

## Community Planning Board

Wednesday, 09 November 2022

**NOTICE IS HEREBY GIVEN** that a Meeting of the **Community Planning Board** is to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Wednesday, 09 November 2022 at 14:00.**

### BUSINESS

1. **Welcome and Apologies**
2. **Minute of the Meeting of the Community Planning Board of 21 September 2022** 5 - 8
3. **Community Engagement Strategy** 9 - 18  
Report by Depute Chief Executive (Education, Communities and Organisational Development)
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Report by Depute Chief Executive (Education, Communities and Organisational Development)
5. **Moray Economic Strategy 2022** 33 - 62  
Report by the Moray Economic Partnership
6. **Childrens Services Plan Annual Report** 63 - 104  
Report by Chief Officer, Moray Health and Social Care Partnership
7. **LOIP 2022-23 Quarters 1 and 2 Performance Monitoring** 105 - 112  
Report by Depute Chief Executive (Education, Communities and Organisational Development)
8. **Proposed Schedule of Meetings to November 2023** 113 - 116  
Report by Depute Chief Executive (Education, Communities and Organisational Development)
9. **AOCB**

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

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

**SEDERUNT**

Councillor Kathleen Robertson (Chair)

Mr George Burgess (Member)  
Mr Murray Ferguson (Member)  
Mr Grant Moir (Member)  
Mr Anthony Standing (Member)  
Chief Superintendent Kate Stephen (Member)  
Mr Don Vass (Member)  
Mrs Susan Webb (Member)  
Ms Caroline Webster (Member)  
Councillor John Divers (Member)  
Councillor Juli Harris (Member)  
Councillor Graham Leadbitter (Member)  
Councillor Bridget Mustard (Member)  
Mr Roddy Burns (Member)  
Mr Chay Ewing (Member)  
Mr David Reid (Outside Body Appointee)  
Councillor Tracy Colyer (Outside Body Appointee)  
Councillor Amber Dunbar (Outside Body Appointee)

Clerk Name:	Lindsey Robinson
Clerk Telephone:	07966 120593
Clerk Email:	committee.services@moray.gov.uk



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

**Wednesday, 21 September 2022**

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

**PRESENT**

Mr George Burgess, Mr Roddy Burns, Councillor Tracy Colyer, Councillor John Divers, Councillor Amber Dunbar, Councillor Juli Harris, Councillor Graham Leadbitter, Councillor Bridget Mustard, Councillor Kathleen Robertson, Mr Anthony Standing, Mrs Susan Webb

**APOLOGIES**

Mr Chay Ewing, Mr Murray Ferguson, Mr Grant Moir, Mr David Reid, Chief Superintendent Kate Stephen, Mr Don Vass, Mrs Anne Lindsay, Ms Caroline Webster

**IN ATTENDANCE**

Also in attendance at the above meeting were the Depute Chief Executive (Economy, Environment and Finance), Depute Chief Executive (Education, Communities and Organisational Development), Head of Governance Strategy and Performance, Head of Economic Growth and Development, Environmental Health and Trading Standards Manager, Senior Officer Economic Strategy and Development, Lindsey Robinson, Committee Services Officer, as Clerk to the Meeting, all Moray Council.

Carmen Gillies, Interim Strategic Planning Lead, HSCM attended on behalf of Simon Boker-Ingram, Chief Officer Health and Social Care, and Willie Burgess attended on behalf of Chay Ewing, Area Commander Scottish Fire and Rescue Services.

**1. Welcome and Apologies**

The Chief Executive welcomed everyone to the meeting and provided an update on the position of Chair. He advised that, under reference to paragraph 6 of the Minute of the Board dated 15 June 2022, where the position of Chair had been agreed to sit with Moray Council until June 2023 prior to the recent reappraisal of roles with the Moray Council, he intimated that Councillor Robertson would assume the position of Chair until the agreed rotation in June 2023. He apologised for the late notice due to the events of the previous week.

Thereafter, Councillor Robertson took the Chair for the remainder of the meeting.

**2. Minute of Meeting of the Community Planning Board on 15 June 2022**

The minute of the meeting of 15 June 2022 was submitted and approved as an accurate record of the meeting.

**3. NHS Grampian Plan for the Future/Delivery Plan 2022/23 Update**

Susan Webb, Director of Public Health, NHS Grampian provide a verbal update on the NHS Grampian Plan for the Future and on the Delivery Plan 2022/23 and answered questions from the Board.

Prior to her update she apologised for not being able to show the presentation slides but had provided these to Carmen Gilles, Interim Strategic Planning Lead who would be able to circulate these on her behalf.

Thereafter she updated the meeting on the plan and answered questions from the Board.

Following discussion the Chair thanked her for the update and noted the Clerk would circulate the presentation slides to the Board Members following the meeting.

Councillor Harris left during the discussion of this item.

#### **4. Economic Recovery Key Performance Indicators**

A report by the Depute Chief Executive (Economy, Environment and Finance) provided the Board with an annual report of the Key Performance Indicators for the Economic Recovery Plan for Moray.

Following consideration, the Board agreed to note:

- i. the impact of the Economic Recovery Plan in supporting the Moray economy as it continues to recover from the COVID pandemic; and
- ii. the proposed amendments to the Key Performance Indicators, as noted in the report, which were reviewed by the Moray Economic Partnership on 7 September 2022.

#### **5. Moray Pathways Local Employability Partnership Delivery Plan**

A report by the Depute Chief Executive (Economy, Environment and Finance) provided the Board with the Moray Pathways delivery plan 2022/2025 and the new governance structure to align funds and integrate local employability services.

Following consideration, the Board agreed to note the delivery plan and the governance structure for local employability funds and delivery.

#### **6. Revised Community Safety Strategy**

A report by the Depute Chief Executive (Economy, Environment and Finance) asked the Board to approve the Community Safety Strategy 2022-2026.

During consideration, it was noted that the document presented appeared not to be the latest version, and it was agreed that it be delegated to officers to update the report and recirculate it to members with the Strategy being agreed in principle only at this stage.

Following further discussion it was agreed that information in relation to providing images showing what good looks like in regard to reducing harm to be reviewed and in relation to reference to injury in the home, if available, information be broken down by age group be included within the document.

The Chief Executive suggested that, having agreed in principle, the Board proceed by exception so if on receiving the revised document there are no concerns it can pass accordingly, however, if there are any substantial issues, it be delegated to the Chair to determine what action should be taken. This was agreed.

Thereafter, the Board agreed to approve the Community Safety Strategy 2022-2026 in principle, subject to any exceptions being referred to the Chair for determination on any action required.

## **7. Poverty Governance Proposal**

A report by the Depute Chief Executive (Education, Communities and Organisational Development) asked the Community Planning Board to consider and approve the poverty governance structure set out for the Community Planning Partnership in Appendix 1 of the report as a draft with the wording to be finalised.

During discussion, Councillor Mustard asked if the cost of living could be incorporated into this document, particularly in relation to the working poor, those people just above the benefit line that are now struggling.

In response the Depute Chief Executive (Education, Communities and Organisational development) advised that the report also notes that the Partnership need to update the Strategy and Action Plan that would in effect be delivered through this governance arrangement and that these are points that can be incorporated into in that work and taken into account in the actions that are planned thereafter.

Councillor Colyer asked if members could be provided with a list of the partners.

In response, the Depute Chief Executive (Education, Communities and Organisational Development) confirmed that this would be circulated to members.

Thereafter, the Board agreed to approve the proposed Poverty Governance Structure set out for the Community Planning Partnership in Appendix 1 of the report as a draft with the wording to be finalised

## **8. Draft Apprenticeship Strategy for Moray**

A report by the Depute Chief Executive (Economy, Environment and Finance) presented the Community Planning Partnership (CPP) with the draft Apprentice Strategy for Moray. A coordinated approach to delivering the strategy is required and the commitment of the CPP is needed to ensure effective delivery.

During consideration, Councillor Mustard sought clarification on how gender inequality was being addressed.

In response, the Senior Officer Economic Strategy and Development advised that there was an equality of opportunity across all apprenticeships.

Councillor Divers sought clarification on what was being done for adult apprentices.

In response, the Senior Officer Economic Strategy and Development advised that the equality for opportunity would include also adults and that making the national living wage applicable to apprentices was a priority.

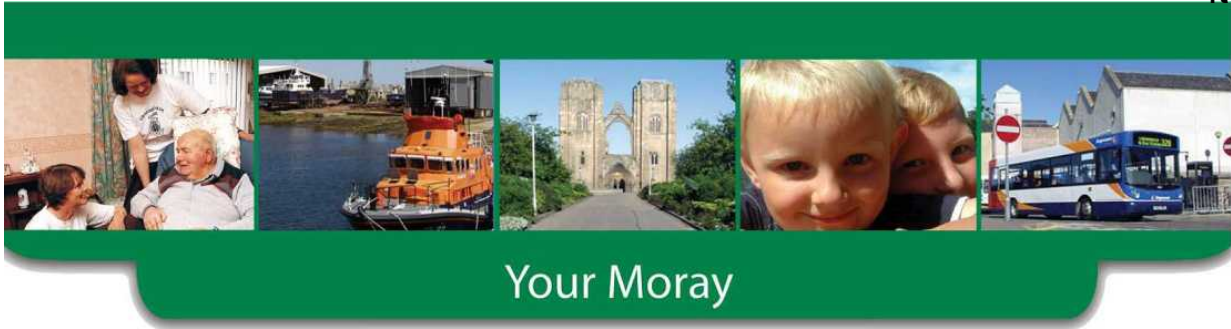
Thereafter, the Board agreed:

- i. to approve the Apprenticeship Strategy for Moray; and
- ii. to the proposed Action Plan and the target outcomes linked to the Priorities for Action.

## **9. AOCB**

The Board noted that no further issues were raised.





**REPORT TO:** COMMUNITY PLANNING BOARD 9 NOVEMBER 2022

**SUBJECT:** COMMUNITY ENGAGEMENT STRATEGY

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

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

- 1.1. To propose the refreshed Community Engagement Strategy with the Board for approval.

### **2. RECOMMENDATION**

#### **2.1. The Board is requested to**

- (i) **Note the process carried out to develop the refreshed Community Engagement Strategy;**
- (ii) **Approve the refreshed Community Engagement Strategy (Appendix A); and**
- (iii) **Note further work will be undertaken to identify a suitable online space to support community engagement in Moray.**

### **3. BACKGROUND**

- 3.1. The current Community Planning Partnership (CPP) Community Engagement Strategy was agreed in December 2017 with a planned review date of December 2020. The Community Engagement Group (CEG) tasked a working group in May 2021 to engage with key stakeholders to refresh the Strategy.
- 3.2. The CEG initiated the work around the refresh with the dual purpose of refreshing the strategy and using it to relaunch and refocus the role and purpose of the group itself. The initial outcomes identified in the process were to:

- Develop a shared understanding of the approach in Moray across CPP partners.
  - Improve the quality of community engagement.
  - Work with third sector, community members and other partners to co-design our vision.
  - Capture this in a refreshed CPP Engagement Strategy and Action Plan which will sit with the Community Engagement Group.
- 3.3 A facilitated discussion around Community Engagement took place with Community Planning Officers Group (CPOG) members on 3<sup>rd</sup> September 2021, with participants identifying the many positive impacts of improved community engagement in Moray. There was consensus that there is a solid platform to build on and that engagement is now the norm across the partnership.
- 3.4 This was followed up in November 2021 by a session for third sector and community groups facilitated by tsiMoray with support from the Moray Council Community Support Unit. The aim of this session was to explore what good community engagement looked like from a community perspective, and this was facilitated via inputs from three community bodies and workshop discussions captured on a Jamboard.
- 3.5 An invitation was extended to participants to become involved in a writing group to refresh the plan. Nobody came forward through this route but tsiMoray were confident that the third sector views had been well captured in the discussions and gave some clear pointers to be included in the refreshed strategy.
- 3.6 The draft was developed to take account of the feedback from the CEG, CPOG and the third sector sessions and the draft was shared with the Community Engagement Group on 23<sup>rd</sup> August 2022. They were happy with the draft which was updated as per their suggestions to provide clarification of the role of the CEG as a Partnership Group and a more explicit reference to the intention to engage and reach a more diverse cross section of the population through our engagement activity.
- 3.7 The synergy between the refreshed Community Engagement Strategy and the remit of the CEG is reflected in the Governance element of the strategy. The strategy notes that...

*'A fit for purpose Community Engagement online space will be created by partners and will become a one stop shop for information relating to community consultation and engagement in Moray. This space will be a repository of information which will be accessible to partners and the wider public.'*

- 3.8 The need to improve public accessibility and transparency is integral to the new strategy and CPOG are currently exploring options to develop a Moray Community Engagement portal which can act as an interactive space for all current consultations and engagements as well as being a repository for closed consultations. Such a portal would demonstrate the CPP commitment to enhancing our digital Community Engagement allowing more citizens to get

involved in engagement activity and to make the results and sharing of engagement feedback more easily accessible.

- 3.9 A future report will be brought back to the CPP with recommendations on how best to proceed with and fund an online space which will allow all partners to access and input information: where each partner could have a discrete landing page; where there is functionality for interactive engagement through running surveys; focus groups; spaces for people to input ideas and comments; access to mapping tools etc.
- 3.10 The CEG will host an event to launch the new CPP Strategy with a variety of workshops to share good practice. Stakeholders will be given the opportunity to comment on the strategy at this event and any suggestions/ amendments will be brought back to the Board for consideration.

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

- 4.1. The current Community Engagement Strategy was due to be updated in December 2020 therefore its refresh is overdue.
- 4.2. The provision of a combined partner online portal is integral to the refreshed strategy. Further research will be done on the options for this and a paper with costings will be brought back to the CPP for further consideration.

#### **5. CONCLUSION**

- 5.1. **The Board are requested to make any changes to and endorse the refreshed Community Engagement Strategy**
- 5.2. **The Board are asked to agree further research into the options for a one stop Moray engagement portal to be financed collectively by the CPP.**

Author of Report: Kevin McDermott - Communitas (CLD) Service Manager  
Background Papers: Refreshed Community Engagement Strategy  
Ref: SPMAN-957343068-2321 / SPMAN-957343068-2314



## Moray Community Planning Partnership

### Community Engagement Strategy

#### 1. PURPOSE

Community Planning is a process outlined in the Local Government Scotland Act 2003 which places a duty on local authorities to work with other public services to jointly co-ordinate and plan together with communities to deliver services which address inequality.

The Moray Community Planning Partnership (CPP) is the name given to the body in Moray which leads this with representatives from Highlands and Islands Enterprise • Highland and Islands Transport Partnership ( HITRANS) • Moray College UHI • NHS Grampian • Police Scotland • Scottish Fire and Rescue Service • Skills Development Scotland • **tsiMORAY**. The Moray Council (lead)

These bodies are known as the ‘partners’ and this strategy reaffirms their commitment to work together to support the development of strong and resilient communities in Moray which are able to influence decision making and take shared action to progress priorities.

#### 2. Community Engagement

Community Engagement at its most basic is about involving people in decision making and trying to ensure that community perspectives shape and influence the way services are delivered. Consultation is therefore a part of community engagement but not an end in itself.

The National Standards for Community Engagement describe it as a “purposeful process which develops a working relationship between communities, community organisations and public and private bodies to help them to identify and act on community needs and ambitions. It involves respectful dialogue between everyone involved, aimed at improving understanding between them and taking joint action to achieve positive change.”

Engagement is a long term process of building positive relationships with communities and organisations based on a shared understanding of local needs and priorities. When people feel they have more say and influence over things that are important to them then they also become better connected to others in their community and are more likely to become involved in civic and community groups. Collectively this increased connectedness builds what is known as ‘social capital’ – the networks and relationships that sustain and grow community.

In workshops with third sector and community partners the importance of relationship building was identified as being key – in line with the principles which underpin the [National Standards for Community Engagement](#). When this works well there is a synergy where partners and communities ‘join together where forces overlap’.<sup>1</sup>



The key strategic driver for the CPP is the Local Outcome Improvement Plan known as the LOIP. The focus of the LOIP is to address inequalities, and this strategy supports that as it seeks to widen community involvement in decision making to ensure that a wider representation of community voices contribute to identifying and meeting local needs. The [Community Empowerment Act](#) is a key piece of legislation which states that partners will work together to ‘contribute appropriate resources to improve the priority outcomes’ in the LOIP.

<sup>1</sup> Feedback from stakeholder consultation jamboard discussion

The [Public Sector Equality Duty](#) also requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.

This strategy therefore recognises the importance of effective community engagement for the design and delivery of the LOIP as well as its wider significance in enhancing democracy and ensuring that citizen voice is actively sought and supported across the CPP.

### 3. **Our Theory of Change**

Community Engagement is now a norm in public sector service delivery and should underpin our work in communities of place and with communities of interest. We believe that good community engagement leads to better outcomes for our communities because solutions are based on a shared understanding and have been influenced by the people who are experiencing the issues.

We believe that community engagement provides a means to ensure that public services are planned, developed and delivered in response to community needs and aspirations.

We know that community engagement can result in communities participating or taking a lead role in identifying and meeting their own needs and aspirations – and that often all our third sector and community partners want us to be is enablers in helping them develop local solutions. We also recognise that communities often initiate change themselves when they feel that there are gaps in public service delivery or in relation to specific local needs.

We believe that engagement is built on trust and is an ongoing process in which the various strengths and assets in communities and across public and private sector agencies are used effectively to deal with the issues communities face. We will not always get it right, but the intent and objective is to build positive relationships between communities and public sector bodies which build trust and make joint action possible.

We recognise the need to build a better infrastructure to co-ordinate and shape ongoing engagement with communities and will develop an action plan alongside this strategy.

#### **Who is engaging?**

In terms of the LOIP priorities, there is a further challenge around how effectively we engage and who we engage with.

The LOIP has a focus on geographic communities where people have been most affected by structural inequalities ( New Elgin and Buckie ) – and the challenge in this and **all our engagement** is to continue to find ways to increase participation and involvement and better represent the diversity of our local communities. People will engage when they are confident that the process leads to change in response to community needs.

One third sector partner identified the challenge as ‘...how to meaningfully draw on community experience in Community Planning – how do we make it relevant and worth investing your time in?’

