vibrant economy and being sustainable both financially and environmentally. But arguably before we can start to tackle such broad objectives again, we must begin by addressing the most immediate and significant of the health, social and economic harms created by the crisis, all with one eye on building in increased resilience as there is no clear end point for the current pandemic.

4.6 The challenge of balancing core aspirations with the need for urgent activity targeted at the highest priorities was discussed at a series of meetings of the Council's Senior Management Team during May and early June in order to develop a high level strategic approach. Discussions included consideration of best practice emerging elsewhere as well as the Council's Emergency Planning Policy and national positions being adopted in this area. Through these meetings, a consensus emerged that corporate capacity would be a significant challenge as response and recovery proceeded in parallel against a developing national background. As a result, rather than spreading activity across the full range of aspirations set out in the Corporate Plan 2019-2024 with the risk of poorer outcomes, a better approach for Moray was to develop a bridging or transitional vision for recovery and renewal, focussing on the most pressing issues in the period until the end of the current calendar year in particular, synchronising that bridging vision and planning with the original corporate vision and plans on a phased basis from January 2021 onwards. This is summarised in the opening paragraph of the Strategic Framework at **Appendix 1** as follows:

"Working together through our Recovery and Renewal Strategy we will build a bridge to our core vision which is of a life of opportunity for all where people can thrive in vibrant communities to enrich our future.
We will make this transition by:
Delivering a strong, agile and inclusive recovery, flexing and innovating to regenerate the area so that Moray emerges more resilient and primed to deliver our corporate priorities."

4.7 A set of aims, outcomes and guiding principles were also created to underpin that vision, these being intended to set the parameters for recovery work.

4.8 Common aims for recovery and renewal across services were identified as follows:

- • **Understand** the impact of COVID-19 in Moray

- **Support** the ongoing impact of living with COVID-19 as far as possible
- **Learn** from the positive changes so that they are captured and built upon for the future
- **Re-engineer** the strategic policies and actions needed to ensure we will deliver our outcomes in the new environment

4.9 Principles were also identified which resonate strongly with those already in the Corporate Plan, but focussing on aspects most relevant to recovery and renewal, the existing corporate values being retained:

Existing **Corporate Values:** Fair, Ambitious, Improving, Responsive

The principles for recovery and renewal proposed are:

Collaborative – We will ensure that affected communities (of interest, geography, impact and others) are fully involved in the recovery and renewal process so that they have trust and confidence in our ability to deliver our shared vision for the area and its people
Empowering*- To emerge stronger and more resilient, we must work with our communities to build cohesion and mutual support
Equitable* – We will endeavour to be fair to all people and groups, recognising that the impacts of Covid 19 have affected some aspects of our community more significantly than others
Sustainable – This reflects three aspirations: Our plans must be achievable in a time when financial and staffing resources are under significant pressure; their impact must be enduring and we must work to protect our environment for the future
Entrepreneurial – To not only recover but prosper in a changed and dynamic environment, we must be adaptable, using the disruption caused by Covid 19 positively to create new and better systems and approaches and we must also be open to taking considered risks

* these are also principles in the current Corporate Plan.

5. **RECOVERY PROGRAMMING AND THE FOUR PHASES OF RECOVERY**

5.1 **The Recovery Programme** - As the national position on COVID-19 continues to evolve, programming arrangements have to be flexible. To address this, a high level corporate programme is set out in **Appendix 1** which is broken down into 4 stages which correspond broadly with national thinking on short, medium and long term recovery. However, as noted previously, some aspects of operational recovery will be driven by national directions and policy and so services are currently at different places within stage 2, with some fully recovered, some providing only basic services as part of the response to COVID-19 and others not yet resumed at any level. By the end of this stage however, action planning will start to be drawn back into the service planning process previously agreed, and realigned with revised strategies in stage 3. The programme will be reviewed quarterly so that it keeps pace with and continues to reflect the developing position nationally. The structure being used to deliver recovery and renewal is shown in **Appendix 2.** This reflects the work streams identified to date. The programme will be managed through

the Project Management Office and a performance management framework to reflect the interim objectives will be prepared and reported in the coming weeks.

5.2 **The Recovery Phases** - The phasing set out in the Scottish Government's Route Map will also inform recovery planning at an operational level. To give an indication of how recovery of council services fit in the Scottish Government Route Map, a similar document has been prepared at **Appendix 3** which sets this out. It should be noted that a phase may open at national level which allows certain services to be resumed, but locally recovery is not yet possible. This may be for a number of reasons including redeployment. Clearly however, every effort will be made to align local recovery with national phasing.

5.3 As we move through the phases, service recovery at an operational level is managed by the Recovery and Renewal Management Team, its place in the structure shown in **Appendix 2**. Process maps and templates have been created to ensure that the dependencies for recovery are considered as planning progresses including the need for Trade Union consultation and engagement, the need for supporting services such as accountancy and HR, the impact of social distancing and hygiene on workspaces etc. Lessons learned in response are also considered to inform the basis of recovery. An early example is the booking system introduced for the Household Waste Recycling Centres. This is working well and will help to avoid the road safety concerns experienced with several of the sites at peak times in previous years.

6. COMMUNITY ENGAGEMENT

6.1 To be most effective, recovery is best approached from a community development perspective, with the active participation of affected communities and strong reliance on local capacities and expertise. It is not simply a matter for statutory agencies. The approaches to locality planning and the COVID-19 community resilience response will stand Moray in good stead for this aspect of recovery and proposals for consultation with partners and engagement with our communities.

6.2 The process for consultation and engagement proposed is as follows:

Purpose
Inform, consult, engage and involve the community in the Council's proposed Recovery and Renewal Strategic Framework and ongoing recovery plans and activity

Aims
- To understand the needs within the community better
- Citizens have influence on the policy and priorities adopted
- Build trust and develop involvement

Outcomes
- The Recovery and Renewal Strategic Framework is finalised taking account of the community views and feedback

- The experience of the community during the COVID-19 pandemic is used to inform more detailed recovery work
- Proposals are developed for further engagement and involvement of the community in recovery work

6.3 Consultation and engagement will in the main take place remotely using video conferencing, online discussion and similar methods. There is also scope to carry out some socially distanced face to face engagement with the more vulnerable and hard to reach through the volunteers who are supporting individuals and families in our communities who have been particularly affected by the impact of Coronavirus (COVID 19).