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*There is an intersection between community engagement and inequality. Inequalities in health, wealth, income, education and so on, can be arguably seen as stemming from inequalities in power and influence. Therefore, community engagement processes can simply reproduce existing inequalities, unless they are designed and facilitated to distribute influence by ensuring diversity and inclusion.*

[What Works Scotland](#)

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#### 4. AIMS

The specific aims for the Community Engagement strategy are to:

- ✓ Develop and support capacity in our communities to influence decisions making and participation in the design and delivery of services.
- ✓ Recognise the importance and value of community led responses - and the enabling role partners have when *invited to* provide support
- ✓ Involve those in our community who experience poorest outcomes or who may find it difficult to get involved;
- ✓ Drive the development and implementation of community engagement and participation;
- ✓ Promote the improvement and co-ordination of community engagement;
- ✓ Build a more detailed knowledge and understanding of experiences of living in Moray.
- ✓ Act as a framework to evaluate the impact of community engagement in Moray and to continually adapt and refine our processes to both enhance the quality of partner engagement and to ensure that communities have appropriate support when they want it to develop their own solutions

#### 5. OBJECTIVES

We hope that by pursuing the aims above, we will achieve these outcomes:

##### **Increased Participation and Community Involvement.**

- ✓ More people in our communities are motivated to join in through excellent, well supported engagement activity;
- ✓ More of the people who experience the poorest outcomes take part or join the conversation;

##### **Improved co-delivery of services.**

- ✓ More of our activities, services and plans are influenced by the communities they serve;
- ✓ Our communities' ability to address their own needs and aspirations is improved and enabled by support from partners.

##### **Enhanced Partnership Working**

- ✓ We are more successful in developing a shared understanding between providers and communities that helps us to design the future together;
- ✓ The impact of community engagement is increased as a result of partners' co-ordinated approach.

#### 6. IMPLEMENTATION

The LOIP is a ten year plan which seeks to address structural inequalities in Moray communities. It uses statistical data and other qualitative information to inform work in specific localities and also anticipates that partners take this into account when '*developing their corporate plans, strategies and policies whether on an individual partner or partnership basis*'.<sup>2</sup>

CPP partners have a particular focus on Buckie and New Elgin as the LOIP priority settlements and have followed a process built on...

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<sup>2</sup> [From LOIP 2 – Our Area](#)

- i. Diagnosis – exploring needs based on statistical data and community perspectives
- ii. Community Strengths (Asset Based Approach) – working with communities to identify what is working well, what we can do more of and where there are gaps/opportunities to develop new solutions.
- iii. Develop Local Action Plans - Communities have reviewed their initial three year plan to inform the development and delivery of their next Plan – to run concurrently with this strategy.
- iv. The delivery element is the ongoing engagement with the community stakeholders to deliver on their stated priorities and the continued identification of new and emerging community needs and priorities.

These stages in locality based community engagement are transferrable and can inform all aspects of the work of partners.

## 7. GOVERNANCE

There is a need to refresh the Governance structure around community engagement to maximise the opportunities for community involvement in community planning and to make it easier for communities to make sense of the different planning processes within and across the CPP.

The Community Engagement Group (CEG) is a Partnership group of the Moray Community Planning partnership and has an overarching role in relation to the Empowering and Connecting Communities strand of the LOIP as well as a wider focus on promoting good community engagement in Moray.

The CEG will be chaired by a delegate from the community/third sector and facilitated with support from the CPP and will be a space where

- ✓ The needs and aspirations of communities of interest and place are represented
- ✓ Partners share and learn from good practice locally and elsewhere and foster a culture of continuous improvement to improve the quality of community engagement in Moray.
- ✓ Partners will be updated on progress with the LOIP work in Buckie and New Elgin, and respond to requests for support to progress work with those communities. Where appropriate the CEG will communicate the community perspective to key partners including the Community Planning Board.
- ✓ Partners will also discuss **wider community engagement processes in Moray** with a view to identifying opportunities for collaboration.
- ✓ Whilst there will be a core membership of the CEG attendance will be fluid to ensure that the most appropriate community delegates are able to contribute to discussions and actions as appropriate.
- ✓ A fit for purpose Community Engagement online space will be created by partners and will become a one stop shop for information relating to community consultation and engagement in Moray. This space will be a repository of information which will be accessible to partners and the wider public.



## 8. HOW WILL WE KNOW IF THINGS ARE WORKING?

We will review the outcome of our engagement and take account of feedback on an ongoing basis to ensure we develop and enhance future community engagement activity based on experience.

We will know we have been successful if:

- There is an increase in the number and diversity of people in our communities participating in engagement activities.
- Partners can evidence more involvement and engagement from people who experience the poorest outcomes or who may find it difficult to get involved
- The design or delivery of more of our activities, services and plans change as a result of engagement with the communities they serve
- There is evidence that more communities instigate action to identify and address their own needs and aspirations.
- More people in our communities can explain the challenges, issues and options for providers and communities to work on together
- Moray reports an increase in the percentage of residents who respond positively to the statement *"I can influence decisions affecting my local area"* in the Scottish Household Survey

DATE OF AGREEMENT (

First year monitoring (1 year from agreement)

Planned Review Date (3 years from agreement)





**REPORT TO:** COMMUNITY PLANNING BOARD 9 NOVEMBER 2022

**SUBJECT:** POVERTY GOVERNANCE PROPOSAL (UPDATE)

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

**1. REASON FOR REPORT**

1.1. To ask the Community Planning Board to consider and approve the updated poverty governance structure set out for the Community Planning Partnership in **Appendix 1**.

**2. RECOMMENDATION**

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

**i) consider and approve the updated Poverty Governance Structure set out for the Community Planning Partnership in Appendix 1; and**

**ii) remit the Community Planning Officer Group, in consultation with the Fairer Moray Forum, to review and update the focus and membership of the Fairer Moray Forum in line with the revised governance structure.**

**3. BACKGROUND**

3.1 Following agreement of a draft Poverty Governance structure by the Community Planning Board on 21 September 2022, this report proposed an updated structure that has captured the feedback from the Board and been further considered by the Community Planning Officer Group on 19 October.

- 3.2 As part of the further consideration of the governance arrangements, the role and membership of the Fairer Moray Forum (FMF) was raised. The Forum originated as a group outside the community planning partnership formal governance. Although its membership drew strongly upon the CPP partners, there is also wider representation from local politicians (MSP and councillors) and organisations involved in the poverty agenda but that are not formally within the CPP structure or legislative definition of partners. The Forum took on responsibility for the preparation of the CPP poverty strategy which included the statutory duties upon the NHS and Council to have in place a child poverty action plan. Therefore, its role became directly linked to community planning and the statutory responsibilities of partners in relation to poverty. There has been considerable effective and positive work led by the FMF and it is important that this is not lost moving forward. In essence, the FMF has been providing a dual role as a quasi poverty commission and a strategic group within the CPP arrangements. Consideration is required of how this can be clarified moving forward. There is a question as to whether there should be one or more groups with distinct roles and membership or given the potential cross over and demand on limited resources, whether a single body with refreshed membership can fulfil the combined requirements. Therefore, there is an outstanding action to be taken forward to review the membership and focus of the Fairer Moray Forum within the terms of the revised structure. This is reflected in the recommendations above.
- 3.3 For ease of reference, the background information set out in the report to the Board on 21 September is included below.
- 3.4 The Community Empowerment Act 2015 places specific duties on Community Planning Partnerships to produce a Local Outcomes Improvement Plan (LOIP) with a particular a focus on actions aligned to addressing the poorest outcomes and to prepare locality plans. The Partnership has an overarching priority of Raising Aspirations, which seeks to create an enabling environment where our residents can achieve expanded choices, improved livelihoods and wellbeing.
- 3.2 The Child Poverty (Scotland) Act 2017 places a duty on local authorities and health boards to produce an annual Local Child Poverty Action report and national guidance suggests that this is developed collaboratively with local partners.
- 3.3 On 13 September 2018, the Community Planning Board reviewed and agreed revised local governance arrangements for community planning in order to provide greater clarity and ensure a more focussed agenda as a result of the new requirements for a LOIP. The Board agreed that in relation to Poverty responsibility would sit with the Community Planning Officer Group and that the Fairer Moray Forum would fulfil the role of working group in relation to the resulting agenda.

- 3.4 Following this, a poverty strategy was developed and agreed by the Board on 18 April 2018 which set out the agreed strategic approach to prevent, mitigate and undo poverty and meet the statutory duties set out in the Child Poverty (Scotland) Act 2017 through the LOIP.
- 3.5 During the peak response of the Covid-19 pandemic and on an ongoing basis, work of the Fairer Moray Forum focussed on the immediate response required of community planning agencies and wider partners in order to address the impacts on Moray's communities. Taking account of the statutory duties in respect of child poverty formal planning and reporting has been focussed on that poverty element since the pandemic began.
- 3.6 As a result, there is a requirement to refocus governance arrangements to ensure that the actions to address poverty can be taken forward and effectively co-ordinated across the priorities of the partnership as expressed in the LOIP.
- 3.7 The proposed Poverty Governance (**Appendix 1**) has been produced with the aim of improving partnership working on poverty policy and action and will be supported with improved communications, monitoring and reporting across groups to provide greater assurance on delivery. Arrangements need to be developed to ensure this if the governance is agreed. Although the impact of the Covid-19 pandemic has been to alter the activities, membership and structures of groups this presents an opportunity for refreshed partnership commitment and refocus of resources to develop a new Poverty Strategy and ensure there are links and co-ordination across actions for delivery.
- 3.8 The revision and refresh of the Poverty Strategy will also enable any adjustment and reset required as a result of the new issues and experiences resulting from the national escalating cost of living. A workshop has been held to capture the range of activity across the current partnership groups and actions plans. Further work is planned to develop a refreshed strategy which it is hoped can be brought forward in early 2023. However, as there is no partnership resource for this, the strategy work is principally undertaken by council officers alongside existing remits which means it is challenging for this to be accommodated and assurance to be provided on delivery.

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

- 4.1. The groups within the proposed Poverty Governance structure are drawn from suitable existing bodies/groups with clarity added to ensure they fulfil the role required. Where there is no current group, or it does not cover the full range of the suggested remit, further discussions will take place with lead officers to ensure that suitable arrangements are made that meet the requirement and can be managed within current resources.

- 4.2. The Child Poverty (Scotland) Act 2017 places statutory responsibilities upon Moray Council and the NHS to reduce child poverty. Child poverty is inextricably linked to the wider poverty agenda and has many interdependent factors, however it should be noted that Poverty work outwith the scope of those legal responsibilities will most likely carry additional resource requirements.

## **5. CONCLUSION**

- 5.1. The proposed structure improvements detailed at **Appendix 1** seek to learn and develop from experience to date and establish a system capable of responding to the emerging agenda around poverty so that the Partnership is ready to address the priorities that are likely to feature in the refreshed poverty strategy that is in early development. The structure aims to provide improved co-ordination across the extensive poverty agenda, to ensure issues are identified and escalated where necessary and to inform and shape the ongoing strategic response to this area of escalating need.

Author of Report: Denise Whitworth  
Background Papers: CPOG 20220831 / CPB 20220921  
Ref: SPMAN-957343068-2316 / SPMAN-957343068-2323



# MORAY POVERTY 2022-2025: Proposed Governance Structure for Delivery

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## Background

The following Poverty Governance structure (**Figure 1.**) sets out arrangements that aim to improve communications, monitoring, reporting, delivery and governance across the groups involved in the poverty agenda. It is recognised that due to the passage of time and the impact of the global Covid-19 pandemic (Covid) that activities, membership and structures have altered since the original remits were established. There is now an opportunity for refreshed Partnership commitment and resource focus as the Community Planning Partnership develops its next Poverty Strategy and Action Plan for delivery.

Moray like the rest of the Country must deal with post Covid recovery and a cost of living crisis. People are in need now and predictions suggest that the situation will worsen. While it has always been the aim to plan and act strategically to reduce future poverty, circumstances now require a rapid response to the situation on the ground and the Partnership will seek to co-ordinate resources accordingly.

## Existing Poverty Strategy and Associated Action Plans

The current Moray Community Planning Partnership (MCP) **“Child Poverty Action Plan”** was approved by The Moray Community Planning Board (MCPB) at their meeting of 10 February 2021. At this meeting, it was also agreed that in relation to the LOIP Delivery Framework that the Board:-

*“Note that work is underway to clarify and develop **working arrangements and governance for poverty** the outcome of which will be reported to a future meeting of the Board.”*

The current Children’s Services Plan (CSP) contains one (of 4 priorities) priority around mitigating the impact of Poverty and in future, it is anticipated that the Child Poverty Action Plan will be incorporated into the CSP. Although the Child Poverty Plan is not restricted to children and involves families, consideration is required of the need for a refreshed Moray Poverty Strategy, including people in Moray experiencing poverty who are not within the scope of the Child Poverty Action Plan). This revised governance model will assist Community Planning Partnership in defining the scope of new work and ensuring it can be delivered.

Addressing poverty within Moray will be informed by evolving factors and reflected in the Local Outcome Improvement Plan (LOIP) Poverty Topic within ‘Raising Aspirations’ priority. To aid this, improved statistical data and intelligence gathering will be used along with feedback from agencies, communities and those with lived experience of poverty.

## Structured and measurable progress on delivery of action plans including child poverty

The proposed structure improvements detailed *below* are derived from Programme and Project methodologies which seek to ensure progress happens and that this progress is visible and measurable. The aim is to improve communications and provide a delivery focus. The intelligence gathered from themed project activity within the working groups, including feedback from communities and agencies will inform the strategic approach taken and help identify and remedy any gaps. Similarly, barriers to project progress can be escalated to senior partners and dealt with effectively.

The action and working groups should operate as flexibly as possible in both membership and meeting frequency, being led by the project work required and co-ordinated and managed by the identified lead person for each group. To ensure progress, it may be necessary for these working/action groups to meet frequently, however, to ensure a focus on action, business may also take place via telephone calls or emails. These groups will be action /project delivery focussed, with strategic guidance coming from the **Fairer Moray Forum (FMF)**. Working/action groups will report progress on planned actions to the FMF at least quarterly. Where possible **suitable** existing bodies/groups will fulfil the role of these working groups.

- The FMF ‘will represent the strategic level of governance and direction, by supporting action/working groups with guidance and knowledge across a wide range of poverty relevant specialisms. Group membership should be reasonably flexible but given the statutory responsibilities relating to the Poverty (Scotland) Act 2017, there will be representation from both Moray Council and the NHS.

Reports provided by the Action/Working groups will come forward to the FMF making clear where progress is on target and where remedial action may be required. Information will be considered related strategic poverty priorities where appropriate. These reports will allow FMF to measure strategic progress and be effective in dealing with any issues or new information requiring escalation.

- The **FMF** would provide in addition to the development of the Poverty Strategy and Action Plan, all strategic guidance and oversight of delivery, informed by the intelligence and project reporting coming from the action/working groups. The Membership of FMF is crucial and must comprise senior members of partnership agencies with the required authority to resolve escalated issues and remove wherever possible blockages to progress in reducing Poverty in Moray.

The FMF would meet roughly quarterly and be responsible for providing progress updates to the Moray Community Planning Board/Officers Group and have ownership of the Poverty Strategy and Action Plan.

Figure 1.

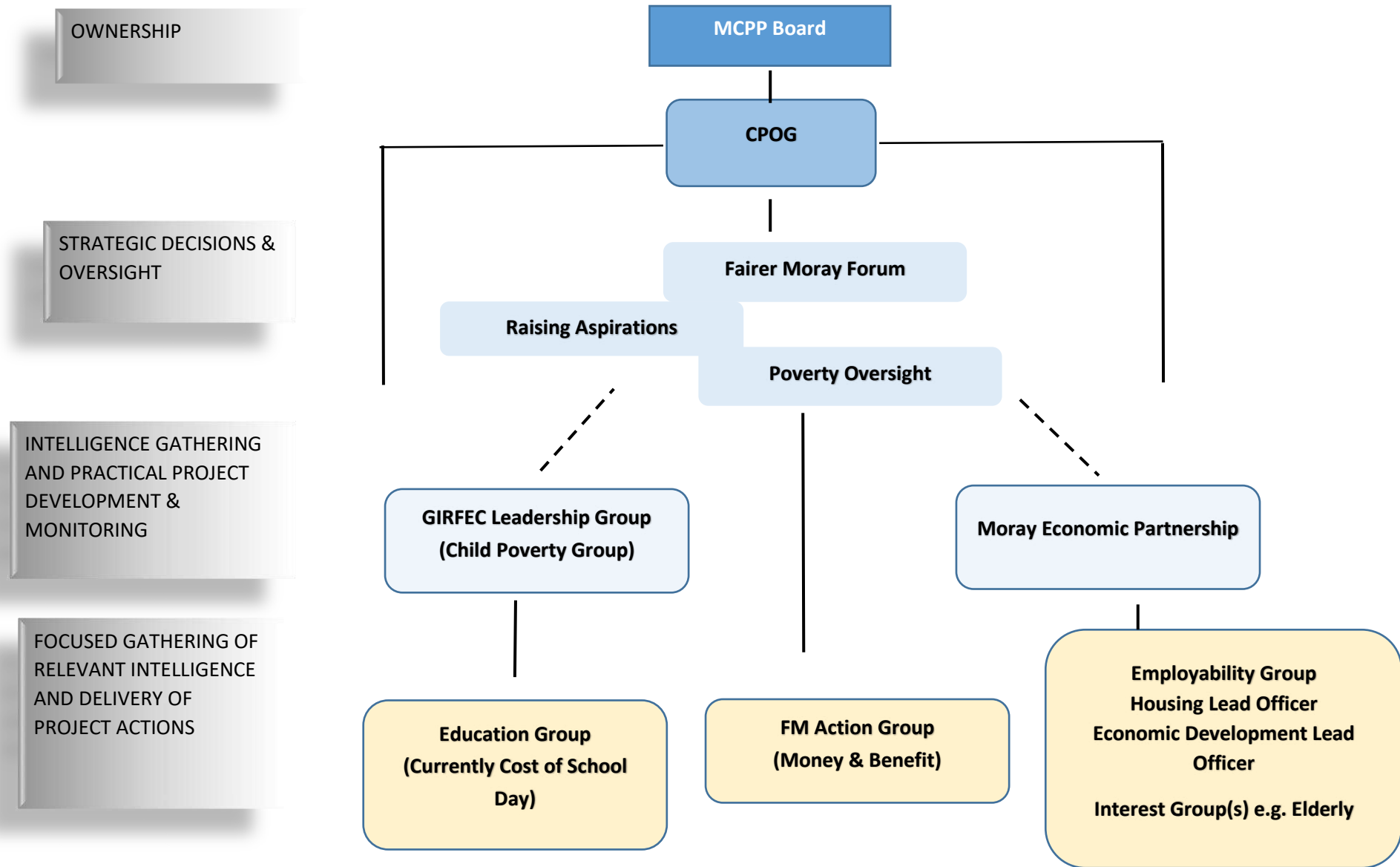


Table 1. Poverty Groups

GROUP	REMIT/PURPOSE/MEMBERSHIP (more details on following pages)	EXPECTED ACTIVITY	OUTPUTS
<b>MORAY COMMUNITY PLANNING BOARD (MCPP Board)</b>	Statutory Body representing all partner agencies across Moray. ‘Owners’ of the Poverty Strategy and associated Action Plan.	Provide Senior Authority, guidance and direction via Moray Community Planning Officers Group (MCPOG)	<ul style="list-style-type: none"> <li>• Guidance, approval and ongoing commitment at the highest Community planning Level</li> </ul>
<b>MORAY COMMUNITY PLANNING OFFICERS GROUP (MCPOG)</b>	Focussed group of partner lead officers, tasked with agreeing high level actions to create/initiate relevant work streams and remove organisational blockages.	To provide updates to MCPP Board and to receive progress updates / issue escalations from FMF	<ul style="list-style-type: none"> <li>• Final reporting sign off and resolution of escalated issues to remove any barriers to progress including resources.</li> <li>• Contribution towards statutory annual reporting requirements of Moray Council and NHS</li> </ul>
<b>FAIRER MORAY FORUM (FMF)</b>	A strategic delivery group within statutory community planning partnership structures, including the strategic elements of MC and NHS Child Poverty statutory duties (GIRFEC Group). Planning for the future and advising on developing the agenda to respond to emerging issues, make progress and remove barriers. It should also be where partners agree to share, allocate resources, expertise and data intelligence.	To review existing activities/programmes/projects, local intelligence, consultation and engagement feedback, identify strategic gaps, review poverty data and measure attributable impact and receive relevant reports from partner agencies to ensure a comprehensive approach to tackling poverty across Moray. Develop plans and strategies to address the agreed priorities relating to poverty. Provide advice and recommendations to MCPOG and MCPB on areas for development where greatest impact on inequalities can be effected.	<ul style="list-style-type: none"> <li>• Quarterly Meetings</li> <li>• Project delegation to relevant action/working group</li> <li>• Receive escalations and progress reports from relevant action/working group</li> <li>• Sharing of information (incl. meeting dates, minutes and agendas) with relevant action/working group.</li> </ul>

GROUP	REMIT/PURPOSE/MEMBERSHIP (more details on following pages)	EXPECTED ACTIVITY	OUTPUTS
<b>Fairer Moray Forum Action Group (FMFAG)</b>	Bringing action focus to strategic work of FMF focused mainly on financial security but with wider aspects as appropriate, taking account of feedback from agencies. This level is 'management and delivery' of operational matters to give effect to the strategies and plans and deliver day to day service developments. Also to work jointly across partners and co-ordinate efforts for best results and efficient use of resource.	To investigate and deliver relevant current poverty project outcomes related mainly to financial security. To take practical actions and escalate recommendations or issues to the strategic FMF body based upon findings.	<ul style="list-style-type: none"> <li>• Monthly Meetings</li> <li>• Issue/recommendation escalation to FMF</li> <li>• Provide intelligence and programme/project reports to FMF</li> <li>• Pilot projects based upon current issues and opportunities.</li> </ul>
<b>EMPLOYABILITY WORKING GROUP</b>	Delivery of Employability focussed actions and projects Including: <ul style="list-style-type: none"> <li>• Raising Income from Employment               <ul style="list-style-type: none"> <li>○ Overcoming barriers such as affordable Childcare</li> <li>○ Access to Training and Development for excluded groups and individuals</li> <li>○ Access to further Education for excluded groups and individuals</li> <li>○ Fair working conditions</li> </ul> </li> </ul>	To provide organised and time bound delivery of specific projects and actions within a specialist field of expertise and knowledge.	<ul style="list-style-type: none"> <li>• Project deliverables</li> <li>• Specific Anti-Poverty Actions</li> <li>• Poverty Intelligence and measurable impact feedback</li> </ul>

<b>GROUP</b>	<b>REMIT/PURPOSE/MEMBERSHIP</b> (more details on following pages)	<b>EXPECTED ACTIVITY</b>	<b>OUTPUTS</b>
<b>HOUSING LEAD</b> <i>Housing related input to be handled and allocated through the head of Housing &amp; Property</i>	Delivery of Multi tenure Housing focussed themes, actions and projects Including: <ul style="list-style-type: none"> <li>• Fuel poverty (Local Housing Strategy)</li> <li>• Access to Affordable Housing</li> </ul>	To provide organised 'themes' delivery of specific projects and actions within a specialist field of expertise and knowledge.	<ul style="list-style-type: none"> <li>• Projects</li> <li>• Actions</li> <li>• Poverty Intelligence and measurable impact feedback</li> </ul>
<b>EDUCATION WORKING GROUP</b> <i>(Cost of School Day Group as exists Further consideration to be given to oversight and co-ordination of whole education agenda)</i>	Delivery of Education focussed themes, actions and projects Including: <ul style="list-style-type: none"> <li>• PEF and SEF</li> <li>• Cost of School Day</li> <li>• Access to free Period Products</li> <li>• Raising attainment and aspiration</li> </ul>	To provide organised delivery of specific projects and actions within a specialist field of expertise and knowledge.	<ul style="list-style-type: none"> <li>• Projects</li> <li>• Actions</li> <li>• Poverty Intelligence and measurable impact feedback</li> </ul>
<b>ECONOMIC DEVELOPMENT Lead</b> <i>ED related input to be handled and allocated through the head of Economic Growth &amp; Development</i>	Delivery of Economic Development focussed themes, actions and projects Including: <ul style="list-style-type: none"> <li>• Access to Affordable Credit and Community Wealth Building</li> <li>• Connecting economic opportunity with identified economic need</li> </ul>	To provide organised delivery of specific projects and actions within a specialist field of expertise and knowledge.	<ul style="list-style-type: none"> <li>• Projects</li> <li>• Actions</li> <li>• Poverty Intelligence and measurable impact feedback</li> </ul>

Generally, these roles require further development to ensure that at the various levels there is:

- I) Evidence led planning linked to strategic direction
- II) Action to deliver plans on a partnership basis
- III) Monitoring and checking to ensure progress is made, barriers are removed and good work is built upon
- IV) Responsiveness to emerging issues and that reported issues are endorsed and incorporated (or not)
- V) Horizon scanning and preparing for next steps and prioritising
- VI) Expertise to inform partner and partnership decisions

## Statutory Requirements – Child poverty

The Child Poverty (Scotland) Act 2017 places statutory responsibilities upon Moray Council and the NHS to reduce child poverty. Child poverty is inextricably linked to the wider poverty agenda and has many interdependent factors. Child Poverty is specifically discussed and progressed by the Child Poverty Group (CPG). In the revised governance structure at **Figure 1**, the Strategic oversight role for child poverty will continue to be carried out by the GIRFEC Leadership Group (GLG). If appropriate these groups could merge in future to avoid repetition of group membership and allow for clearer communications across poverty projects and actions, however, the volume of business also needs to be considered and retaining two groups at present may enable better management of the overall agenda. It will be necessary however to ensure that those partners with a legal duty to reduce child poverty (Moray Council and the NHS) have representation at the FMF and GLG and working group levels. It should also be noted that as part of these legal requirements, the Scottish Government currently require a progress report to be submitted annually.

## Glossary

<b>Acronym</b>	<b>Full Name</b>
CPB	Community Planning Board
CPOG	Community Planning Officers Group
MCP	Moray Community Planning Partnership
FMF	Fairer Moray Forum
FMFAG	Fairer Moray Forum Action Group
GLG	GIRFEC Leadership Group
CPG	Child Poverty Group
LOIP	Local Outcome Improvement Plan



# MORAY

## ECONOMIC STRATEGY 2022

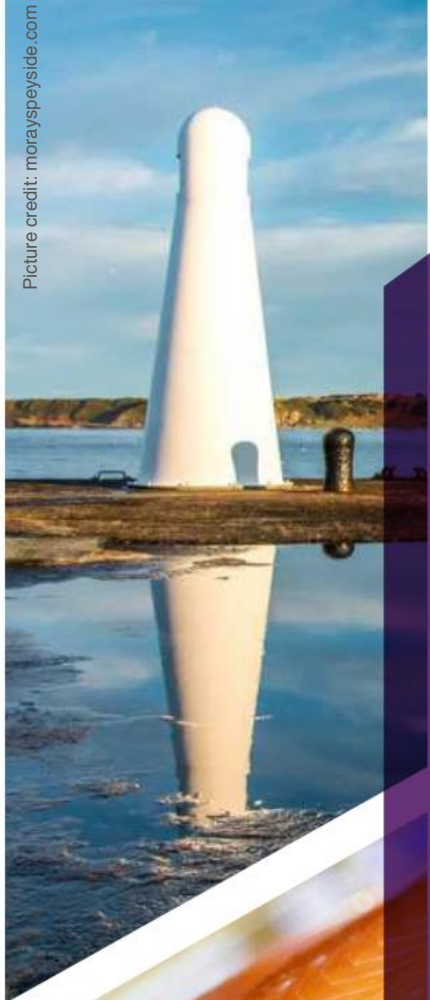
TOWARDS FUTURE PROSPERITY AND INCLUSIVE GROWTH



produced by the Moray Economic Partnership

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Picture credit: Tim Winterburn/HIE



Picture credit: morayspeyside.com



Picture credit: Paul Campbell/HIE

## 1. FOREWARD

Moray Economic Partnership brings together: The Moray Council, Highlands and Islands Enterprise (HIE), Moray Chamber of Commerce, Moray College UHI (University of the Highlands and Islands), NHS Grampian, tsiMoray, Visit Moray Speyside, Federation of Small Businesses (FSB), Skills Development Scotland and Robertson Construction.

The Partnership involves members working together for the benefit of Moray's economy and communities. It both enables and leads on initiatives that are aligned with the Moray Economic Strategy.

This strategy reflects members' strong belief that collaboration is required to realise Moray's potential. Thus, it will achieve more than the partners could do acting in isolation. This is evident in its close partnership working to date.

This 10-year strategy is based around a vision and a high-level series of actions. These are required for Moray to take advantage of the opportunities that exist and build an increasingly prosperous and resilient economy along with communities that are strong, sustainable, and more equal.

The strategy provides the context, focus and direction of travel for the Partnership. It has considered local and national research, and consultations with a range of stakeholders. It also reflects relevant local and national plans and strategies, notably:

- ◆ Scottish Government's National Strategy for Economic Transformation.
- ◆ Scottish Government's Just Transition a Fairer, Greener Scotland.
- ◆ Moray Growth Deal.
- ◆ Moray Climate Change Strategy.
- ◆ Moray Skills Investment Plan.
- ◆ Moray Social Enterprise Strategy.
- ◆ Community Wealth Building Route map for Moray.
- ◆ Moray Tourism Strategy.



Picture credit: Rotorworx/HIE

## 2. WHAT HAS CHANGED SINCE THE LAST STRATEGY

The last Moray Economic Strategy was compiled in 2018. There have been several profound and significant changes since that time. These have had a strong influence on the development of this new strategy.

### COVID PANDEMIC

When this strategy was drawn up the country was still to fully emerge from the pandemic. Its ongoing medium and long-term impacts on society and the economy were yet to become fully clear. Monitoring of these impacts will be important to make fully informed decisions in the years ahead.

Ways of working changed with, in some sectors, many employees working from home. There is currently a move towards hybrid working - splitting the working week between home and the workplace. The final balance between the two will only emerge over time as will its possible wider effects such as a reduction in town centre footfall and spending.

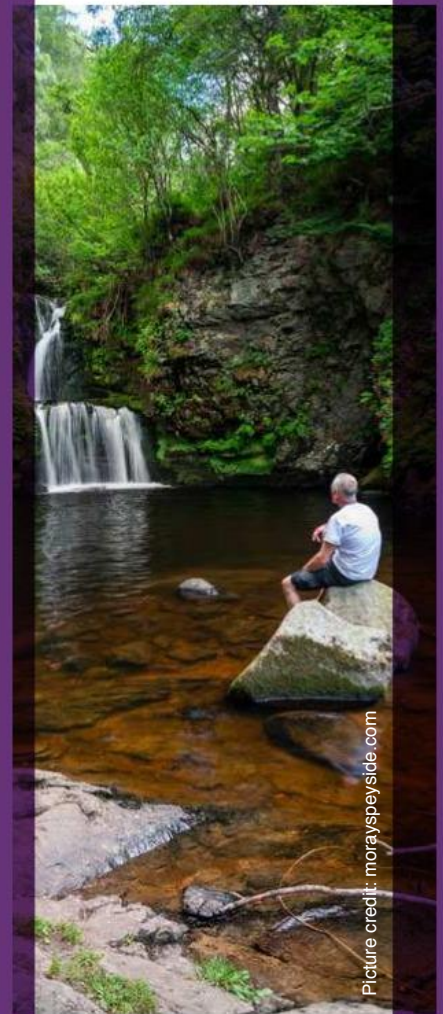
The pandemic also highlighted and exacerbated some existing inequalities:

- ◆ Those in lower paid jobs were more likely to be in occupations with higher rates of Covid infection.
- ◆ Inability of some to work from home due to lack of space or poor digital connectivity.
- ◆ Lower hours worked by women compared to men because of caring and other household responsibilities.
- ◆ Potential for young people to be affected by loss of employment or reduced hours which could scar their employment and pay prospects over the longer term.

The main change in the economy as we move away from the pandemic is ongoing challenges in recruitment and retention of staff. This has affected all sectors although some have been particularly affected (e.g., hospitality, social and health care, food and drink manufacturing) as well as specific occupations across all sectors.

A tight labour market has come about from a national trend of a reduction in the available workforce in the:

- ◆ 18-24 age group.
- ◆ 55+ age group - where some have chosen to retire rather than continuing to work.



However, some of the occupations that were struggling to recruit before the pandemic are still among the most constrained. Teaching and Educational Professionals and Caring Personal Services were among those with the highest levels of job postings in Moray in each of 2019, 2020 and 2021.

Other changes have included an increasing interest in self-employment and business start-up. Moray Business Gateway reported a higher number of start-up cases than in previous years (around 120-130 compared to 60) and across a range of sectors.

This points to the need for the Business Enterprise Hub which is one of the Moray Growth Deal projects.

Many sectors developed new revenue streams to replace those that were reduced or even lost during the pandemic. Some saw a change in customer demand. For example, increased custom for non-serviced visitor accommodation and reduced demand for some hotels and B&Bs. Increased staycation activity is placing further pressures on visitor amenities and infrastructure.

Elgin town centre saw an increase in vacancy rates plus a decline in occupancy in offices. This is in the wider context of the increase in online shopping at the expense of town centre activity.

The third sector made a significant contribution to dealing with the immediate effects of the pandemic. This highlighted the sector's role and contribution.

While dealing with these changes many businesses and third sector organisations face some immediate and short-term issues which, for some, could be existential:

- ◆ Labour and skills shortages across most sectors. These are likely to continue beyond the short term.
- ◆ Rising costs of labour and inputs, leading to higher prices being charged to customers.
- ◆ Uncertainty around the speed of recovery, notably for international markets.
- ◆ Levels of debt that were incurred during pandemic.
- ◆ Impacts from other international political and economic factors.

## BREXIT

Brexit has reduced the supply of labour and affected some sectors in particular agriculture, hospitality and supply chains. In some sectors it has led to a shortage of supplies and increased costs of doing business with the EU. These effects were becoming apparent as the pandemic took hold.

## COST OF LIVING AND DOING BUSINESS

Households and businesses across the country are facing a serious costs crisis exacerbated by Russia's invasion of Ukraine. Businesses across the Highlands and Islands are reporting that the cost of doing business is increasing markedly. Costs are inflating generally, and within this, many are reporting a trebling or quadrupling of energy costs with insurance costs rising alongside.

Inflation is forecast to rise further in 2022, though less than previously projected with the Energy Price Guarantee taking effect from October 2022. The Bank of England forecasts the UK economy will fall into recession at the end of 2022 and contract throughout 2023.

## CLIMATE CHANGE AND NET ZERO

Becoming a net zero nation will mean the end of Scotland's contribution to climate change. Scottish Government's target is to become a net zero nation by 2045.

Of particular relevance to Moray, the Scotch Whisky Association is aiming for the sector to become carbon neutral by 2040. In addition, Moray Council's Climate Change Strategy - published in 2020 - put the net zero agenda firmly on the map. The Council has set a target of it being carbon neutral by 2030.

Scottish Government has set a challenging 75% reduction in emissions by 2030 compared to 1990 levels. This presents an immediate need to accelerate progress. This is in a context where Moray businesses are still dealing with the ongoing effects of the pandemic.

Progress towards net zero will create opportunities for new, good and green jobs. Scottish Government are committed to a just transition. That is to say that no person, industry or community will be left behind and no one should disproportionately carry the financial burden of such a transition.

Pre-pandemic there had been some progress towards net zero in Moray. That appears to have been particularly in larger companies including those in the whisky industry. However, it appears that many organisations are effectively at the start of the journey to net zero.

## COMMUNITY WEALTH BUILDING

Community Wealth Building (CWB) is a people-centred approach to local economic development. It is one which redirects wealth back into the local economy, and places control and benefits into the hands of local people.

To progress this Scottish Government have committed to a Community Wealth Building Bill in the life of the current Parliament. Moray Council have committed to creating a CWB strategy in 2022.

## WELLBEING ECONOMY

The pandemic has highlighted the interconnected nature of social wellbeing, economic prosperity and the environment. A wellbeing economy is based on:

- ◆ Social justice - equitable distribution of economic opportunities and economic outputs - e.g., employment, wealth.
- ◆ Planetary wellbeing - resources that the economy uses for production are within the environmental limits which humanity can safely operate.

This means looking beyond simply traditional measures of growth to a broader view of what represents a successful economy and society and thus achieving inclusive growth.

Related to the wellbeing economy is Scottish Government's fair work prospectus. This aims to ensure work that offers effective voice, opportunity, security, fulfilment and respect.

Picture credit: Gillian Frampton/HIE



Adopting the above approach in Moray, in conjunction with Community Wealth Building, will lead towards greater economic, social and environmental sustainability.

Moray Council are currently developing a Poverty Strategy. This will be complimentary to the Moray Economic Strategy in helping address poverty and thus ensure Moray becomes a more equal society.

### **INCREASED DIGITALISATION**

Digital connectivity has become ever more important to social and economic activity and in the delivery of public services. This highlights the need for high quality digital connectivity across Moray. This will continue to have a bearing going forward as it can make Moray attractive to those who can work from anywhere.

The pandemic saw many organisations make wider or deeper use of digital ways of working. These include face-to-face services online, developing their e-commerce offer, or extending business activities (e.g., cultural performances streamed online, creating opportunities for monetisation).

### **FINALISATION OF MORAY GROWTH DEAL PROJECTS**

These projects have the capability to be transformational for Moray in terms of employment creation, creating a more balanced demographic profile and addressing inequalities.

### **CHANGING PUBLIC SECTOR STRUCTURES AND FUNDING MECHANISMS**

A regional (i.e., Highlands and Islands) economic partnership has been established. In tandem with Brexit, the UK Government has introduced several funding streams such as Levelling Up. New funding streams in Scotland are being developed to support the transition to net zero.

Picture credit: Gillian Frampton/HIE



Picture credit: Stramash



### 3. MORAY'S VITAL STATISTICS

The following statistics are largely for 2019. That is, the last full year before the onset of the Covid pandemic. The data is intended to highlight some of the main underlying strengths and challenges in Moray, many of which will continue to be relevant going forward. Its use is not intended to imply that activity will, in the future, simply revert to the levels seen before 2020.