6.4 The process will be undertaken in two stages:

6.4.1 **Checking the Strategic Framework**
During this stage working with the community resilience teams, feedback from community planning partners, community organisations and groups active during the pandemic will be sought on the draft vision, outcomes and principles. This feedback will then be used to finalise the Strategic Framework.

6.4.2 **Defining Issues and Building Collective Approaches to Recovery in our Moray Communities**.
In order to inform further planning and help set the agenda for recovery, feedback will be sought covering the points below. Relevant key statistical information that has been gathered to date on the impact of Coronavirus (COVID 19) in Moray will be shared:
- Document and appreciate experiences in our communities during Coronavirus (COVID 19)
- Capture learning to inform future improvement and adaptations for service delivery and for any future lockdown
- Identify the key issues for communities to be addressed in recovery in Moray
- Prioritise the issues to address first
- Identify solutions and opportunities for community action and involvement or co-design
- Build consensus with communities around proposals for recovery and resilience

This feedback will be used to develop more detailed planning and structure further community engagement on particular issues.

7. <u>**GOVERNANCE**</u>

7.1 Progress with recovery will be reported through full council at a programme level and the two new composite committees at a work stream level. However, looking at best practice established in other areas including Edinburgh and Highland Councils, informal working groups including members also form an important part of the governance arrangements, providing an avenue through which members may inform and influence planning at an early stage as it evolves. There are a number of ways in which

this could be achieved but as members were previously identified to sit as part of an Emergency Cabinet during the response phase of the COVID pandemic, and this Cabinet will have a continuing role as a sounding board for the Chief Executive, it is proposed that the Cabinet also acts as the working group for the Recovery and Renewal Programme.

8. **FINANCE**

8.1 The financial impacts of the pandemic have been the subject of previous reports to the Emergency Cabinet and will also feature in reports submitted to the Cabinet meeting scheduled for 1 July 2020, including the impact of the pandemic on the year end outturn for 2019-2020 and on financial planning for the current and future years.

9. **SUMMARY OF IMPLICATIONS**

   (a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))**
   This report outlines how recovery planning for COVID-19 can be realigned with the Corporate Plan and LOIP over time, while remaining true to the core values and most pressing objectives set out in these documents.

   (b) **Policy and Legal**
   National policy guidance is being reviewed regularly as the COVID-19 pandemic continues to affect services and planning for recovery has taken account of the recovery Route Map and latest guidance issued by the Scottish Government as it relates to local circumstances.

   (c) **Financial implications**
   Financial implications are being recorded as COVID-19 costs and monitored and reported regularly. Every effort is being made to adapt and design services without incurring additional costs, but for new services this is unlikely to be possible.

   As each stage of recovery is prepared, costings will be prepared for consideration against the available options. Additional costs will be recorded and reported through the financial monitoring reports prepared by the Chief Financial Officer.

   There are no other direct costs as a result of this programme at this stage.

   (d) **Risk Implications**

   Risk identification and management is a key part of the role of the Recovery and Renewal Management Team, and issues will be identified in the project management processes set up for each work stream. Risks identified at a strategic level will be incorporated into the Council's Risk

Register and internal audit will have a role to play in taking an overview of risk management in the recovery process.

There are numerus risks involved in the recovery process including:

- Health and safety of citizens and service users and employees
- Council premises, physical and cyber security
- Supply chain risk
- Technology and information
- Financial and economic risk
- Governance
- Serious organised crime, fraud
- Legal and commercial including the evolving national context

(e) Staffing Implications
There are no direct staffing implications from this report. Specific workforce issues will be considered as part of the detailed work being undertaken in recovery.

(f) Property
Property issues are part of the planning process in light of social distancing policy and will be kept under review. With an increase in home working and more online contact with our customers, there may be options to rationalise our estate beyond the levels previously considered possible when social distancing is eased.

(g) Equalities/Socio Economic Impact
Equity, fairness and inclusion are highlighted as key considerations in recovery nationally and are also highlighted in the proposed Recovery and Renewal Framework. Recovery planning across the council will require the preparation of Equality Impact Assessments to inform progress and these are already underway for services which are undergoing material redesign as they are recovered. Community engagement will be delivered in ways which recognise the need to include hard to reach groups, many of whom will have experienced the most severe impacts of the pandemic.

(h) Consultations
The Council's Senior Management Team (CMT/SMT) were involved in creation of the Framework and CMT have been consulted on the terms of this report. The Community Support Team and Depute Director (Education, Communities and Organisational Development) provided the engagement proposals set out in the report. The Equal Opportunities Officer was consulted and is in agreement with the contents as regards his area of responsibility, and ongoing consultation with the trade unions has also been instigated.

10. **CONCLUSION**

10.1 As the immediate response to the COVID-19 pandemic has now passed, at least in the current wave, the council must develop and implement a

new programme of work to ensure that we adapt to living with COVID-19 as effectively as possible, learning from our experiences and preparing the ground for recovery and renewal.

10.2 **This report sets out the structures and processes through which it is proposed to progress this programme of work. These will be regularly reviewed and aligned with developing national and sectoral recovery programmes so that, working with our partners and communities, we can deliver recovery and renewal outcomes that meet the needs and expectations of those who live, work and enjoy our area.**

Author of Report: Rhona Gunn
Background Papers:
Ref:

A Strategic Framework for Recovery and Renewal in Moray

Vision

Working together through our Recovery and Renewal Strategy we will build a bridge to our core vision which is of a life of opportunity for all where people can thrive in vibrant communities to enrich our future.

We will make this transition by:

Delivering a strong, agile and inclusive recovery, flexing and innovating to regenerate the area so that Moray emerges more resilient and primed to deliver our corporate priorities.

Whilst planning for recovery, response based critical services will continue to be delivered alongside early recovery some of which has of necessity been delivered reactively. This will present significant challenges in management and delivery.