The share of Moray's young people (91% of 16-19 year-olds) participating in education, training or employment was very similar to the level for Scotland (92%). Moray's employment level (75%) was the same as for Scotland.

Moray's two military bases at Kinloss and Lossiemouth are major employers, including the jobs they support in civilian posts and on-site contractors. In early 2022 there were around 3,500 posts based at RAF Lossiemouth, and it is possible that this number could increase.

Visitor numbers to Moray grew by 16% between 2014 and 2019 with more than 800,000 in that year. Accommodation and food service activities had 3,250 jobs.

Moray has a high level of manufacturing employment. This accounts for 18% of jobs in the area compared to just 8% in Scotland. Manufacture of food products and beverages alone account for 10% of jobs in Moray.

Moray has 150 social enterprises. That is an increase of 20% since 2015, with Findhorn highlighted as a national social enterprise hotspot given its expertise in relation to net zero. Moray's share of Scotland's social enterprises (2.5%) is higher than its share of Scotland's population (1.8%).

In 2020 Moray's population was an estimated 95,710 people. It had grown by 6% since 2005 (very similar to growth in Scotland). Moray has a

lower share of its population (39%) aged 16-49 than in Scotland (43%). There is a recognised deficit in the number of 16-29 year-olds. (These population estimates need to be treated with caution as they do not allow for population changes arising from the variations in the number of military personnel at the two bases).

**Wages in Moray are below the Scottish average.** The average annual gross full time mean wage is £31,987 compared to £34,936 for Scotland - a difference of around 10%. The gap widens further when all (full time and part time) jobs are included. The average annual wage in Moray is £24,879 compared to £28,660 for Scotland – that is 15% lower.

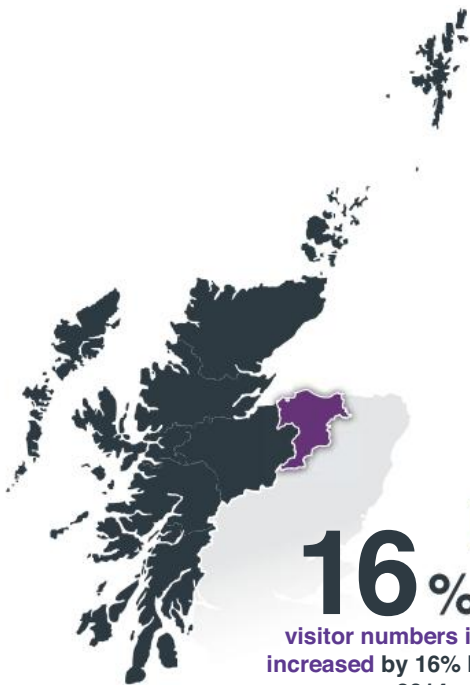


**3,250 JOBS**  
attributed to accommodation and food services in Moray



There were more than **800,000 VISITORS** to Moray in 2019





### POPULATION

# 95,710

Moray has a lower share of its population (39%) aged 16-49 than in Scotland (43%).

### YOUNG PEOPLE

# 91.2%



91.2% of 3,832 16-19 year olds participating in education, training or employment – close to the Scottish average (92%)

# 16%

visitor numbers in Moray increased by 16% between 2014 and 2019.

### TOURISM



Accommodation and food service activities had

# 3,250 jobs.



### MANUFACTURING EMPLOYMENT.

accounts for 18% of jobs in the area compared to just 8% in Scotland.



### SOCIAL ENTERPRISES

Moray has 150 social enterprises. That is an increase of 20% since 2015,

The gender pay gap (the percentage by which women's pay is lower than that of men) is 16% in Moray. That is the eighth highest among Scottish local authorities and compares to a Scottish average of 13%.



The following factors contribute to Moray's relatively low wages:

1. A higher concentration of employment in sectors with relatively low wages. More than half (55%) of Moray's jobs are in manufacturing, retail, hospitality, public admin, social care and health. That is above the figure of 45% in Scotland.
2. A higher proportion of employee jobs that are part time. In Moray, the share is 39% compared to 34% in Scotland.
3. Moray has a lower share (35%) of employment in higher level occupations (SOC1-3) than in Scotland (44%).
4. Some 65% of Moray residents aged 16-64 have a qualification at Higher level or above (less than Scotland - 68%). The share of residents with a degree or same level Professional Qualification is 24% compared to 31% for Scotland.

Some 1% of Moray businesses employ between 50 and 249 people - below the 1.6% average in Scotland. There is a recognised deficit in the number of companies of this size.

Moray has a relatively low business birth rate. The proportion of businesses that were classed as new was 8% (against a Scottish average of 12%). Moray had a total of 56 business births per 10,000 head of the working population compared to a Scottish average figure of 81 business births.

Fuel poverty is more prevalent in Moray than in many other parts of Scotland. It has the third highest level (32% of households) of Scottish authorities. Some 19% of Moray households experience extreme fuel poverty - the fifth highest among Scottish local authorities.



The vast majority (88%) of premises in Moray have access to superfast broadband. However, that is lower than for Scotland as a whole (95%).

The most recent available economic forecasts are for slower annual GVA (Gross Value Added) growth in Moray than in Scotland:

- ◆ 2021-24: Moray 2.5%, Scotland 3.1%.
- ◆ 2024-31: Moray 0.8%, Scotland 1.2%.

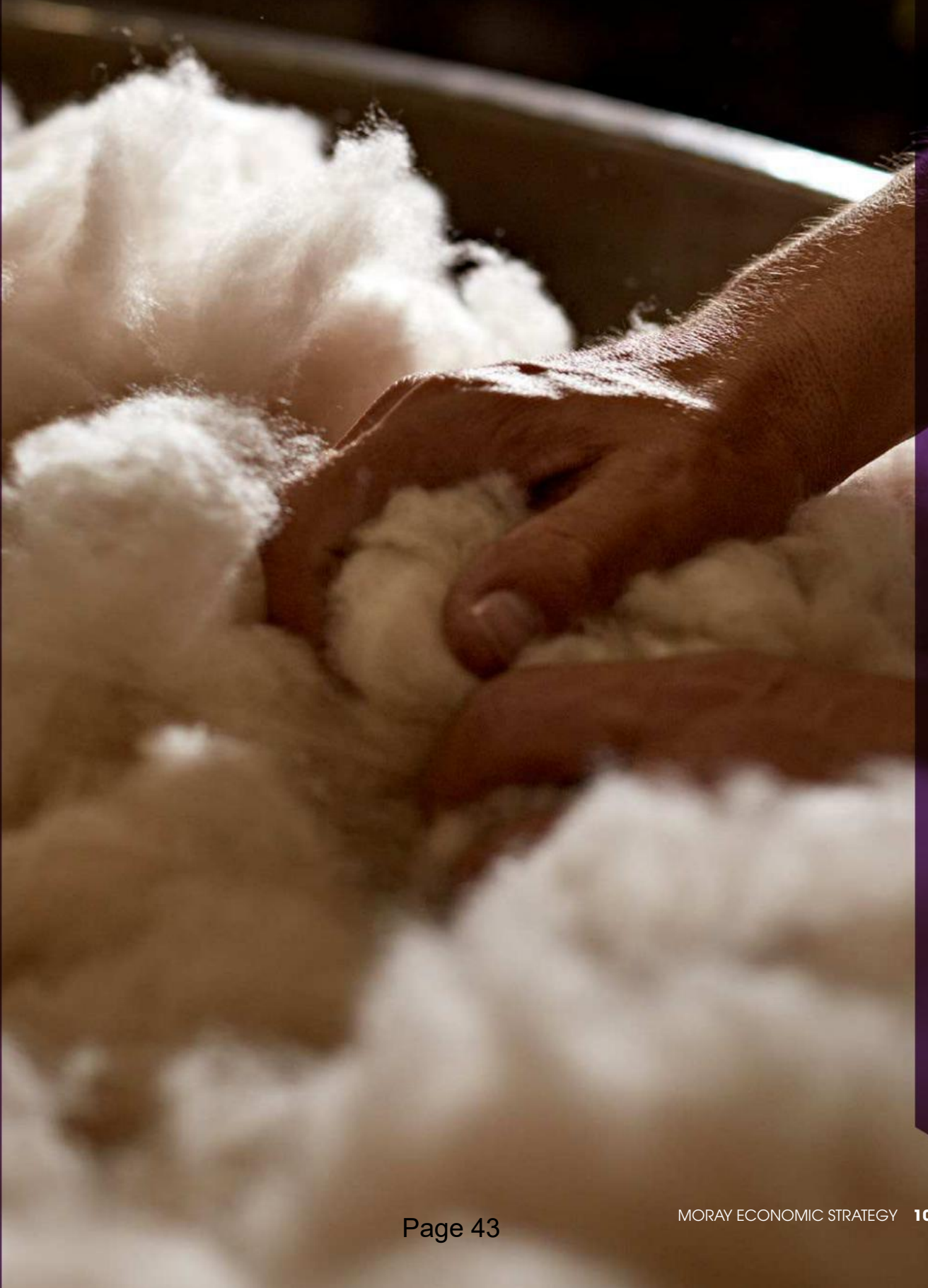
In the forecasts of longer-term skills demands (that is between 2024 and 2031) the largest numbers of posts by type of change are as follows:

- ◆ Expansion in number of posts - human health and social work activities, administrative and support activities, professional scientific and technical, arts, entertainment and recreation.
- ◆ Contraction in number of posts - manufacturing, public admin, etc.
- ◆ Replacement of existing posts - wholesale and retail, public admin, etc., human health and social work, manufacturing, accommodation and food service, plus education.

However, these forecasts do not allow for national or regional activities, initiatives or investments that are planned - and the Moray Growth Deal in particular.

With an increasing population - including those attracted to Moray by rising employment at RAF Lossiemouth - housing demand has grown in the most recent years.

There were 443 new build housing completions in 2019. That is the highest level since 2012. Housing sales remained broadly similar between 2014 and 2019 compared to 10% growth in Scotland. Average sales value grew by 18% (not adjusted for inflation) over that period - above the level of increase in Scotland (14%).



# 4. A CHANGING ECONOMY - KEY OPPORTUNITIES AND KEY CHALLENGES

## KEY OPPORTUNITIES

### MORAY GROWTH DEAL

Moray Growth Deal brings together the Scottish and UK governments, Moray Council, partners from across the public and third sector, and businesses. It will build on the existing strengths of Moray's culture, tourism, and manufacturing sectors, plus the development of other sectors. It will address challenges to facilitate economic growth that is sustainable, fair and inclusive.

There will be a transformational investment of over £100 million in eight strategic projects:

- ◆ **Moray Aerospace, Advanced Technology and Innovation Campus (MAATIC):** training, innovation, research and development supporting aerospace and other manufacturing enterprises, and development of advanced engineering skills in the region's workforce with specialisms in aviation, aerospace, digital manufacturing and defence. It will provide pathways to highly paid, skilled employment for young people.
- ◆ **Manufacturing Innovation Centre for Moray:** world-leading research and development expertise in advanced manufacturing to increase productivity, create jobs, support the attraction of inward investment and grow the region's manufacturing outputs. This will also help businesses transition to net zero.
- ◆ **Business Enterprise Hub:** supporting scaling-up of existing small and micro-businesses, as well as providing support to start-ups, university spinouts and inward investors.
- ◆ **Digital Health:** creation of Scotland's National Digital Health and Care Innovation Centre with research and innovation in digital health, bringing commercial investments to Scotland and helping to establish new technologies including for use in smart homes and independent living.
- ◆ **Cultural Quarter:** creation of a vibrant Cultural Quarter to support inclusive economic growth and cultural expansion in Elgin and beyond. This will be through creation of a high-quality heritage attraction, refurbishment, extension, and rebranding of Elgin Town Hall plus provision of a high-quality hotel.
- ◆ **Housing Mix Delivery:** supporting the delivery of 300 affordable homes supporting town centre and rural regeneration.
- ◆ **Early Years STEM** (Science, Technology, Engineering and Maths) for school pupils using specialist facilities and learning environments.
- ◆ **Bus Revolution:** provision of a low-carbon, on-demand bus service to offer a rural alternative to private vehicle use. This will reduce social isolation among certain groups, along with providing access to employment opportunities.

The key objectives underlying these projects are to:

- ◆ Retain and attract young people/families (16-29 year-olds) to live and work in Moray.
- ◆ Address occupational segregation and gender inequality in employment including the significant gender pay gap, and under-employment issues for women.
- ◆ Create new high-quality jobs in existing sectors and diversify Moray's economy into new high value areas.
- ◆ Create opportunities across Moray which will help secure the future prosperity of its many communities.

Wider impacts from these projects will include:

- ◆ Supply chain opportunities - from related construction work, project activity and creation of new and expansion of existing companies.
- ◆ Ability for social enterprises to benefit from development support through the Business Enterprise Hub, and through the increase in activity from the Cultural Quarter.
- ◆ Net zero elements within the various projects.

# MORE THAN 3,500 JOBS CREATED

directly or indirectly by the Growth Deal



It is estimated that more than 3,500 jobs will be created directly or indirectly by the Growth Deal, along with the creation of supporting skills, education, training and physical infrastructure.

This will require local businesses to be fully aware of the new market opportunities that the Growth Deal will offer and the timescales over which they are likely to become available.

The Growth Deal will deliver significant impacts across a range of sectors and activities. It is, therefore, an integral part of the Moray Economic Strategy.

More widely, Partnership members will have a clear role in contributing towards maximising the impacts of the Growth Deal through their ongoing activities out with Growth Deal projects in which they are involved.

## JUST TRANSITION TO NET ZERO

Green jobs include those in renewable energy, the circular economy, zero waste, and the nature-based sector. Wider “green skills” lie on a range from highly specific requirements in sectors directly supporting the transition to net zero through to more generic requirements across the economy.

Employment opportunities will encompass:

- ◆ New and emerging jobs that relate directly to the transition - e.g., hydrogen cell technicians.
- ◆ Jobs affected by the transition to net zero that will need enhanced skills or competencies - e.g., environmental consultants.
- ◆ Existing jobs that will be needed in greater numbers as the result of the transition to net zero - e.g., insulation installers.

The sectors directly supporting the transition will be across five broad areas of economic activity:

- ◆ Energy transition - e.g., on and offshore wind, hydrogen.
- ◆ Construction - in particular retrofitting of housing and other properties.
- ◆ Transport - across all modes that currently use fossil fuels.
- ◆ Manufacturing - notably engineering.
- ◆ Agriculture, forestry and land use management.

Businesses will face costs in transitioning to net zero. However, there will also be opportunities for them and social enterprises through:

- ◆ New sales through creating or reorientating products and services to meet net zero-related demand.
- ◆ Competitive advantage - e.g., winning some contracts will require meeting green criteria.
- ◆ Financial savings, including reduced energy bills.
- ◆ Increased efficiency/productivity.
- ◆ The availability of dedicated green funding schemes.





Picture credit: Gillian Frampton/HIE



Picture credit: Gary Doak/HIE

Moray already has a record of accomplishment in green activities. That includes the circular economy through the recycling activities of a number of social enterprises and the re-use of waste products by distilleries. Thus, net zero is already on the radar of many third sector and private sector organisations.

There is an opportunity for Community Led Local Development (CLLD) infrastructure (for example, the Local Action Group which governed the delivery of the last Moray LEADER Programme), initiatives and investment to make a significant contribution to a Just Transition. There are also emerging plans for a Moray Climate Action Hub which would aim to provide a more strategic approach to climate change action.

Many businesses will be aware of the climate challenge that society faces. However, they may be unsure where to start in the journey to net zero, and what it means for their organisation. Further, some may have not undertaken actions because there is no immediate business imperative to do so. That is in a context where they are currently facing business pressures following the pandemic.

Even those considering taking action may not know how to access appropriate benchmarking tools to establish a baseline of their current level of sustainability. Surveys by the Federation of Small Business in Scotland found that:

- ◆ Around one third have a plan to move towards net zero but are not sure how to progress.
- ◆ 40% say they want to do more to achieve net zero.
- ◆ 28% say more information from their local authority or enterprise agency would encourage their business to be more energy efficient.

There is uncertainty over what the landscape will look like as the move to net zero gathers pace. However, the scale of some opportunities is becoming apparent.

For example:

- ◆ Making buildings more energy efficient/net zero compliant, including the whole of Moray Council's estate and Moray College's estate.
- ◆ The renewal of Moray's electricity grid.
- ◆ Potential community-based heating and lighting schemes.
- ◆ Supply chain for renewables - e.g., use of Buckie harbour for operation and maintenance (O&M) of large offshore windfarms.
- ◆ Promoting short supply chains from grower to consumer for agriculture.
- ◆ Regenerative agriculture and agricultural practices, beyond simply planting more trees.

Part of the potential opportunity lies with the offshore workers in the oil and gas sector who have retained their home in Moray. There is, however, uncertainty when their current jobs may no longer exist and when the green alternative jobs in Moray would become available and offer continuous employment. The position is also complicated as there are increasingly green opportunities with the offshore workers' existing employers as those companies transition to renewable energy.



Scottish Government have established a ten year £500 million Just Transition Fund. This will support northeast Scotland and Moray's transition from fossil fuel production. The Fund will establish the area as one of Scotland's centres of excellence for the transition. It will create new opportunities for workers currently supported by the oil and gas sector and its supply chain.

MAATIC within the Moray Growth Deal will provide workers with high level skills. These could also be used, for example, in renewables O&M, but in the main could also be transferable to a range of sectors - including ones supporting the move to net zero. It could also be that young people work initially in O&M then move to jobs in advanced manufacturing.

The implied scale of the Just Transition Fund's activity is significant enough to be transformative for Moray's economy. However, eligibility criteria for the Just Transition Fund - and how it will operate - are not yet known.

It is vital that the Moray Economic Partnership follow the progress of the Just Transition Fund and others related to net zero. That will be to understand how Moray can benefit from them and influence how they are delivered and by whom. The development of these green funding schemes will represent a very significant change to the public sector funding landscape. They will be vital to supporting the major private investment needed to transition to net zero.

Given the changes in the public sector funding landscape there needs to be co-ordination across programmes - notably the Levelling Up Fund, Shared Prosperity Fund and Just Transition Fund. There will also need to be consideration of the available capacity in Moray to bid for funding and deliver projects.

## **SPACE, AEROSPACE AND OTHER EMERGING ENGINEERING AND TECHNOLOGY**

These sectors are generally ones whose growth in Moray is relatively recent and where there is potential for further significant growth. That includes their contribution to the transition to net zero, as well growth in the local supply chain - including through attracting inward investment.

They are a source of well-paid employment with clear career paths. As such, they should be attractive to young people and act as a spur to school pupils to study STEM subjects.



## COMMUNITY WEALTH BUILDING

Moray Council's Community Wealth Building Route map for Moray describes the five core principles of CWB as:

**Progressive procurement** - developing local supply chains likely to support local employment and keep wealth within communities. In particular, this will involve using the spend of local anchor institutions to support economic growth in the private and third sectors. (Anchor institutions are large organisations that are unlikely to relocate and have a significant stake in their local area).

**Fair employment and just labour markets** - using anchor institutions to improve prospects of local people by offering fair employment opportunities with progression pathways.

**Shared ownership of the local economy** - supporting and growing business models that are more financially generative for the local economy. Working with partners to strengthen and expand the local social business base. Enabling greater community and third sector ownership of assets, thus having a stake in the wealth that Moray's economy generates.

**Socially just use of land and property** - developing the function and ownership of local assets held by anchor organisations, so local communities benefit from financial and social gain.

**Making financial power work for local places** - increasing flows of investment within local economies by harnessing and recirculating the wealth that exists, including capitalising on opportunities for public and community investment in local development.

There is a need to raise awareness of the meaning and implications of CWB for local individuals, groups and businesses. However, they will generally recognise the benefits - keeping expenditures local, re-circulating money in the economy and supporting local jobs. Some larger businesses will already be doing this, although they may not recognise it as CWB.

In terms of the potential impacts from reducing procurement leakage, in 2020-21 Moray Council spend on goods and services was around £130 million. Of this, £100 million was spent with providers from outside Moray. Realising the opportunities that will become available will require the development of strong local supply chains.



## OTHER ACTIVITIES/SECTORS AND OPPORTUNITIES

Adventure tourism is a growth opportunity given:

- ◆ Moray's fantastic natural assets both coast and inland.
- ◆ The general growth in this sub-sector and its potential to attract higher spending visitors.
- ◆ Increasing awareness of the importance of visitor infrastructure and sustainable transport modes e.g., through the forthcoming Rural Tourism Infrastructure Fund development plan for strategic walking and biking routes.
- ◆ It will also help to attract/retain people by making living in Moray an even more attractive proposition.

This will build on Moray's very positive tourism growth trend pre-pandemic.

Supporting town centres and the transition to the evening economy and more lifestyle offerings will aid their regeneration. That will include attracting more tourists to spend time and money there.

There is potential to make more from Moray's food and drink supply chain through greater use of its agricultural products by the area's manufacturers. Other traditional sectors, notably forest products, could benefit from further innovation through timber processing methods for example.

Given this is a ten-year strategy there is a continuing need to be agile and alive to the opportunities from both existing and further new industries.

In addition, opportunities will arise from Scottish Government's forthcoming *National Planning Framework (NPF4)*, the Moray Indicative Spatial Strategy and Moray Local Development Plan. The availability of employment land will be an important factor for inward investment and growth.



Picture credit: John Paul Photography/HIE



# KEY CHALLENGES

## LABOUR MARKET PRESSURES

One of the effects of the pandemic and Brexit has been a much tighter labour market, with several sectors particularly hard hit. There has been intensifying competition not only within but also between sectors.

Moray's ability to fulfil its economic potential will depend on sufficient numbers of workers with the right skills being available over a sustained period. This in turn requires the jobs on offer to be sufficiently attractive in terms of image, pay and career path.

Attracting and retaining working age people will require creation of a specific Moray-focused plan. That will include ensuring a sufficient supply of housing (including affordable). The lack of affordable housing is in a context of currently average low wages in Moray. This particularly affects employers' ability to attract key workers. One of the Moray Growth Deal projects will provide a number of affordable homes.

In addition, the pace of housebuilding has been slowed by interruptions in the supply of both materials and labour following the pandemic.

Recent years have already seen increasing housing demand as a result of job creation. Going forward, there will be increasing demand for other types of housing particularly among workers for some of Moray's major employers. That includes the military as the MOD's future accommodation model is one where personnel will live in general housing rather than MOD-owned properties.

Housing pressures could be exacerbated if, post-pandemic, there is continuing growth in people moving to areas such as Moray. That is to work from home in what they see as an attractive environment and relatively affordable housing market.

These issues will be considered in Moray Council's Housing Need And Demand Assessment which will be undertaken in the next year.

There is also the need for adequate childcare provision. This is a growing challenge and affects staff in a number of sectors, including those in military households.

Moray must deliver solutions at local level for local impact. However, it also needs to benefit from and inform both regional and national population, migration and talent agendas.

Wages in Moray are  
**BELOW**  
SCOTTISH AVERAGE



## MEETING YOUNG PEOPLE'S ASPIRATIONS

Research with 16-24 year-olds for Developing the Young Workforce in Moray and the North East found varying interest in working in certain sectors. The highest levels of interest were in Healthcare, Digital Industries, Life Sciences and Renewables. The lowest levels of interest were in Oil and Gas, Agriculture and Construction. Although it can be the case that these aspirations are not reflected in actual apprenticeship applications and enrolments.

There was also a widespread lack of awareness about apprenticeships among young people. Only a third either understand the pathway into an apprenticeship or feel motivated to take one up. This compares to the 63% that are motivated to go to university. Around 40% of employers say that they either don't know about the three types of apprenticeships, or they are not applicable to them. Even before the pandemic apprenticeship numbers were seen as low.

Moray Council are currently producing an Apprenticeship Strategy. This will be complimentary to the Moray Economic Strategy, aligning with its objectives.

Research with 15-30 year olds in Moray found that:

- ◆ Fewer saw self-employment as a viable option than elsewhere in the Highlands and Islands, although many had an interest in starting their own business.
- ◆ The main barrier to employment was a lack of local opportunities. Lack of affordable transport and childcare were particular barriers for those in west Moray.
- ◆ They reported high levels of pride in their community. They see it as a place where they feel safe, have a good quality of life and feel included. However, more is needed to be done to ensure the needs of young people in Moray are being met.
- ◆ They are more likely than those elsewhere in the Highlands and Islands to feel that they have compromised on employment-related factors (salary, underemployment and career progression) as a consequence of remaining in Moray.

The research points to a range of issues affecting young people's aspirations and decision making. These will need to be addressed going forward to attract or retain young people to help develop Moray's economy.

Population retention, through training young people who already live in Moray, will be a key part of this. This will include providing skills and education in the sectors/occupations that are particularly attractive to young people.

## A SKILLED LABOUR FORCE FOR TOMORROW'S ECONOMY

As well as increasing the size of the workforce, it will need to have the right skills for the jobs that will change or be created in the next decade. Moray's workforce will need not only to be bigger than at present but also smarter to realise growth in sectors with more sophisticated activities.

This is in the context of:

- ◆ The very significant employment creation forecast from the Moray Growth Deal projects.
- ◆ Building sufficient capacity in Moray businesses and workforce to take advantage of new market opportunities, notably net zero.

A challenge at this time is that there is not full visibility of the future skills required for the green economy and when these will be needed. That affects not only companies, social enterprises and workers but also skills and education providers.



**39%**  
**OF EMPLOYEES**  
in Moray work part-time

## INCREASING BUSINESS PRODUCTIVITY

The need to continue to increase productivity in many sectors is evident in Moray's relatively low wages. The current challenges to achieving this include:

- ◆ Small number of businesses employing between 50 and 249 employees, and the numbers in the pipeline to grow to that scale.
- ◆ Relatively low level of business start-ups. There is a need to increase this to strengthen Moray's entrepreneurial culture.
- ◆ Current underemployment of some workers - evident in the relatively high proportion of jobs that are part time and the significant gender pay gap.
- ◆ Ensuring sufficient and affordable childcare is available to increase-in particular-women's ability to fully utilise their skills and abilities.
- ◆ Providing local public transport that supports employment and facilitates access to education/training.

The pandemic increased businesses' use of digital processes and related revenue streams. A range of support for digital skills is available and Scottish Government plans to develop additional funds for this. However, this needs to lead on to changes that transform businesses' operating models. The acquisition of digital skills needs to be an integral part of Moray's economy - from school pupils and onwards throughout the workforce.

Innovation through automation and new work processes (including artificial intelligence) will also be required. These will, in some sectors, help to offset limited availability of workers. This will include traditionally important sectors such as food and drink manufacturing (and its supply chain) and timber processing.

This will result in a bigger share of employment in higher value/higher paid jobs. It will need to be accompanied by a supported just transition for workers who lose their job as a result.

The aim will be to make Moray's businesses and its economy more productive. Improved productivity will contribute to a fairer and more equal Moray through higher wages, closing the gender pay gap and the creation of more full-time jobs.

Moray had a total of  
**56 BUSINESS START-UPS**  
**PER 10,000 HEAD**  
of the working population



## 5. VISION

### OUR VISION IS TO SEE MORAY AS:

A distinctive and attractive place to live, work, operate a business or social enterprise, study and visit. That will be through taking advantage of a decade of opportunities for employment growth and higher wages, supporting a resilient and increasingly thriving economy with communities that are strong, sustainable and more equal.

In part, achieving this will require that Moray's distinctive needs and opportunities are raised and acknowledged in forums and Government at the regional and national level - using a supporting evidence base of statistics.

Some of the opportunities identified in this strategy are common to all parts of the country, such as the transition to net zero and CWB. Therefore, Moray will need to be at least as good or better than other areas, including through making the most of its distinctive assets.



Picture credit: Gillian Frampton/HIE



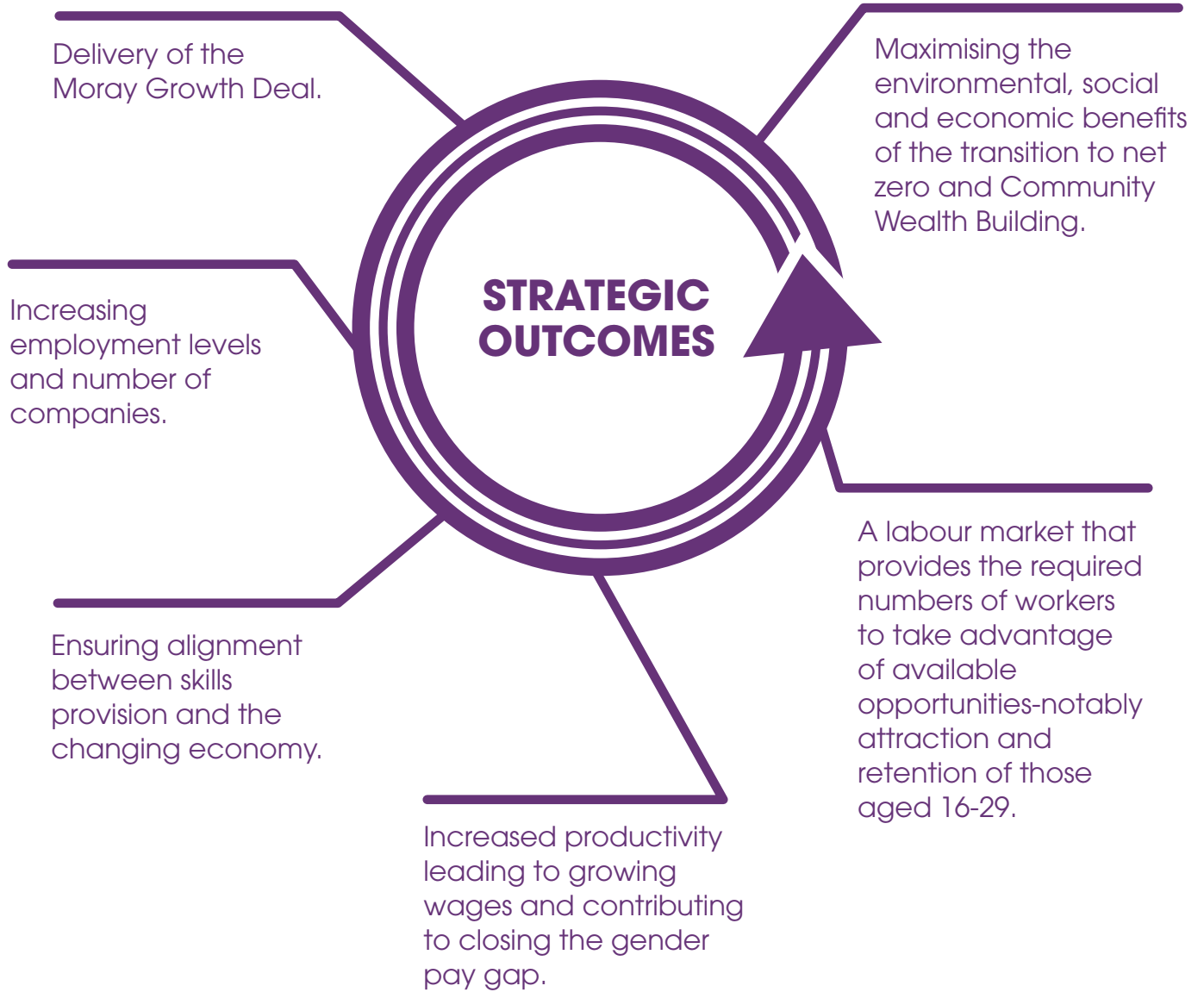
Picture credit: morayspeyside.com



Picture credit: John Paul Photography

# 6. STRATEGIC OUTCOMES

There are seven strategic outcomes that need to be achieved to transform Moray's economy over the next ten years. They are:



# 7. PRIORITY AREAS FOR ACTION

**Numerical targets have purposely not been included in this document. It is assumed that it will provide a focus for the Moray Economic Partnership which will in turn create or refocus relevant work strands and working groups to take the recommended actions forward. A framework for creating Action Plans is shown in the Appendix.**

Eventual targets will need to be flexible to respond to economic conditions at any given time. For example, another pandemic or changes to domestic and/or international trading conditions.

The following actions and outcomes reflect the key opportunities and challenges to be prioritised, in line with the stakeholder consultations. The Moray Growth Deal projects are part of this. They are supplemented by the other actions shown here.

## A. MORAY GROWTH DEAL PROJECTS

Each of the projects will be delivered by the relevant partners. In addition, there should be:

- ◆ Support and advice to Moray supply chain companies to give them the best opportunity to win a share of the projects' construction work and ongoing project activity.
- ◆ A programme of awareness raising so that local businesses are fully aware of the opportunities that the Growth Deal will offer and the timescales over which these will become available.

## B. A SUFFICIENT LABOUR MARKET

**1 Develop a talent attraction/retention plan for Moray.** This would raise awareness of existing and emerging opportunities for employment and businesses, quality of life and available cultural/leisure activities.

In terms of employment this would publicise and market:

- ◆ The opportunities (including higher quality jobs) currently available and that will become available over the medium term.
- ◆ The range of occupations and career paths in harder to fill sectors, specifically hospitality - especially among younger people.
- ◆ Apprenticeships to increase awareness and understanding and thus grow the numbers. This could be through the implementation of SDS's Careers by Design - Report of the Career Review Programme Board.

This would encourage retention and attraction of 16-29 year-olds in particular. It would also lead to greater participation by other groups such as those aged 55 years+ where people left the labour market because of the impacts of the pandemic.

**2 Raise employer awareness and understanding** of apprenticeships and of the types of jobs that young people in particular are seeking. Again, the aim would be to grow the numbers.

**3 Identify, review and address potential barriers to labour market participation.**

## C. ENSURING ALIGNMENT BETWEEN SKILLS PROVISION AND THE CHANGING ECONOMY

1 **Increase the responsiveness of the skills system** and thus increase employer and industry investment in skills and training. This will be informed by a greater understanding of employers' skills needs and the most appropriate forms of provision - including relatively short in-work training courses.

2 **Fully align skills provision and careers information and advice to future demand.** This would include:

- ◆ Addressing sectors with expansion and replacement needs. That will include green jobs, with the approach aligned with the Scottish level approach to the required skills as this becomes known.
- ◆ Digital skills.
- ◆ Developing enterprise skills for upscaling of sole trader and micro businesses.

This could, in part, be through the implementation of SDS's Careers by Design - Report of the Career Review Programme Board.

## D. INTEGRATED APPROACH TO DELIVERING TRANSITION TO NET ZERO AND CWB

1 Implement a **communication and information strategy covering Moray Council Climate Change Strategy and the wider transition to net zero.**

This would include consistent and simplified messaging, information sources for businesses and the third sector, and signposting to other organisations, with a role for the Moray Climate Action Hub. These would be aligned with Scottish Government activities and funding streams.

2 A **communication and information strategy on Community Wealth Building**, including how this links with the transition to net zero.

3 **Develop an understanding of, and deliver, the support businesses** will need to comply with the changing policy environment. That will include benchmarking of businesses' current position, advice and financial assistance.

4 **Increased local supplier engagement** to raise awareness of opportunities and identify support required to develop skills in tendering for contracts.

## E. SUPPORTING PRODUCTIVITY GROWTH

1 Support to significantly increase the:

- ◆ **Number of start-ups** including social enterprises and other third sector businesses, and among underrepresented groups, for example, women.
- ◆ **Number and speed of scale ups** with a view to them becoming the new larger local employers.

2 Business support for **more productive business operations.**

That will include new production processes (including automation) and the application of digital skills including to introduce artificial intelligence.