Aims and Outcomes

Aims	Outcomes
1. <u>Understand</u> the impact of Covid 19 on Moray	Priority is given to groups and areas most affected by the pandemic
2. <u>Support</u> the ongoing impact of living with Covid 19 as far as possible	Those who are vulnerable, experiencing financial hardship or are otherwise adversely impacted feel supported
3. <u>Learn</u> from the positive changes so that they are captured and built upon for the future	The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the "new normal" Long term resilience, sustainability and capacity in communities is improved by building on community responses to the pandemic
4. <u>Re-engineer</u> the strategic policies and actions needed to ensure we will deliver our outcomes in the new environment	The economy, businesses, partners and infrastructure of Moray achieve stability and support to recover and grow The long-term impacts upon the people of Moray are mitigated and managed allowing wellbeing to be advanced

A performance management system will be created to encompass the work streams which will deliver these outcomes, identifying measures to demonstrate success.

Principles

Our principles will be led by our **Corporate Values:** Fair, Ambitious, Improving, Responsive

The principles for recovery and renewal will be:

Collaborative – We will ensure that affected communities (of interest, geography, impact and others) are fully involved in the recovery and renewal process so that they have trust and confidence in our ability to deliver our shared vision for the area and its people

Empowering *- To emerge stronger and more resilient, we must work with our communities to build cohesion and mutual support

Equitable* – We will endeavour to be fair to all people and groups, recognising that the impacts of Covid 19 have affected some aspects of our community more significantly than others

Sustainable – This reflects three aspirations: Our plans must be achievable in a time when financial and staffing resources are under significant pressure; their impact must be enduring and we must work to protect our environment for the future

Entrepreneurial – To not only recover but prosper in a changed and dynamic environment, we must be adaptable, using the disruption caused by Covid 19 positively to create new and better systems and approaches and we must also be open to taking considered risks

* these are also principles in the current Corporate Plan

Programme

Phased approach, each phase will continue to be refined in an iterative way as the context develops, informed by quarterly reviews within each phase:

Stage 1 – Emergency Response to First Peak – Activity: provision of critical services and organisational shift to do so – described in response reports to Cabinet

Stage 2 – Short term - June 2020 to December 2020 – Immediate post First Peak – response, business as usual and recovery all in parallel for a period - focus on most urgent activity needed locally/directed nationally and early outcomes to be delivered from this, building resilience and also beginning assessment of medium to long term actions

Activity:

1. Agree proposed vision/mission for Recovery and Renewal Plan
2. Agree proposed aims and guiding principles
3. Consider initial phased recovery of services per templates in light of these, but also considering what is still to come – future need must be clear
4. Develop understanding of covid policy and context at all levels inc nationally; gather intelligence on local impacts and learning: seek expert advice and support where required, consider potential responses – work done according to agreed work streams within agreed structure informed by national policy as it evolves
5. Determine priorities for local response guided by vision, principles and aims to create a high level programme from phase 2 to phase 4
6. Engage on 1,2, 4 and 5 – approach TBC in Communications and Engagement Strategy but early and continued engagement crucial, to include community planning partners
7. Create detailed Action Plan for most urgent and highest/red priority recovery activity, referring back to core strategies and accompanying Service Plans to begin thinking on re-engineering these – create transitional/bridging service plans
8. Begin early work on medium to long term action planning to be translated into new Service Plans
9. Review step 3 and organisational arrangements to deliver this phase and repeat for each phase – workforce; spatial etc
10. Begin implementation of phase 2 action plan

Stage 3 – Medium Term - January 2021- December 2022 – Moving to New Normal

Activity:

- Review phase 2 strategic premise as context moves – plans need to be agile
- Refresh/further develop Phase 2 impact analysis with focus on refining options and adding detail to Service Plans for medium term/amber priorities considering high level long term also
- Align phase 3 thinking with existing strategies to reengineer these as pace and change dictates

Stage 4 – Long Term – post 2022 - will be crafted in late phase 3 as context settles but should be guided by reengineered core strategies

Supports needed:

PMO support for recovery programme

Communication and Engagement Strategy and support

Risk Register for Recovery Programme to be embedded in existing Corporate Risk Register - covid risks to be identified early including financial management, health and safety, service delivery, workforce planning and digital assurance