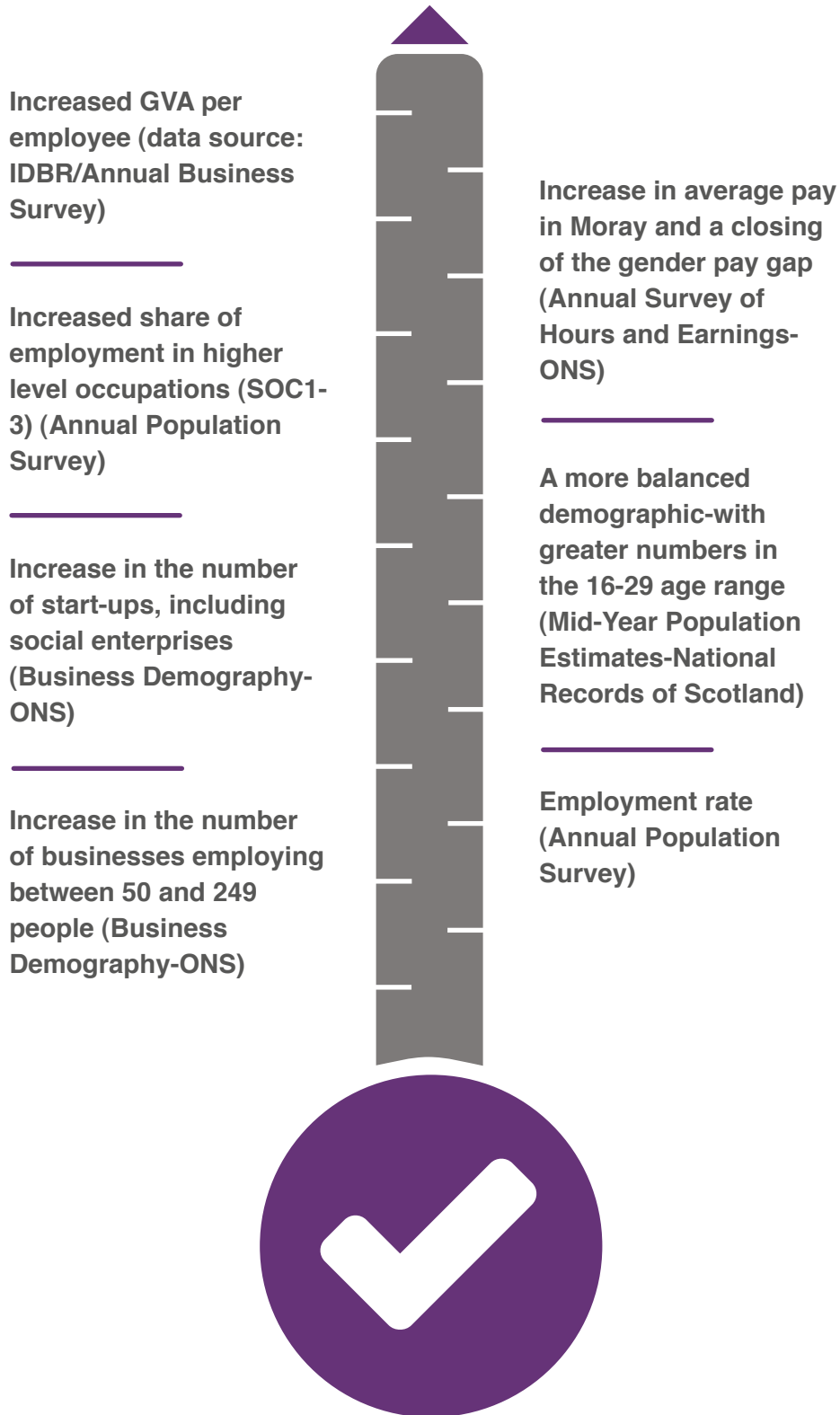
3 **Enhancing critical infrastructure:**

- ◆ Providing a sufficient supply of housing, including to support staff recruitment and retention.
- ◆ Childcare.
- ◆ Transport, including making the case for Moray's specific needs within overall Scottish Government policy - e.g. A96 dualling, sufficient electric vehicle charging points.
- ◆ Identifying and address specific sectoral constraints. For example, ongoing investment as required in general tourism infrastructure such as camper van facilities, stopping places and car parks, which could form part of the next Visit Moray Speyside destination strategy.



## 8. OUTCOMES AND MEASUREMENT

The following outcomes reflect the key desired changes from the Moray Economic Strategy. A number of wellbeing related measures should be added in due course following publication of Scottish Government's proposed wellbeing economy monitor.



# Appendix: Action Plan Framework

Each priority area will have its own individual action plan created for detailing activities, reporting and ongoing development as we move through the various stages of delivery.

## Date For Completion of Action Plan Documents:

December 2022

February 2023

PRIORITY AREA/ACTIONS	LEAD AND SUGGESTED PARTNERS INVOLVED	ACTIVITY	MEP SUBGROUP / OWNERSHIP
<b>A. MORAY GROWTH DEAL PROJECTS</b>			
1. Support and advice to Moray supply chain companies	<ul style="list-style-type: none"> <li>◆ Business Gateway</li> <li>◆ HIE SDS</li> </ul>	Programme of Work	Moray Growth Deal
2. Programme of awareness raising	<ul style="list-style-type: none"> <li>◆ Chamber of Commerce</li> </ul>	Programme of Events	Moray Growth Deal
<b>B. A SUFFICIENT LABOUR MARKET</b>			
1. Talent attraction/retention plan	<ul style="list-style-type: none"> <li>◆ HIE</li> <li>◆ Talent Attraction Group</li> <li>◆ (Moray Council, SDS, Chamber of Commerce, VMS, tsiMORAY, RAF/MOD, Moray College/UHI Moray)</li> </ul>	Programme of Work	Communities and Place
2. Raise employer awareness and understanding of apprenticeships and young people's aspirations, targeting agreed sectors	<ul style="list-style-type: none"> <li>◆ Chamber of Commerce, SDS, DYW</li> </ul>	Programme of Events	Local Employability Partnership
3. Identify, review and address potential barriers to labour market participation, targeting agreed sectors	<ul style="list-style-type: none"> <li>◆ Moray Employability Partnership</li> </ul>	Programme of Events - continuation	Local Employability Partnership
<b>C. ENSURING ALIGNMENT BETWEEN SKILLS PROVISION AND THE CHANGING ECONOMY</b>			
1. Increase the responsiveness of the skills system	<ul style="list-style-type: none"> <li>◆ Moray Employability Partnership</li> <li>◆ Partnership</li> </ul>	Plan	Local Employability Partnership
2. Fully align skills provision and careers information and advice to future demand	<ul style="list-style-type: none"> <li>◆ Moray Employability Partnership</li> </ul>	Programme of Events	Local Employability Partnership

## D. INTEGRATED APPROACH TO DELIVERING TRANSITION TO NET ZERO AND CWB

1. Implement a communication and information strategy covering Climate Change Strategy and the wider transition to net zero	<ul style="list-style-type: none"> <li>◆ Moray Council</li> <li>◆ HIE</li> <li>◆ tsiMORAY</li> </ul>	Programme of Events	Communities and Place
2. Communication and information strategy on CWB	<ul style="list-style-type: none"> <li>◆ Moray Council</li> <li>◆ tsi Moray</li> <li>◆ HIE</li> </ul>	Programme of Events	Communities and Place
3. Develop an understanding of, and deliver, the support businesses will need	<ul style="list-style-type: none"> <li>◆ Chamber of Commerce</li> <li>◆ Moray Council</li> <li>◆ HIE</li> </ul>	Just Transition Plan	Business Support
4. Increased local supplier engagement	<ul style="list-style-type: none"> <li>◆ Chamber of Commerce</li> <li>◆ Moray Council</li> <li>◆ HIE</li> </ul>	Programme of Events	Business Support

## E. SUPPORTING PRODUCTIVITY GROWTH

1. Support to significantly increase the number of start-ups and number/speed of scale ups	<ul style="list-style-type: none"> <li>◆ Business Gateway</li> <li>◆ HIE</li> </ul>	Programme of Work	Business Support
2. Business support for more productive business operations	<ul style="list-style-type: none"> <li>◆ HIE</li> <li>◆ Business Gateway</li> <li>◆ Visit Moray Speyside</li> <li>◆ Moray Chamber of Commerce</li> <li>◆ Business Enterprise HUB</li> </ul>	Programme of Work	Business Support
3. Enhancing critical infrastructure- notably housing, childcare and transport	<ul style="list-style-type: none"> <li>◆ Moray Council</li> <li>◆ HIE</li> <li>◆ Private Sector RAF/MOD</li> </ul>	Plans for individual topics (e.g., housing) (From master plans) Funding Programme	Communities and Place

# FOUR SUBGROUPS:

## 1) MORAY GROWTH DEAL

- A. 1. Support and advice to Moray supply chain companies
- A. 2. Programme of awareness raising

## 2) COMMUNITIES AND PLACE

- B. 1. Talent attraction/retention plan
- D. 1. Implement a communication and information strategy covering Climate Change Strategy and the wider transition to net zero
- D. 2. Communication and information strategy on CWB
- E. 3. Enhancing critical infrastructure-notably housing, childcare and transport

## 3) BUSINESS SUPPORT

- D. 3. Develop an understanding of, and deliver, the support businesses will need
- D. 4. Increased local supplier engagement
- E. 1. Support to significantly increase the number of start-ups and number/speed of scale ups
- E. 2. Business support for more productive business operations

## 4) LOCAL EMPLOYABILITY PARTNERSHIP

- B. 2. Raise employer awareness and understanding of apprenticeships and young people's aspirations, targeting agreed sectors
- B. 3. Identify, review and address potential barriers to labour market participation, targeting agreed sectors
- C. 1. Increase the responsiveness of the skills system
- C. 2. Fully align skills provision and careers information and advice to future demand





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**REPORT TO: COMMUNITY PLANNING BOARD ON 9 NOVEMBER 2022**

**SUBJECT: CHILDRENS SERVICES PLAN ANNUAL REPORT 2021-22**

**BY: SIMON BOKER-INGRAM, CHIEF OFFICER, MORAY HEALTH AND SOCIAL CARE PARTNERSHIP (CHAIR OF GIRFEC LEADERSHIP GROUP)**

## **1. REASON FOR REPORT**

- 1.1. To ask the Community Planning Officers Group to review the Children's Services Plan Annual Report 2021-22 (**Appendix 1**)

## **2. RECOMMENDATION**

- 2.1. **The Community Planning Officers Group submits the finalised Children's Services Plan Annual Report 2021-22 to the Community Planning Partnership Board for approval at their meeting on 9 November 2022**

## **3. BACKGROUND**

- 3.1 Section 15 of the Children and Young People Scotland Act (2014) states that local authorities and health boards, working in partnership with other public bodies and organisations must produce a Children's Services Plan on a 3 yearly basis.
- 3.2. Section 13 of The Act provides that Children's Services Plans must be reported upon annually. Annual Reports must provide a clear summary of progress made in the previous year, measured against the priorities of the plan.
- 3.3. The GIRFEC Leadership Group (GLG) have responsibility for the production and implementation of the Children's Services Plan in

Moray. This is the second annual report on progress of the Children's Services Plan 2020-23.

3.4. This report summarises progress against our 4 key priorities

- The wellbeing of children, young people and families is improved
- Children and young people are safe and free from harm
- The impact of poverty on children, young people and families is mitigated
- Outcomes for our care experienced and looked after young people are improved

It is currently in final draft format and is subject to review and amendment by children, young people and families prior to submission to the Community Planning Board on 9 November 2022.

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

4.1 There is a statutory duty to report on the progress of the 3-year Children's Services Plan to the Scottish Government and publish it on the Community Planning website. The deadline for publication is 31 December 2022. There is a risk of reputational damage if this deadline is not met.

**Author of Report:** Susan Leonard, GIRFEC and PROMISE Lead Officer  
**Background Papers:** CSP Annual Report 2021-22



# MORAY CHILDREN'S SERVICES PLAN

## ANNUAL REPORT 2021/22



Children have the right to live  
In communities where their voice is heard  
And they are built up  
To be all that they can be

Moray  
Community Planning  
Partnership

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## EXECUTIVE FORWARD

### To be revised by Moray Youth Matters

Welcome to the second Annual Report for Moray's Children's Services Plan 2020-2023.

This year has continued to challenge us all and in response, we have witnessed some outstanding joint work between our communities, 3<sup>rd</sup> sector organisations and our statutory services.

Although COVID 19 restrictions have eased, we are acutely aware that children, young people and their families continue to be affected in all aspects of their lives. We know that many families have suffered setbacks, hardship and loss, which will have a lasting impact. Our focus has been on beginning the recovery process with flexible approaches to service provision and a renewed commitment to working collaboratively, the voice of children and families being firmly at the centre of everything we do

This annual report summarises the progress we have made against each of our four priorities, whilst recognising the continued impact of COVID 19 on service delivery

Priority 1 The wellbeing of children, young people and families is improved

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

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

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

### UNCRC/PROMISE SECTION TO BE INSERTED - YOUNG PEOPLES PERSPECTIVE ON OUR PROGRESS

We are incredibly grateful to everyone who has and continues to make a very substantial commitment to delivering and improving services for all children, young people and families across Moray

SIGNATURES

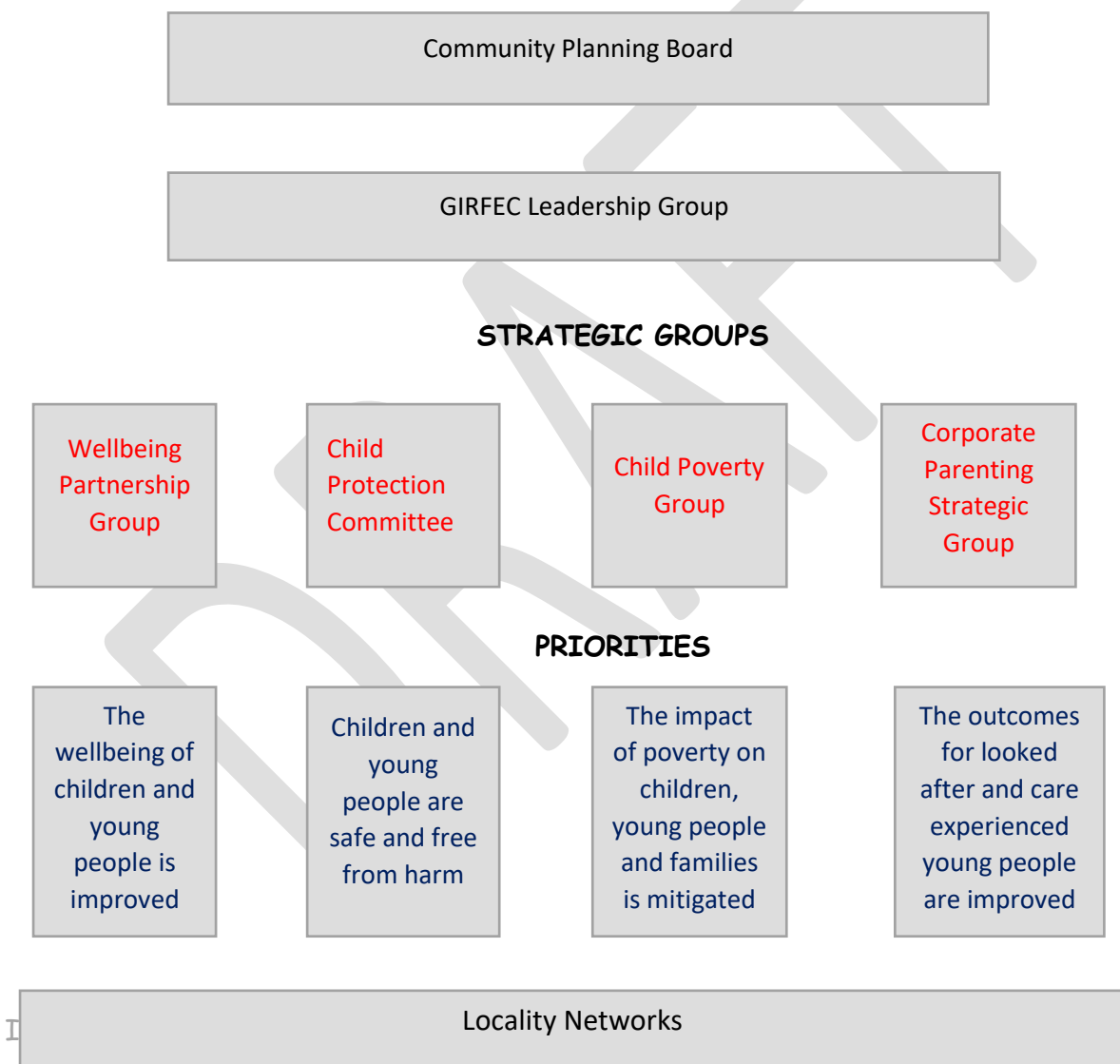


## CHILDREN'S SERVICES PLAN PRIORITIES AND GOVERNANCE ARRANGEMENTS

On behalf of the Community Planning Partnership, the GIRFEC Leadership Group is responsible for co-producing, implementing and reporting on the progress of the children's services plan.

Their membership is made up of senior managers from across the Children's Services Partnership including; Social Work, Education, Police Scotland, Health and the 3rd sector.

Oversight and strategic leadership responsibility for each of the 4 priorities within the Children's Services Plan sits with key partnership groups.



The Locality Networks are made up of front line practitioners and community organisations operating in the communities that make up Moray. They both support the delivery of the plan and identify and address emerging issues on a locality basis, linking with strategic partnership



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groups, as required. This approach ensures our plan remains agile and responsive to the needs of children and families in Moray

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## IMPACT OF COVID 19

Whilst COVID restrictions have lessened over the past year and people are experiencing greater freedom within communities, it is clear that the impact of the pandemic on the lives of children and young people has not reduced.

### **Mental Wellbeing**

The situation in Moray reflects the national picture.

"The main harms that have happened to children have not been directly from COVID but been indirect. Having multiple repeated isolations of ten days to two weeks is particularly harmful for many different reasons. There is disruption to education and even the anticipatory anxiety of knowing that you'll be isolated soon has been quite harmful for kids. As paediatricians, we've seen a rise in mental health conditions, and it's affected those with disability, SEN (special educational needs) and deprived communities a lot more than the well-off middle classes..... "

### **'How COVID affects Children' Dr Michael Absoud May 2022**

Both the prevalence and complexity of mental wellbeing concerns across Moray has rapidly increased over the past year, impacting on children and young people's ability to fully engage in school and community life.

This report highlights how the partnership have responded by redesigning and investing more in services and supports which children and young people tell us make a difference to them.

### **Early Years**

The impact of health visiting services being on a reduced pathway and the significant staffing shortages experienced over the past year has meant that the availability of routine support for parents around weaning, child healthy weight and general parenting skills has significantly reduced. Child protection and addressing the needs of families known to be struggling the most has been prioritised. The impact of this targeted approach is now being felt in that there are observable gaps in child development and an increase in concerns raised by young people and their parents in relation to mental health and wellbeing, social isolation and anxiety

In response, a team of Community Nursery Nurses are now being recruited to support the Health Visiting Teams deliver a broader range of preventative support.

### **Anti-social behaviour and crime**

Since the easing of restrictions, there has been a significant rise in antisocial behaviour within both schools and communities. The extent of 'hidden harm' is becoming more apparent as is the escalation and nature of online crime. In response Police Scotland have adopted a new approach to 'Cyber Enabled Crimes' and in the North East of Scotland have created a



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specialist team dedicated to tackling the very complex and lengthy investigations into online crime.

### **Workforce**

All partners have experienced recruitment difficulties over the past year, which continues to put strain on the system. The situation has been exacerbated by the increased number of staff choosing to retire early, or work part time, in order to achieve a better work life balance.

A range of wellbeing supports have been made available to staff and continued effort is being placed on addressing the underlying causes of workplace stress, including staff shortages.

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## PRIORITY 1: THE WELLBEING OF CHILDREN, YOUNG PEOPLE AND FAMILIES IS IMPROVED

### Locality Planning

The Children and Families Locality Planning model was developed in 2020 as means of delivering early intervention and preventative support to individual children, young people and families. All components of the model became operational in 2021.

#### Evaluation of Moray Council Children and Families Locality Planning Pilot

### The Moray model



The 2 Wellbeing Coordinators provide guidance and support to the Team Around The Child, helping them to assess need and access the right community supports at the right time. This year they have supported 148 children and families.

Where family's needs are more complex, families are encouraged to attend the Multi Agency Support Hub (M.A.S.H.) This year MASH has welcomed and worked with 34 families.

The locality networks comprise of front line practitioners and community organisations operating in each of the communities that make up Moray. They share what children, young people and families are telling them needs to improve or change and pool their expertise and resources to work with families to deliver improvements. The activities and achievements of the locality networks are highlighted throughout this report.



## **Mental Wellbeing**

Over this reporting period, there has been a significant increase in the number of children and young people experiencing poor mental wellbeing.

- 200% increase in the number of children and young people presenting in crisis out of hours with a variety of issues in relation to significant self-harm, overdose and perceived suicide risk
- 12 % increase in referrals received by CAMHS
- Over 70% of referrals to our newly commissioned mental wellbeing services are for anxiety and low mood
- Growing prevalence of eating disorders
- Increasing incidents of OCD type behaviours relating to COVID worries being seen in our early intervention services
- Increase in the complexity of referrals impacting service capacity across all mental wellbeing services

### Actions taken

Our focus has been on developing early intervention supports and services for children and young people, which straddle the gap between universally available supports and more specialist mental health services.

We have invested £540,000 of Scottish Government funding into creating two new early intervention services.

Prior to commissioning the new services, £71,000 was awarded to 4 community based child and family wellbeing providers to increase their capacity to meet demand whilst the commissioning process was underway and to trial new ways of delivering support. The learning from these pilots shaped the new service specification, which has both prevention and early intervention elements and a clear focus on the delivery of whole family support.

An additional £96k has been injected into existing wellbeing services across Moray to reduce waiting times and ensure families get the help they need as early as possible.



## New Services



SONAS, a community based mental wellbeing service for 5-25 year olds and their families was established in August 2022. They offer 1-1 and group support delivered both face to face and via a range of digital options.

Their resilience building Bouncing Back programme is used with primary school age children. Secondary school aged young people with low mood concerns are supported through the Blues programmes. Over the past year, 225 young people have participated of which 76% reported improved wellbeing and 80% reported they felt more comfortable talking about their mental wellbeing. In addition, 158 young people aged 5-18 years and their families have been referred for individual support.

SONAS have employed a young person to capture the views of those using the service. These views are informing the ongoing development of the service



**Therapeutic Counselling Services** (branded as The Exchange), a new provider to Moray is delivering 1:1 counselling for 10-18 year olds in schools. In their first year, they have worked with 753 young people. 85% of secondary aged young people and 81% of primary aged children reported an improvement in their mental wellbeing. 90% of parents reported that they felt their child's mental wellbeing had improved and 100% report they would recommend the service to others

Both services work closely with Child and Adolescent Mental Health Services to ensure a 'no wrong door' approach is adopted, resulting in families getting support from the right service at the right time.

**Children 1<sup>st</sup>** ran one of the initial family wellbeing pilots and have continued to build on their success to date with support from the William Grant Foundation. Since April 2021, they have supported 47 families, with a particular focus on perinatal and early years. In addition to providing specialist 1:1 support for parents, the 2 project workers have developed and delivered a range of activities and peer support opportunities, including a neurodiversity parents drop in. 5 volunteer buddies have recently been recruited and have linked with the families. Additional funding was secured from MFR Cash For Kids and Moray Council to provide holiday activities and help with costs over the festive period. 73% of parents say they have improved mental health as a result of using the service. 74% said they had improved family relationships and had formed more supportive connections within their local communities.

### National Mental Wellbeing Improvement Programme

In 2020, the Children's Services Partnership successfully bid to be part of the National Mental Wellbeing Improvement Programme. The aim of this programme is to transform the way we support the mental wellbeing of children, young people and families. The National Children and Young Peoples Collaborative Team and Health Improvement Scotland are providing specialist support .

Over the past year we have focused on:

- gathering the views of children and young people regarding their mental wellbeing needs
- understanding the young person's journey and the systems and processes they experience
- developing the wider national context to understand the mental wellbeing needs of Moray's Children & Young People

Our next steps will be to :

- identifying the priority areas for improvement that could impact young peoples experiences
- developing and piloting solutions together
- identifying successful pilots to embed into long term practice



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## Social Wellbeing

Children, young people and families have told us how important it is to be able to socialise together and reconnect with their communities. Two large-scale summer programmes were developed based on what children and families told us they wanted.

Re:connect was a universal programme of activities delivered throughout Moray by a newly



formed Youth Work Network and funded through the Youth Work Education Recovery Fund.

960 young people and families participated in community-based events and support was provided to encourage whole family activity during lockdown restrictions.



### Bespoke summer holiday provision

The Scottish Government provided £256k to design and develop summer provision to meet the needs of children and young people who were most likely to be experiencing disadvantage already and have therefore been particularly adversely affected by the pandemic.

The Locality Network members who know these families best asked them how this funding should be spent. Key priorities were identified:

- Enhance access to existing universal provision by overcoming barriers such as cost of transport and equipment
- Create new options/activities that reflect the needs and wishes of specific groups of young people e.g. young carers, children with additional support needs, children suffering from poor mental wellbeing. A wide range of offers were made available by Grampian Autistic Society, WhoCares Scotland, Moray Women's Aid, Quarriers Young Carers Service, Action for Children, Children 1<sup>st</sup>, No Worries for Moray, Aberlour Youth Point, M-powerment and Social Work
- Provide direct funding to young people and families so they have control over how they use it in order to feel better connected with each other, their peers and their local community.

Feedback gathered to evaluate the programme showed children felt valued and listened to. They said that options available helped re-establish friendships and build new ones. Parents



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valued the respite during the holiday period and the trust placed in them to spend the funding on opportunities that they felt best met their needs. Young people and parents explained that the offer had helped to reduce the tensions caused by lockdown

## **Physical Wellbeing**

### Active

The Active Schools & Community Sport Team have focused their efforts on delivering extra-curricular programmes and re-introducing events and festivals after COVID restrictions were lifted.

Of the 3218 young people who have participated, 56% have access to free school meals, 35% have an additional support need, 4% were from an ethnic minority family and 3% were assessed as disabled.

In recognition of the need to support physical activity all year round, an additional 427 hours of activities were offered free of charge throughout Moray.

A key priority of this team is to embed the 'Changing Lives Initiative', which encourages sport and physical activity to be used as a tool to create positive social change for targeted groups. The team have focused on tackling inequality locally, using sport and physical activity as the catalyst. Team members have trained as 'Changing Lives Champions' and have led a number of projects which have had a positive impact on the lives of children and young people. Examples include:

- A nurture group project in Buckie, engaged pupils identified by schools with low confidence to try a new sport focusing on teamwork, confidence building and perseverance which led to improved social connections, attitude to school and increased uptake up of extra-curricular activity.
- An embodied dance project in Forres delivered with external partners, supported P6 age pupils with additional support needs to express their emotions on the subject of COVID through dance.

*" Engagement and confidence has increased for all pupils. One particular success was for one of our ASN pupils with Autism being free to express themselves. Seeing the joy on his face was quite magical" Headteacher*

- 20 members of staff received training on disability inclusion



### Healthy diet

Healthy eating in the early years has been improved with 39 nurseries and 30 childminders signing up to the Scottish Milk and Healthy Snack Scheme. Through this scheme, they receive funding to provide daily milk and a portion of fruit or vegetables to pre-school children who are in any registered day care service for 2 hours or more. Children in funded early year's settings receive a free lunch or light tea, which has increased the range of foods this age group are eating.

### Healthier relationship with substances

Through the locality networks, a number of organisations raised concerns regarding both anti-social behaviour and substance use in the Buckie area. A team of network members went out in the evenings to engage with the young people and better understand their needs and concerns. Based on the feedback received a range of community based opportunities were developed with and for those young people e.g. Street Dance.

It was also clear that a number of young people had more significant substance use issues. As there is no specialist substance use service for young people in Moray, Aberlour Youth Point led a successful partnership funding bid to the Corra Foundation to establish a Moray-wide young person's substance use service. This bid was match funded by Social Work, Education, Moray Drug and Alcohol Partnership and Health and Social Care Moray. £500k of funding has been secured over a 3-year period.

## PRIORITY 2 CHILDREN AND YOUNG PEOPLE ARE SAFE AND FREE FROM HARM

### Safe in the community

#### Preventing Sexual Violence

In November 2020 Moray Rape Crisis launched a sexual violence prevention project. Its aim is to reduce the incidence of peer to peer harm.

Over the past year **2,039** young people in high schools across Moray, and some youth services, took part in workshops to increase their awareness of consent, sexual violence and healthy relationships. The aim of the workshops is to reduce the incidence of peer-to-peer harm.

144 workshops were delivered in Moray. These took place within 7 local authority secondary schools (Buckie High School, Elgin Academy, Elgin High, Forres Academy, Lossiemouth High, Milne's High and Speyside High) Moray Special Educational and Behavioural Needs Pinefield Campus, and a number of year groups at Gordonstoun School.

#### Increasing Public Awareness around child safety

In June 2021, Moray participated in the Child Protection Committee Scotland 'For Kids' Sake' campaign. Designed specifically to coincide with the school holidays, the 7 week campaign asked family members, friends and members of the local community to look and listen carefully for signs that all is not well for a child, to pay full attention if a child or young person's behaviour had changed, and not to stay silent if they were worried about a child.

'For Kids' Sake' key messages aimed to:

- increase understanding that individuals and communities themselves can play an active and proactive role to help keep children safe
- communicate consistently about how it's EVERYONE'S responsibility to protect children







## Support for Survivors of Rape and Sexual Violence



In 2021-22, Moray Rape Crisis supported **147** women and children. Including 18 children aged 0-15years and 53 young women aged 16-25years.

Moray Rape Crisis provides a tailored service, the **Rise Up project**, for young people aged 11-18 who have experienced any form of sexual violence. Support offered includes both individual therapeutic support and advocacy to help report to the police and navigate the justice process. 40 young survivors were supported through the Rise Up project in 2021-22.

Following attending the project:

- 78% children reported feeling safer or were assessed as being at less risk of harm
- 78% children reported or were assessed as having improved levels of wellbeing
- 75% young women reported feeling safer or were assessed as being at less risk of harm
- 75% young women reported or were assessed as having improved levels of wellbeing

## Workforce Development

12 practitioners in Moray took part in Scottish Drug Forum training that supported them to:

- Identify common risk behaviours displayed by young people.
- Define multiple risk.

## **Children and young people live in safe and supportive families**

### Protecting children from harm - Neglect

By the end of March 2022, 37 children were open to child protection plans meaning their names had been placed on the Child Protection Register. Of these children, 14 had neglect recorded as a category of concern (37.8%).

In January 2022 Moray Child Protection Committee's Independent Chair Samara Shah fronted Child Protection Committee Scotland's 'Under Pressure: Understanding Neglect' campaign. Key messages recognized the significant pressures being faced by families and urged parents who were struggling not to wait for things to get worse but to ask for help and support if they were finding it hard to care for their kids.



### Workforce Development

48 practitioners attended Moray Child Protection Committee's 'Understanding Neglect' workshops. This online interactive session covered different types of neglect and the impact on children.

#### **% participants that felt confident in their ability to recognise the signs and symptoms of neglect**

- Pre course: 56%
- Post course: 94%

*"Going in to this I had a good idea of what neglect was and what to look out for, at the beginning I felt like the session maybe wasn't for me, however, I am very glad I took part. I never before made the connection to the long term affects neglect can have. I have learned so much more to what I thought I knew! It's clear early intervention is key" -Childminder*

Training for staff in the use of the Graded Care Profile<sup>2</sup> will be rolled out in the next reporting period. This tool will help parents and practitioners measure the quality of care that a child is receiving, by helping parents identify their own support needs and chart the progress of positive changes and supports put in place.

### Early intervention to minimise the impact of parental substance use

By the end of March 2022, 37 children had child protection plans with their names placed on the Child Protection Register. Of these children, 16 had parental substance use recorded as a category of concern (43.2%).

Arrows Children and Family Recovery Team work with the Quarriers Carer Support Service (Moray) in providing support to young Carers, family members, children and significant others in relation to the impact of substance use. Arrows has developed a family inclusive approach to recovery and focuses on support for parents in recovery to understand and recognise the needs of young people within the household. Over the past year, 144 families have received a wide range of support including; emotional support; general advice; parenting discussions in relation to boundaries, consistent approaches and reassurance.

They have also received support to engage with other services including; advocacy, Rape Crisis, Women's Aid, Income Maximisation, Moray Foodbank and Morays Flexible Food Fund.



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During the October school holidays, 23 families were able to enjoy positive experiences together through a programme of organised outings to Innoflate in Aberdeen, Highland Wildlife Park at Kingcraig and the cinema and bowling in Elgin. Parents/carers voiced that they often couldn't have trips out with their children, due to financial, transport and mental health constraints. The feedback from children was that they made new friends, and enjoyed that it was not just their own families and that they went to places they had not been before.

Through Moray Firth Radio Cash for kids Christmas appeal, a total of 63 children from 34 families received presents delivered to their homes. A further £3,400 cash for kids funding secured in 2022 supported 27 families to access TESCO vouchers of up to £100 per child.



### Workforce Development

Training was delivered by the Scottish Drugs Forum called "Everyone has a Story" to enable practitioners to respond more effectively to children who are affected by parental substance use

*"I listen more and allow myself the time to process what I have heard. I also reflect more on what I have listened to and take more time to consider when to ask questions"*  
Course Participant

*"I think more on the effect of the child -even though the outcome of the parent is positive this may not be the case for the child."* Course Participant

### **Understanding adolescent trauma, attachment and substance use**

Calum Hendrie, a Specialist Counselling Psychologist delivered a webinar on behalf of the Child Protection Partnership, for practitioners supporting adolescents experiencing problematic substance use.

179 professionals from across the North East of Scotland were supported to understand the impact of parental substance use and to consider their service's approach for working with adolescents

*"It was excellent. I have been inspired to reflect upon my own practice and that of my team"*



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Children 1st were successful in securing Corra funding to improve support for birth parents who no longer have care of their children on a permanent basis as a result of child protection processes. Moray Alcohol and Drug Partnership and Moray Council Children & Families Social Work funding is also committed towards this one-year action research project, listening to those parents who have had direct experience of children going into care, to better understand what they might have needed and when. This learning will help inform design and delivery of family support in Moray.

### Protecting children from harm - Domestic abuse

By the end of March 2022, 37 children had to child protection plans and their names placed on the Child Protection Register. Of these children, 25 had domestic abuse recorded as a category of concern (67.5%).

Referrals received by Moray Womens Aid during the reporting period were 27 Young women aged 16-25 years and 146 Children age 0-15 years.

Services offered are 1 to 1 emotional support, peer support group work, mindfulness groups, family social inclusion events, professional counselling services and practical support around housing, health and finances. Children and young people are offered 1 to 1 emotional support which includes safety planning, anger management and building social networks in an age appropriate manner. Other activities are the after school club, group activities during school holidays and evening social inclusion group with mum.

### Workforce Development

Moray has adopted the Safe and Together Model, which provides tools to practitioners to better support domestic violence survivors and their children and to engage with perpetrators to encourage a meaningful change in behavior and adoption of positive parenting choices. In October 2021, the Moray Violence Against Women Partnership were awarded funding through the Scottish Governments 'Delivering Equally Safe Fund'. This partnership project builds on the existing commitment to the Safe & Together model, and allows for a wider roll out across health, education, police and third sector services.



## PRIORITY 3 MITIGATE THE IMPACT OF POVERTY ON CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES

### **Income Maximisation**

The Moray Benefits team has focused on streamlining their processes. A single application is now in place that provides simpler and quicker access to a wide range of benefits

#### *Moray Benefits Team Case Study:*

*A young family living in a private rented flat in Moray with a 1 year old child had been struggling to manage their finances. This meant they could not afford nappies for their child or food for the family.*

*The mum had enrolled in college, however due to childcare arrangements, had missed the first 2 weeks which meant she had been withdrawn from the course.*

*At the initial appointment with Moray Benefits Team, mum struggled to engage with the worker as the situation had been difficult for her, however as relationships were built she appeared less anxious and was happy to discuss the worries she had.*

*The Benefits Team was able to identify the benefits the family were entitled to and ensured they received them. They also put the family in touch with Citizens Advice who were able to provide additional information about local food banks and other schemes to help save money.*

### **Workforce development**

Through the Locality Networks, front line practitioners said they were not confident to start conversations with children, young people and families about whether lack of money was impacting on their lives. The following actions were taken.

- MeoC, Making Every Opportunity Count training was delivered to 40 Network members. By adopting this approach, practitioners can find ways to initiate brief conversations with families they come into contact with, providing information about relevant services or support where appropriate
- Supported by the National Improvement Advisor, network members created a toolkit to help practitioners to be able to signpost families to local services and support them



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to access them. This advice can be given at the time, avoiding delays in support being provided

- NHS partners delivered training to 12 Network members on how to use the toolkit.
- Feedback has been sought which will be used to shape the next steps.

### **Period Poverty**

As a result of the Period Products (Free Provision) Act 2021, Moray Council has received funding to provide free sanitary products in accessible places throughout Moray. The settings include Council-owned buildings and all schools and community buildings. Moray Food Plus is assisting with distribution of products.

Ongoing consultation and engagement with women and girls will inform where and how products are accessed.

### **Access to digital devices and connectivity**

The Digitally Enabled Moray project secured funding from Scottish Government, Local Government and the Third Sector to reduce digital poverty and encourage inclusion. They provide digital devices and connections to enable access to services and help people to keep connected with friends, families and their local community.

The project has provided devices to 175 households. 66 were known to be families with one or more children and 67 individuals were aged 16-24, and at the time of allocation were at risk of becoming not in employment, education or training.

So far, they have engaged with 15 different organisations.

*"I cannot thank you enough for your help and the provision of the Chrome Book and access to the internet. I have made a several applications this morning for work and fingers crossed I will be successful sooner rather than later".*

### **Cost of the School Day**



The *Cost of the School Day* project has been working with pupils, families and staff across Moray schools to understand the true cost of a school day.



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Over the past year they have heard from **862** Moray pupils, **155** parents and **60** school staff from a selection of schools who have told them what they think about the cost of the school day and what helpful things schools in Moray are doing to make school more affordable for all.

Pupils had a very strong understanding of fairness, how it would feel if they could not afford to take part in school activities and how this linked in with children's rights.