Governance and Reporting points agreed – proposed informal reporting via Emergency Cabinet sitting as Sounding Board and formally via Emergency cabinet then Full Council
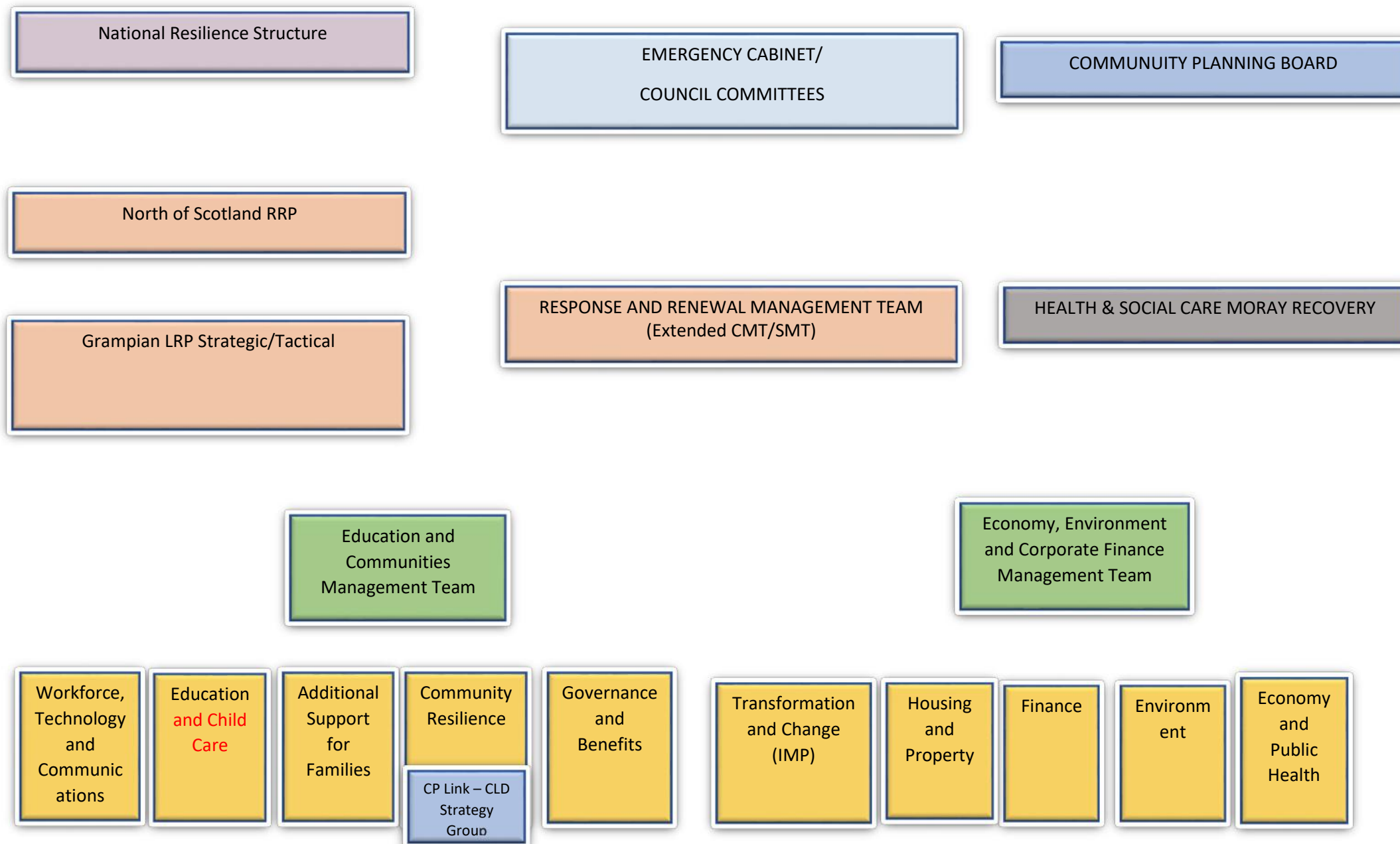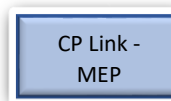

Constraints:

Need to mitigate and manage the impact on the Council's budget and medium to long term financial plan

Workforce

Physical distancing and safety

Moray Council Covid-19 Response and Renewal Management Structure

National Resilience Structure

EMERGENCY CABINET/ COUNCIL COMMITTEES

COMMUNUITY PLANNING BOARD

North of Scotland RRP

RESPONSE AND RENEWAL MANAGEMENT TEAM (Extended CMT/SMT)

HEALTH & SOCIAL CARE MORAY RECOVERY

Grampian LRP Strategic/Tactical

Education and Communities Management Team

Economy, Environment and Corporate Finance Management Team

Workforce, Technology and Communications

Education and Child Care

Additional Support for Families

Community Resilience

CP Link – CLD Strategy Group

Governance and Benefits

Transformation and Change (IMP)

Housing and Property

Finance

Environment

Economy and Public Health

CP Link -
MEP

Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
Lockdown restrictions:	As with previous phase but with the following changes:	As with previous phase but with the following changes:	As with previous phase but with the following changes:	As with previous phase but with the following changes:
Non- essential council services stopped.

Remote working is default for all who can work in this way

Council services which are critical for immediate response are provided with social distancing.

Services including child care hubs, Grampian Humanitarian Aid Centre, food fund, free school meals and remote educational provision introduced, and where possible some limited services such as kerbside collection of recyclates and grass cutting in large areas | Remote working remains the default for those who can

Primary focus remains on critical service response

Outdoor work with physical distancing resumes once guidance agreed

Greater contact for social work and support services with at risk groups and families with physical distancing and hygiene measures

Household waste recycling centres reopen

Planning for recovery begins, with further allocation of equipment to enable phased resumption of the highest priority services such as homeless housing allocations; education support services and health and safety

Preparations for staff who cannot work remotely returning to offices and depots according to priority and relevant guidance

School staff return to schools and transition planning for return of pupils prioritised

Increased number of children accessing critical childcare provision

Planning for continuation of child care hubs and | Remote working remains the default for those who can.

High priority non-critical services begin working remotely.

Phased resumption of office and depot based working for essential and highest priority services where remote working is not possible, supporting resources are in place and guidance/ procedures for safe working have been agreed

Planning for phased resumption of medium priority services such as procurement, housing strategy support and libraries

Registration offices operational for high priority tasks

Marriages and civil partnership ceremonies resume with minimal attendees

Restrictions on attendance at funerals, marriages and civil partnership ceremonies relaxed

Planning for reopening of libraries and leisure centres subject to physical distancing and hygiene measures | Remote working remains the default for those who can.

Children return to school under a blended model

Early Years Childcare providers can reopen with safeguards in place

Office and depot based working resumes up to safe capacities and with relevant precautions

Libraries and Leisure centres reopen with relevant precautions | Remote working is encouraged for those who can

Subject to continuing resourcing constraints and service redesign, with any necessary precautions the full range of council services is provided and greater use made of technology to provide improved services to citizens. |

humanitarian support
Preparations for opening
of construction industry
and housing market

Notes: Above examples are illustrations, and are not intended to be comprehensive. Each phase description should be viewed as a general description rather than precise definitions of permitted activities. There may be a delay in recovering council services permitted within any given phase due to resourcing such as ongoing redeployments or other constraints.

REPORT TO: COMMUNITY PLANNING PARTNERSHIP ON 16 SEPTEMBER 2020

SUBJECT: PROGRESS REPORT – ECONOMIC RECOVERY PLAN

BY: DEPUTE CHIEF EXECUTIVE (ECONOMY, ENVIRONMENT AND FINANCE

1. REASON FOR REPORT

1.1 To inform members of the Community Planning Partnership of progress in developing the economic recovery strategy.

2. RECOMMENDATION

2.1 It is recommended that the Community Planning Partnership note the short list of support options.

3. BACKGROUND

3.1 At its meeting 29 July 2020 Moray Economic Partnership (MEP) considered reports on long list options, engagement through webinars, short term action and economic impacts update.

3.2 Webinars were held with the agricultural sector, joint Community Councils, a combined webinar with Moray Chamber members and small business and tourism sectors and Moray Business Forum giving a good cross sector view on the impacts and challenges of COVID 19 response and the likely challenges moving forward.

3.3 The main concerns expressed and opportunities identified were as follows:-

1. Importance of digital and connectivity both in terms of hardware and provision but also skills and knowledge to be able to create online retail and systems with sufficient selling power.

2. Potential for Community to provide support through Hubs (energy hub example) to assist community groups and build capacity and the need to support communities to provide for themselves.

3. Concern that small to medium business have not received the levels of support through grant funding to be sufficient for their needs, a general feeling that micro business and large business were better positioned in terms of the grants and support available and recognising that in areas such as Moray, a handful of job losses in each company spread across a number of our local businesses will not attract the headlines or support of a larger company but will have a significant local impact in terms of number of jobs lost.

4. Concern expressed about the end of the furlough scheme and it will likely be a time when hard decisions have to be made on the retention of staff.

5. Suggestion that the eat out to help out scheme although welcome would be better if it was available later in the year when to encourage an extended season for eating out.

6. Concern from the hospitality industry over levels of occupation available with social distancing and the likely impact on winter and Christmas functions which will hit income hard and slow recovery.

7. Uncertainty expressed over the ability to pay Corona Virus Business Interruption loans that have been secured when interest becomes payable next year, caused partly by the uncertainty of trading conditions between now and June next year.

8. Impact on small business in terms of capacity to complete loan and grant applications, identified the need for support to provide expertise and capacity to take advantage of opportunities.

9. Recognition that community issues around food provision addressed during lock down may need longer term support to meet demand, together with increased benefits and financial advice for individuals.

10. Recognition on the importance and the challenges of town centres, the strength of independent retailers to adapt but the need for investment in town centres to help the transition to better day and evening economies.

11. The need for strong relationships with support agencies and better coordination and accessibility to of partners in delivering that support.

12. Recognition that young people tend to be disproportionately impacted by recession but also the need to assist everyone facing redundancy through PACE.

13. Acknowledgment that equity funding is usually the least attractive funding for business unless the funding partner brings with additional skillsets or value to the company.

14. The need to invest in the local economy by maximising local participation in procurement contracts by and supporting business in the tendering processes and supplier development and by creating contracts that have

wider local benefits in relation to skills, training, employment and carbon benefits.

15. Recognition of the potential around a green recovery particularly with energy generation and potential for Hydrogen in the North East.

16. Infrastructure investment to support and boost the economy is seen as an important aspect of accelerating recovery. There are local signs of healthy order books in the short term but concern and uncertainty of the availability of public sector infrastructure works beyond the next 12 months.

17. Concern remains regarding the Housing market and impacts on construction jobs.

18. Need for support for start up business to help them become sustainable.

19. Recognition that Local Authority funding has been impacted significantly through loss of income and increased demand and that interventions will need to be targeted at areas of greatest need.

20. Concern over the potential loss of young people and skills from the area following redundancy and how we can retain critical skills in the area.

21. Demand that the growth deal funding needs to be provided over a shorter timeframe than 10-15 years to provide an economic boost from COVID 19.

22. Opportunity to promote the area as being a safe low infection risk area with good quality of life.

23. Warning of a rapid situation of rising unemployment and redundancy when the furlough scheme ends that will need a fast response in terms of assistance, training opportunities and retention of skills in Moray.

24. Needs to be clear links to match skills and training with areas of demand provided this autumn.

25. Impact on global tourism will impact high value brands from Moray and the area needs to be aware and lobby to support trading arrangements.

26. There needs to be increased provision of affordable housing, Planning and building standards systems needs to be fast and responsive and barriers removed.

27. There should be strong positive messaging about the area to counteract the negative scenarios and grasp opportunities for relocation to Moray.

28. A willingness from Business to assist in planning and helping to inform interventions and identify suitable options for improving town centres.

3.4 Using the option appraisal carried out against the long list of options considered on the 29 July 2020 and the feedback received to date the following short list of potential actions were considered and approved by MEP on the 26 August 2020 as listed below.

4. **Grants Direct to Business**

4.1 Highlighted as Amber in long list due to affordability, any Grant support would need to be targeted for a specific purpose, this could include investment for growth where plans have been postponed due to COVID, digital connectivity or skills and training, this should not be seen as money to sustain a business but targeted to enabling a business to adapt and grow. Likely to include support from Moray Council, HIE in addition to Scottish and UK government schemes.

5. **New Start Up Support**

5.1 An essential element to meet the anticipated increase in demand that often accompanies recession. Support would be delivered through Business Gateway and HIE, with the potential to offer small grants to start ups in addition to business support and training.

6. **Small Business Support**

6.1 Provision of support to provide financial advice to companies, ensuring that every company has the opportunity to be aware of potential sources of funding and assisting in the development of grant/loan applications and business cases.

7. **Social Enterprise/Community Support**

7.1 Building on existing support structures to encourage and enable communities and the third sector to develop and grow their local economies and service provision, taking advantage of community funding opportunities and enabling the community to be more independent of the public sector agencies.

8. **Local Procurement**

8.1 Build on the supplier development programme improving the capability of local business to bid for public sector contracts. Review procurement contracts clauses to ensure wider community benefits and employment are achieved wherever possible and increase the percentage of local spend in public sector contracts.

9. **Skills and Re-training**

9.1 Meet the increased demand for skills and retraining to help sustain jobs as businesses adapt and also to help those made redundant or new to the workplace into jobs. Examine staffing resources in support services for benefits, financial advice and employability. Response needs to be rapid to meet expected increase in demand and retain skilled people in Moray.

10. **Town Centres**

10.1 Prepare an updated retail model for determining planning applications to recognise Town Centre first concept. Accelerate development of Town Centre masterplans with project support funding to encourage use of vacant or derelict sites and improved health check monitoring through footfall

counters. Establish fast track support and free application advice from Planning and Building Standards for High Street properties. Investment in pop up shop or similar schemes to encourage new starts and premises take up. Seek potential for town centre funding for regeneration and adaption of large retail units. Consider grants for the hospitality sector in Town Centres to enable COVID 19 trading adaptations.

11. Business Hub

11.1 Accelerate part of the growth deal business hub project to ensure support agencies are fully accessible to business and the appropriate levels of skills and training are available to business.

12. Infrastructure and Housing

12.1 Public Sector to consider infrastructure investment plans recognising the need for a continued flow of projects in the North East to sustain jobs and supply chain. This should include opportunities to promote tourism and the region working with key sectors to improve destinations and capacity and explore the promotion of a Regional Park to enhance Morays reputation.   Consider if elements of the Housing mix project within the growth deal would benefit recovery if accelerated. Develop delivery strategies for employment land to enable investment and promote inward investment. Ensure Planning and Building Standards systems and processes do not delay applications.

13. Employment

13.1 Seek to maximise opportunities for local employment and employability services to meet the demand increased by recession and seek commitment from local business, third sector and public sector to participate in employment schemes as and when they become available including apprenticeships.

14. Moray Economic Partnership

14.1 Identify additional funding requirements or regulatory issues that inhibit accelerated growth and ensure there is strong representation from all partners to bring about change.

15. Conclusion

15.1 Officers are currently working on the approved short list to determine the levels of funding available and staffing requirements across the partners to try and meet these needs and will be reported to MEP in September 2020.

Paper from Enterprise and Skills Strategic Board

https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2020/07/report-enterprise-skills-strategic-board-sub-group-measures-mitigate-labour-market-impacts-covid-19/documents/report-enterprise-skills-strategic-board-sub-group-measures-mitigate-labour-market-impacts-covid-19/report-enterprise-skills-strategic-board-sub-group-measures-mitigate-labour-market-impacts-covid-19/govscot%3Adocument/report-enterprise-skills-strategic-board-sub-group-measures-mitigate-labour-market-impacts-covid-19.pdf

Report from Advisory Group on Economic Recovery

https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2020/06/towards-robust-resilient-wellbeing-economy-scotland-report-advisory-group-economic-recovery/documents/towards-robust-resilient-wellbeing-economy-scotland/towards-robust-resilient-wellbeing-economy-scotland/govscot%3Adocument/towards-robust-resilient-wellbeing-economy-scotland.pdf?forceDownload=true

REPORT TO: COMMUNITY PLANNING BOARD ON 16 SEPTEMBER 2020

SUBJECT: EDUCATION SCOTLAND CONTINUING ENGAGEMENT REPORT 6 JULY 2020

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

1. **REASON FOR REPORT**

1.1. To update Board members on the Continuing Engagement visit of Education Scotland Inspectors in July 2020.

2. **RECOMMENDATION**

2.1. **It is recommended that the Board notes the positive outcome to the continuing engagement visit and acknowledges the contribution partners and volunteers have made to achieve this.**

3. **BACKGROUND**

3.1. In April 2018 HM Inspectors published a report on community learning and development in the Buckie area and communities of Portknockie, Cullen, Findochty and Portgordon. A further monitoring visit was carried out in October 2018 and March 2019. Subsequently Inspectors visited again in March 2020.

3.2. HMI Inspectors focussed on the areas for improvement identified in the original inspection which were:
    *   Improve leadership, governance and planning for change at all levels in line with legislative requirements.
    *   Improve approaches to the management of risks and meeting CLD standards.
    *   Improve the systematic gathering, analysis and sharing of performance information across partners.

3.3   In July 2020 the report was published at the link below and is attached to this report as **Appendix A** for ease of reference

https://education.gov.scot/media/budpejgj/moraycouncilcldcev060720.pdf

3.4   After the publication of the final report a Record of Visit (ROV) is prepared by the inspection team, the key points of which were shared at the discussion of

findings meeting on the final day. The purpose of the ROV is to provide professional feedback in a technical document for the CLD Strategic Partnership to support and guide further planning for improvement. It is not for circulation.

4.   SUMMARY OF IMPLICATIONS

4.1   The CLD Strategic Partnership will integrate the improvement ideas from the ROV for the third year of the CLD Plan plus focus on these priorities for CLD in the Service Plan.They will also feature in the next iteration of the CLD Plan in September 2021.

4.2   The improvement areas are as follows:
- The authority and its partners should continue to work to improve the wider learning offer and the coordination of support available at a local level.
- Moray Council should consider how it continues to support groups that have secured asset transfers in the longer term.
- There is potential to gather systematically and report on the benefits of volunteering in terms of its impact on mental health and wellbeing.

4.3   Each of these areas of work has a partnership resource implication within challenging budgets and a need to have skilled staff and volunteers operating at a local level. The partnership focus over 2 years through the Buckie Community's Locality Plan plus inspection process has brought a lot of strength and positive outcomes to the area which need to be sustained. It is vital for the next phase of planning that partners consider what the future priorities will be for work with communities and what resource commitment there is for development.

4.4   Education Scotland are in the process of developing a new more compact evaluation framework for future inspections combining the "How good is our Third Sector" with "How good is the learning and development in our community?" There may be potential engagement next year in pilots of the new model through themed and place-based inspections.

5.   CONCLUSION

5.1   As a result of ongoing improvements the outcome of the inspection was that HM Inspectors have disengaged and will make no further visits to the Buckie area. It is clear that we have made progress working in these communities alongside committed staff and volunteers. We have also developed as a partnership.The CLD Strategic Partnership will shortly submit their monitoring report to the Board for Year 2 of the CLD Plan as per legislation.

Author of Report: Karen Delaney CLD Support Officer
Background Papers:
Ref:

Continuing engagement of community learning and development in Moray Council

6 July 2020

for Scotland's learners with Scotland's educators
do luchd-ionnsachaidh na h-Alba le luchd-foghlaim Alba

Contents

In April 2018, HM Inspectors published a report on community learning and development (CLD) in Moray Council and in the Buckie area and communities of Portknockie, Cullen, Findochty and Portgordon. A further monitoring visit was carried out in October 2018 and again in March 2019. This report is based on a continuing engagement which was carried out in March 2020. During this visit we met with a range of staff, volunteers and partners. We focused on the areas for improvement identified in the original inspection. As a result, we were able to find out how well partners across the authority are now working together to support learners and communities to improve life chances.

1. How good is the strategic leadership of community learning and development?

Strategic leadership of CLD across Moray Council is improving. Senior leaders and elected members are now clearer about the contribution that CLD makes to Moray Council priorities. However, the partnership could be further strengthened by ensuring Education Services contributes more regularly. The CLD Plan for Moray (2020-21) continues to inform partnership working and plans are in hand to improve the governance of CLD. In a period of considerable change, there is a greater sense of direction. Quarterly reporting to the Community Planning Board is now established and senior officers understand the need for improved governance and mitigation of risk. Increasing numbers of partners are attending the CLD Strategic Partnership. They are clearer about their role and how they can drive improvement. Partners including libraries, NHS and public health recognise their contribution to CLD priorities. This is leading to improved partnership working, for example, in the delivery of English for speakers of other languages provision by Moray College. Skills Development Scotland continues to fulfil an important leadership role. There is improving connectedness between the council and local groups. This is increasing access to better sharing of resources through the locality planning structure. TSi Moray successfully secured Leader Plus funding for four community development officers. This is increasing capacity across Moray to support local development. Links with the Northern Alliance is facilitating the sharing of skills and knowledge to inform improvement. Moray Council is now more outward looking, and learning from approaches elsewhere in Scotland to support their improvement journey.

Locality planning continues to be led well by the Community Support Unit. Local communities are increasingly involved in directing the priorities in the Buckie Central East Locality Plan. Local groups in Buckie have a better sense of ownership and are leading on aspects of the priorities. Each community group is progressing their areas of work and delivering tangible impacts for the community, for example, the development of a dedicated website which is improving connectivity and the introduction of community lunches. Although there is a clearer sense of direction, there remains a need to strengthen performance measures and improve reporting on progress. Similarly, locality planning groups should progress with its plans to develop more robust baselines and target setting. This should assist in demonstrating impact and distance travelled.

2. How good is the learning and development in this community?

The gathering, analysis and sharing of performance information across partners is improving. Positive trends are emerging in terms of participation rates and achievements. The monitoring group of the Buckie Locality Planning Group is particularly strong. Their systematic collation of information is informing progress against their priorities. This is then shared across community planning partnership partners and the wider community. However, there is potential to gather and report on the benefits of volunteering in terms of longer term impacts on mental health and wellbeing. 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. A few young people with hearing impairment benefit from a bespoke outdoor activity programme, although more could be done to ensure that

they can identify the skills they are learning and progression opportunities. 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.

A few adult learners are developing skills and gaining awards. However, participation in adult learning is decreasing. This is mainly due to the uncertainty around the future of Essential Skills provision. Reporting against targets and outcomes for adult learning is clear. Increased confidence is allowing a few learners to progress on to volunteering. Parents at the AB56 Futures 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. The range of voluntary and community groups across Buckie continues to be a key strength. Arrangements for asset transfer are working well. Community Councils continue to play an important role. As a result, communities are benefiting from improved facilities. In Findochty, the local community are now making good use of the refurbished town hall. Activities such as a pop-up café and book swap are reducing social isolation. To ensure ongoing improvement, Moray Council and its partners should continue to collaborate to improve coordination at a local level.

3. Does the Buckie community have a clear sense of direction?

Since the last visit by HM Inspectors in March 2019, there is a greater sense of direction at all levels. Partners are working together more effectively and the role and function of CLD is clearer.

4. What happens next?

As a result of the improvements, HM Inspectors will make no further visits to the Buckie community.

Sheila Brown
HM Inspector
6 July 2020

Your Moray

REPORT TO: COMMUNITY PLANNING BOARD ON 16 SEPTEMBER 2020

SUBJECT: MORAY GROWTH DEAL – PROGRESS UPDATE

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

1.   **REASON FOR REPORT**

1.1.   This report provides a progress update on the development of a growth funding proposal for Moray since the previous update was provided on 5 February 2020.

2.   **RECOMMENDATION**

2.1.   **The Community Planning Board is asked to:-**

       (i)   **consider and note the following:**

                a. **the progress made on the Moray Growth Deal since February 2020;**
                b. **the virtual signing of Heads of Terms on 24th August 2020;**
                c. **the detail of the agreement available on the My Moray website;**

       (ii)   **note the next steps outlined in Section 6; and**

       (iii)   **note the revised membership of the Moray Growth Deal Programme Board to reflect the next stage of development.**

3.   **BACKGROUND**

3.1.   The board last received a report on the development of the bid in February 2020. At the time of the last report the board were advised of the proposed timescale to reach Heads of Terms by March.

4.   **PROCESS UPDATE**

4.1 Following the last update work on Heads of Terms was progressing well and the terms of the deal were agreed with officials just before the Covid-19 lockdown, which meant that an official signing event could not be organised.

4.2 In order to enable development of outline business cases to progress with confidence, a joint letter of support was sent to the Council Leader on 5 May 2020 by the Rt Hon Alister Jack MP, Secretary of State for Scotland and Michael Matheson MSP, Cabinet Secretary for Transport, Infrastructure and Connectivity.

4.3 Work continued in the background to enable the Heads of Terms to be signed as soon as possible in order that details of the projects could be publicised to allow wider engagement with business and communities to shape and strengthen the business cases.

4.4 The Heads of Terms was signed on 24 August 2020 in a virtual event involving representatives of the UK and Scottish governments and the leader of Moray Council using video conferencing software to sign up to the document. This was the first virtual signing event and was designed to avoid compromising government guidance with regard to the Covid-19 pandemic, and follow public health guidance to keep everyone safe.

5. HEADS OF TERMS DETAIL

5.1 A copy of the signed Heads of Terms document has been uploaded to the My Moray website, together with an infographic giving high level detail on each project, a short animated film, FAQ's, and an update bulletin detailing the next phase.

5.2 The combined investment totals over £100 million, with £32.5 million from each government and £35.8 million from local partners.

6. NEXT STEPS

6.1 Work on the outline business cases is currently in progress for all of the projects included in the Heads of Terms agreement. These outline business cases are required in order to meet the next milestone of the full deal signing.

6.2 The projects are: Moray Aerospace, Advanced Technology and Innovation Campus, Business Enterprise Hub, Cultural Quarter, Housing Mix Delivery, Early Years STEM, Bus Revolution, Manufacturing and Innovation for Moray, and Digital Health.

6.3 Although the development of the business cases is at an early stage for most of these projects the most advanced are:

- Cultural Quarter – initial draft of Outline Business Case complete and feedback received from government policy leads, re-drafting in progress.

- Moray Aerospace, Advanced Technology and Innovation Campus – economic and social impact assessment in progress, design discussions in progress with RAF officials, land purchase negotiations ongoing with purchase of land by HIE

- Business Enterprise Hub - economic and social impact assessment in progress.

All other projects are at various stages between reviewing strategic objectives and options appraisal in preparation for economic and social impact assessments.

7. REVIEW OF PROGRAMME GOVERNANCE

7.1 In order to reflect the change in the development process the programme board has been reviewed to ensure that the correct accountable people are represented.

7.2 The programme board composition for the Outline Business Case development stage is as follows:

	Role	Organisation
Rhona Gunn	Programme SRO	Moray Council
Jim Grant	SRO - Cultural Quarter	Moray Council
Gary Templeton	SRO - Housing Mix Delivery	Moray Council
Stuart Black	SRO - MIM	Highlands & Islands Enterprise
George Crooks	SRO - Digital Health	Digital Health & Care Institute
Nicola Moss	SRO - Bus Revolution	Moray Council
David Patterson	SRO - MAATIC & BEH	Moray College, UHI
Jo Shirriffs	SRO – Early Years STEM	Moray Council
Lorraine Paisey	Finance Assurance	Moray Council
Michael Urquhart	Business Assurance	Business Assembly
Alistair Kennedy	Community Assurance	Joint Community Councils
Sarah Holmes	Youth Assurance	Developing Young Workforce

7. CONCLUSION

7.1. The deal process was further interrupted by the Covid-19 pandemic but a virtual signing of the Heads of Terms agreement was achieved on 24th August 2020.

7.2.   The Community Planning Board is asked to consider and note progress on the Moray Growth Deal.

Author of Report: Rhona Gunn, Depute Chief Executive (Economy, Environment and Finance)

PILLARS OF THE DEAL

BUSINESS SUPPORT, SKILLS AND EMPLOYABILITY
(Including fair opportunity, upskilling, productivity and competitiveness)

MORAY THE PLACE
(marketing of Moray to include: natural assets, hospitality and tourism, quality of life and lifestyle, environment, climate, cohesive communities)

CONNECTIVITY
(including transport [particularly rural transport within Moray], digital, collaboration, and exporting)

DEVELOPING OUR KEY SECTORS
(building on traditional strengths in areas like food and drink, manufacturing, and construction but also looking at growth areas, such as renewables, tourism, and aviation)

CREATE AN INNOVATION TESTBED
Digital Health
Creation of an anchored demonstration and simulation environment (DSE) and Living Lab testbeds in Moray, as a key asset in the new emerging digital health and care strategy focused on a rural system/service.

KEY BENEFITS - to bring significant opportunities to rural communities including inward investment to deliver economic and inclusive growth.

INCREASE OPPORTUNITIES FOR YOUNG PEOPLE
Early Years STEM
A pilot scheme to deliver flexible indoor and outdoor spaces across Moray to attract and enable young children (3-8 years old) and their parents to take part in STEM learning activities. Strong links to be established with the Science Skills Academy in Inverness and age appropriate STEM opportunities arising from the Moray Aerospace, Advanced Technology and Innovation Campus.

KEY BENEFITS - to increase the number of children taking STEM subjects, with a focus on female students to reduce the gender pay gap.

ACCELERATE DELIVERY OF HOUSING
Housing Mix Delivery
An innovative approach to address market failure and overcome barriers, stimulating housing development in town centres but also looking at the rural context, unlocking constrained sites and promoting pilot exemplar sustainable design and construction projects.

KEY BENEFITS - accelerated delivery of affordable houses and plots, stimulation of the private housing building sector, and supporting economic growth in town centres and rural towns and villages.

SUPPORT MANUFACTURING INDUSTRY IN THE REGION TO INNOVATE
Manufacturing and Innovation for Moray
A focal point for process and production efficiencies, and private sector investment in manufacturing across the Highlands and Islands, located in Moray.

KEY BENEFITS - to increase research and development investment in the area and support business growth.

INCREASE HIGHLY SKILLED WORKFORCE
Moray Aerospace, Advanced Technology and Innovation Campus
Meeting the immediate training and technology needs of existing Moray-based industries, provide the skilled workforce requirements for the emerging aerospace sector, and support research into cutting edge developments in aviation.

KEY BENEFITS - develop a highly skilled workforce to support significant growth in the aerospace sector.

INCREASE PUBLIC TRANSPORT OPTIONS ACROSS MORAY
Bus Revolution
Will build on the existing innovative and award winning local authority run dial-a-bus services in Moray. Providing comprehensive and cohesive public transport links tailored to a largely rural economy, using green fleet and advanced technology to provide modern on-demand service.

KEY BENEFITS - remove significant barriers to labour market access and education by providing more efficient and accessible bus services.

DEVELOP MORAY'S RURAL ECONOMY
Business Enterprise Hub
Focusing on education, research and co-location of business support functions in Moray to support new business start-ups, and the upscaling of existing micro businesses.

KEY BENEFITS - assisting micro-businesses to achieve growth aspirations.

INCREASE TOURISM & ATTRACT/RETAIN TALENT
Cultural Quarter
Creation of a vibrant city cultural quarter located in a reimagined space in the heart of Elgin. Comprising of; a visitor orientation facility, incorporating a Heritage Experience to celebrate Moray's strong food and drink heritage, a multi-purpose entertainment venue; a quality hotel (to be privately funded); and enhanced public space in the Lossie Green and Cooper Park area.

KEY BENEFITS - to contribute significantly to supporting the growing tourism sector across Moray and to make the area more attractive to potential business recruits and existing residents.