*"We know about the right to clean water, to food, the right to play, to have free school and tell people what we think."* (P5 pupil)

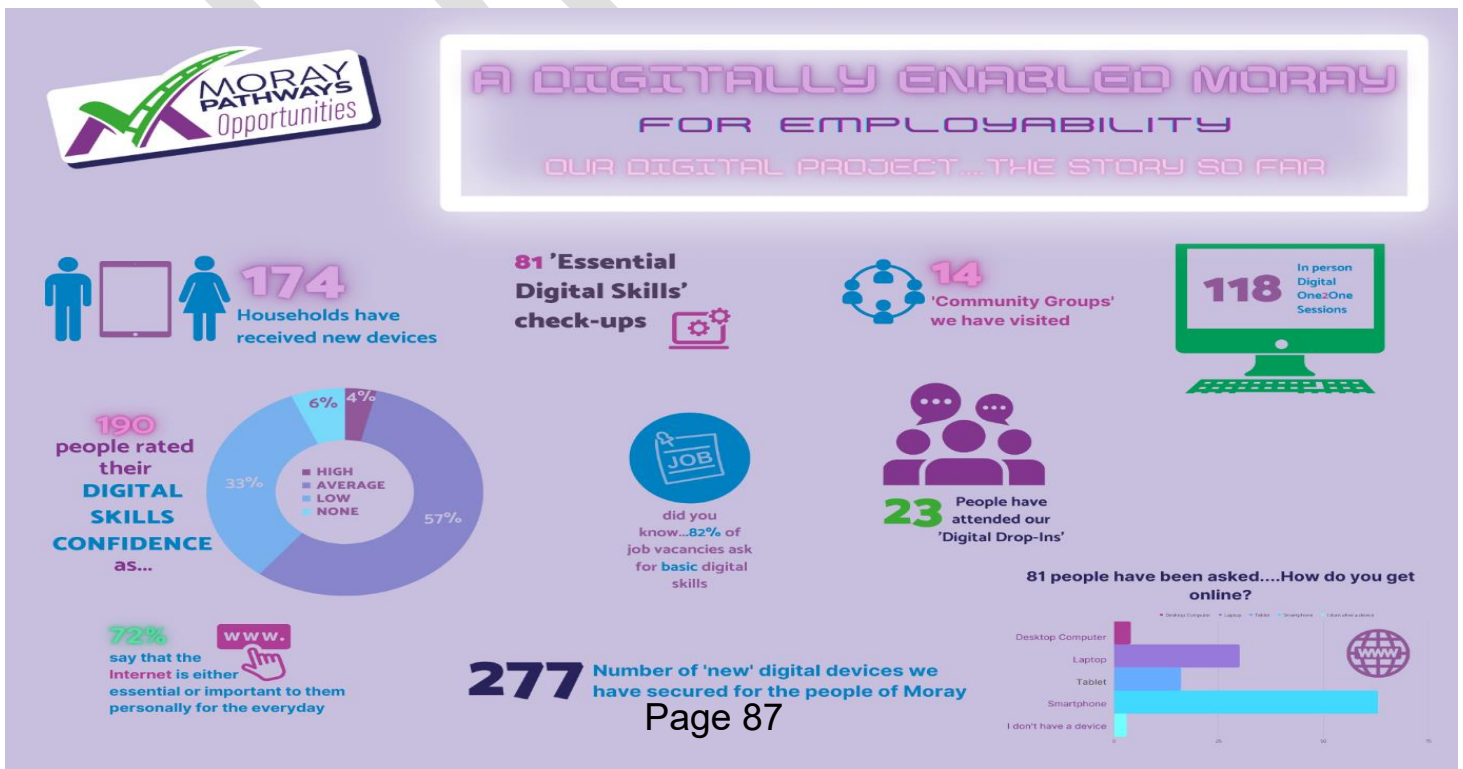
Secondary school pupils talked about how it was easier to take part in subjects like Home Economics and Technical Studies now that curriculum costs have been removed

*"If you can't afford it maybe you would be asked to choose a different subject"* (S4 Pupil)

Families said schools which encourage non-branded uniform options, provide all the resources in class for pupils to learn, give plenty of notice about charity days and trips and provide useful financial information and signposting about financial help for families helps to reduce cost pressures for them.

*"Uniform is so much more manageable now. Black jumper etc. rather than a particular one with logo."* (Parent/carer)

*"The school have referred myself to the Moray Council for school clothing grant as I'm a single parent and have two children at school and on a low income and universal credit."*(Parent/carer)



Some schools have been reviewing how they tell families about costs and help available to them by updating websites, social media and newsletters, one good and helpful example from a Moray primary can be found here <https://blogs.glowscotland.org.uk/my/eastend/cost-of-the-school-day/>

Teachers who heard about *Cost of the School Day* stated they have an increased awareness of the impact of poverty and money worries on children and families.

*"I will be more mindful to ensure that children have the resources at home when planning and assigning home learning/homework tasks."*



(Uniform store, Logie Primary School, all pupils and parents encouraged to use this.)



## PRIORITY 4 IMPROVED OUTCOMES FOR LOOKED AFTER AND CARE EXPERIENCED YOUNG PEOPLE

### **Uphold and Promote Children's Rights**

The Promise and the UNCRC are clear on the importance of children and young people having their views listened to in all areas of their lives.

Funding from the Corra Fund to help support us to #Keep The Promise in Moray was successful. A group of care experienced young people led the recruitment of two part time workers. The Project Lead and Engagement Officer came into post at the end of 2021. Along with young people and key partners, they have prioritised the refresh of the Champions Board.

There is a strong commitment from the Champions Board Working Group and the young people to create a sustainable Champions Board that will actively listen to the voices of all care experienced young people and act on what they are telling us.

The group has planned a range of events over the summer to generate interest in the Champions Board amongst the care experienced community. Its function will be to have voices heard and influence policy, practice and decisions which affect care experienced children and young people's lives.

### Better Meetings

The Better Meetings project is an ambitious and powerful project to ensure young people have choice and feel fully involved in shaping their meetings.

Of the 21 young people involved, 17 have had experience of living with foster carers during their care journey. Supported by, Out of Darkness Theatre Company, WhoCares? Scotland, Moray Council Social Work Team and local Children's Hearing Panel members they have produced two very powerful films explaining how they feel about their meetings and what needs to change.

In April 2021, they presented Better Meetings to 63 volunteer panel members from Children Hearing Scotland and 20 professionals from Moray and Highland. Subsequently, the Better Meetings Implementation Group was created to work alongside care experienced young people to redesign how their meetings are run.

The implementation group is currently working on creating a checklist package for Children's Panel Members, Reviewing Officers and Social Workers, which includes the actions they can take to help make meetings easier for children and young people.

Here is some feedback from professionals :

*"It was an excellent Forum and I am hugely grateful to all the young people and those who worked with them to enable us to hear their views."*

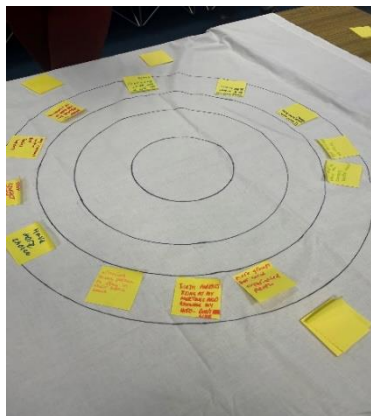
*"I thought the forum was excellent, thought provoking and for me quite emotional"*

*" I will certainly be putting myself in the child's place with a lot more thought about how they have felt before and after the hearing".*

Early indications are that there is better evidence of children and young people's views being sought, listened to and acted upon within reports and plans

### Voice

Little Fix is a group of younger care experienced people in Moray who meet on a regular basis. They have told us what would make their experience of care better



They said they wanted

- To have more choice
- To meet carers before hand
- The opportunity to speak to people on my own if I want to
- Not to have several placement moves
- To stay in their home town
- More groups for care experienced children and young people to meet
- No more than 5-6 people at their meetings

Little Fix will be supported to create a short video to influence how the care system engages with younger people and their families and how they can work differently to support what young people want.

**Looked after children and care leavers are enabled to maintain positive relationships with their family, friends and other trusted adults.**

Care leavers from a Children's house in Moray said that they wanted to maintain relationships with the adults who had cared for them when they had moved on to live independently.

*"I feel like once you have left you have been forgotten about "comment from a young person about leaving care*

Four young people who have left care, the management team and the staff of the care home are working together to create a new policy about Maintaining Relationships. This project is being led by the young people focuses on Children's Rights article 12 and the vision of The

Promise that young people should be actively involved in all aspects of their care.

Some of the young people's asks

To come round at meal times and special occasions

To enjoy regular activities out in the community with the adults who they want to maintain a relationship with

To call and speak with adults, if they wanted to

This expectation is that on completion there will be a new policy in place that meets the 'asks' of the young people and that they will feel better supported to maintain the relationships that are important to them.



## Education and employment

### Participatory Budgeting

The Participatory Budgeting process using Scottish Attainment Challenge funding started in late summer 2020.

The 'asks' of the young people were met. 12 young people received tutoring for school subjects, 22 young people received funding for activities such as horse riding and music lessons, sports equipment and coaching in, for example, martial arts. 26 young people received items such as laptops, phones and gaming equipment.

Young people have explained how the process itself and the funding received has positively impacted on their health and wellbeing and sense of achievement.

A young person who took part in Participatory Budgeting said that she benefitted hugely from receiving an iPad. She was able to video-call the family and friends she was missing. It has

also helped her with schoolwork. She attained several Nat 5s and she is taking more Nat 5s as well as Higher Geography this year.

### Mentoring Young Talent

The Mentoring Young Talent programme is aimed at care experienced young people in S1-S6 and young people who have left school and require additional support, up until age 26. Each young person gains support and co-ordination from their Keyworker and they meet their volunteer mentor 1 hour a week for a minimum of 12 months.

- 40 care experienced young people are actively supported by a 1:1 Keyworker to build up a relationship before being matched with a suitable 1:1 Volunteer Mentor.
- 22 young people are currently matched to a mentor and receiving 1 hour a week support from the Mentor.
- In the last year, 3 young people have now completed 1 year of the mentoring relationship
- Of the 40 young people 3 have now left school and have been supported to gain a place at College



### What young people told us about their experiences of Mentoring Young Talent and the difference it has made to them?

**"More open to trying new things"**

**"More secure of my own surroundings, being able to socialise with other people. Having a mentor has helped me with cadets, the youth club and also homework."**

**"I don't hide my struggles with work anymore; I am open if I don't understand. My mentor is supportive. It has also made me think of ways of being safer."**

**"Feels an improvement mentally. Having someone to talk to and a listening ear outside family life is great."**



we will  
**#KeepThePromise**

"I like being with my mentor, he helps me plan and talks about my anger. He is kind and likes to try new things."

"I never used to trust people. I feel a lot happier now".

"Mentor Feedback - Short Film (permission given to share)"

<https://www.youtube.com/watch?v=GiVnfxbn7oA>

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CHILDRENS SERVICES ACTION PLAN 2022-23

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

OUTCOMES	IMPROVEMENT AIMS	ACTIONS 2022-2023	PERFORMANCE MEASURES	AGENCY/PARTNERSHIP GROUP RESPONSIBLE
<i>What are we trying to accomplish?</i>	<i>What change can we make that will result in improvement?</i>		<i>How will we know that a change is an improvement?</i>	
<b>EMOTIONAL AND MENTAL WELLBEING</b>				
Children and young people feel mentally well	Increase provision of universal and early intervention mental wellbeing services and supports in Moray	Better understand the causes of mental distress and Identify priorities for improvement through the mental wellbeing Improvement Programme and complete isolated tests for change by March 2023.	Priorities to be identified by July 2022, Tests of change and recommendations to be complete by March 2023.  Development and monitoring of Wellbeing dataset.	Mental Wellbeing Improvement Governance Group.
		Ensure care experienced children and young people referred to mental wellbeing commissioned services are receiving an assessment of need from the commissioned services within 2 weeks of referral (Tier 2 Level)  Increase the understanding of care experienced children and young people's mental wellbeing needs including any barriers to support through data analysis and completing a dip sample of 10 young people's experiences within current provision by Dec 2022 (Commissioned services and CAMHS)	Monitor the time of assessment for care experienced young people referred to commissioned services.  Through data analysis will evidence if current needs are understood and being successfully met by Dec 2022	Wellbeing Partnership Group & Corporate Parenting Group
	Increase the confidence and skills of young people/parents/carers to address early signs of poor mental wellbeing.	Develop a website raising awareness of available wellbeing support and provision accessible by children and families and professionals by Sept 2022.	Design and development of website completed by Jul 2022. Website launch by Aug 2022. Monthly data analytics established by Sept 2022.	Wellbeing Partnership Group
		Increase the provision of support available to parents of children with mental wellbeing concerns delivered by our commissioned services (with some additional funding already in place to address this aim )	Evidence of additional service delivery by commissioned services gathered at quarterly intervals from June 2022.	Wellbeing Partnership Group
		Develop a local service model of parenting support to address the evidenced gaps within the wider parenting support provision	A paper outlining proposal service model to be presented by Jun 2022.	
		Ensure there is targeted support for our most vulnerable population groups.	Implementation to begin prior to March 2023	
<b>PHYSICAL WELLBEING</b>				
Children and young people are physically fit	Improve the healthy eating habits and physical activity rates of children and young people of all ages.	Increase the physical activity rates of early years and P1 aged children through: · A Physical Activity programme offered in ELC settings and ELC staff training.	Number of ELC settings engaged and delivering sessions.  % increase in P1 children accessing Active Schools programmes (compared to 2019/2020 statistics).	Sport & Leisure Strategic Group

		<ul style="list-style-type: none"> <li>The Active Schools team to develop and implement activities for P1 pupils across Moray.</li> </ul>	Body Index Mass figures at P1 collated by Health.	
	Children and young people have a healthier relationship with substances (smoking, alcohol and drug use).	<p>Continuation of joint work to support the Aberlour Youth Point funding bid for a young people's substance support service.</p> <p>Continuation of ongoing work through locality networks addressing needs identified through focused work undertaken.</p>	Capture learning from the funding process to enhance further joint working practice to achieve shared improvement aims.	Wellbeing Partnership Group & Moray Drug and Alcohol Partnership (MAPD)
<b>SOCIAL WELLBEING</b>				
Children and young people are engaging with peers and wider community	Increase the number of young people participating in activities within their community	<p>WPG Summer provision sub steering group are to:</p> <ul style="list-style-type: none"> <li>Provide a summer holiday provision that is inclusive to all</li> <li>Develop a plan to provide sustainable additional all year round provision including holiday periods, evenings and weekends.</li> <li>Design and implement provision to support children and young people to become more connected socially and within their community.</li> </ul> <p><b>(Within each action to address the inclusion of children with additional supports needs.)</b></p> <ul style="list-style-type: none"> <li>Improve awareness of current support and provisions including holiday based provision currently being planned by Aug 2022.</li> <li>Link with website provision action.</li> </ul>	<p>Deliver an inclusive to all summer holiday provision in Jul/Aug 2022.</p> <p>Produce a plan for year round provision by October 2022.</p> <p>Increase % of children and young people reporting engaging with their communities.</p>	CLD Strategic Partnership
			Evidenced increased access to the information through the website analytics by Sept 2022.	Wellbeing Partnership Group
Children and young people feel safe in their community (outcome moved into this priority).	Reduce the incidence and impact of bullying	<p>Use the summer provision (Jul/Aug 2022) to engage with children and young people to:</p> <ul style="list-style-type: none"> <li>Understand factors impacting feeling safe within their community.</li> <li>Identify a community to co-design and create safe places with community members for children and young people.</li> </ul>	<p>Increased % of children and young people who report they feel safe and empowered to make change within their communities as a result of pilot project intervention by March 2023.</p> <p>Current data updated by Health and Wellbeing Survey prior to pilot project commencing.</p>	Wellbeing Improvement Group
				CLD Strategic Partnership

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

OUTCOMES	IMPROVEMENT AIMS	ACTIONS 2022-2023	PERFORMANCE MEASURES	AGENCY/PARTNERSHIP GROUP RESPONSIBLE
<i>What are we trying to accomplish?</i>	<i>What change can we make that will result in improvement?</i>		<i>How will we know that a change is an improvement?</i>	
<b>Children and young people live in safe and supportive families.</b>	Intervene at the earliest opportunity to minimise the impact of neglect on children and young people.	Deliver multiagency workshops that highlight the risk factors for, signs and impact of neglect, including teenage neglect	2022 CPC Training calendar <ul style="list-style-type: none"> <li>Workshops delivered</li> <li>Attendance</li> <li>Evaluation of impact</li> </ul>	Child Protection Committee
		Implement and introduce to workforce the Graded Care Profile2 assessment tool	<ul style="list-style-type: none"> <li>GCP2 Implementation Plan</li> <li>Number of practitioners trained as trainers</li> </ul>	
	Intervene at the earliest opportunity to minimise the impact of parental substance use on family wellbeing.	Support Quality Improvement project on family supports where there is parental substance use	Project implementation underway	
	Intervene at the earliest opportunity to minimise the impact of domestic abuse on children, young people and parents.		<ul style="list-style-type: none"> <li>S&amp;T overview sessions delivered.</li> </ul>	
<b>Children and young people at risk of harm are protected and their rights upheld.</b>	Raise awareness of child protection and promote key messages to the public.	Develop local child protection webpage and promote child protection campaigns across partnership social media channels.	<ul style="list-style-type: none"> <li>Number of visitors to webpage.</li> <li>Engagement on social media posts.</li> </ul>	
	Develop systems that supporting inter-agency child protection practice to identify evolving need and risk.	Implement an agreed system for multi-agency chronologies	Agreed format for multi-agency chronologies Introduction to multi-agency chronology format Plan for training/workshops	
		Introduce the new Scottish Child Interview Model as part of a roll-out across the North East	<ul style="list-style-type: none"> <li>Regional SCIM workforce agreed</li> <li>Moray staff recruited and trained</li> <li>Local implementation underway</li> </ul>	
		Establish an inter-agency case discussion framework that provides support to the professional team around the child and family.	<ul style="list-style-type: none"> <li>Framework agreed and published</li> <li>No of sessions facilitated</li> <li>Practitioner feedback/evaluation</li> </ul>	
	Improve the systems enabling the safeguarding of adolescents (ages 10-18).	Workshop with multi agency staff to highlight possible age bias in decision making.	Session held in single agencies to look at case studies highlighting this issue. Feedback provided to CPC on learning. Include this learning in other training.	
		Develop, agree, implement and monitor Care and Risk Management Procedures in Moray.	CARM implementation plan <ul style="list-style-type: none"> <li>Local procedures created</li> <li>Train the trainer trained</li> <li>Staff identified to undertake training</li> <li>Quality assurance and performance framework agreed</li> </ul>	

	<p>Identify processes and develop practices which uphold children and young people's rights and allow them to effectively participate in decision making.</p>	<p>Create a baseline for children (up to aged 10) and young people (aged 10-18) who tell us that they feel they participated in decision making and that their rights were upheld; stories shared with us provide examples.</p>	<p>Advocacy services tell us that children report feeling involved in decision making and provide case studies.</p>	
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**PRIORITY 3: The impact of poverty on children, young people and families is mitigated**

OUTCOMES	IMPROVEMENT AIMS	ACTIONS 2022-2023	PERFORMANCE MEASURES	AGENCY/PARTNERSHIP GROUP RESPONSIBLE	
<i>What are we trying to accomplish?</i>	<i>What change can we make that will result in improvement?</i>		<i>How will we know that a change is an improvement?</i>		
The voices of children, young people and families experiencing poverty are heard and acted upon.	A partnership model which facilitates ongoing engagement with children, young people and families experiencing poverty is operational.	To clarify and formalise the mechanism by which we continuously hear the voice of children and families through linking with the locality networks and the poverty action group to collate and share knowledge, identify gaps and direct activity to addressing these gaps.	<ul style="list-style-type: none"> <li>Number of shared learning opportunities centred around lived experience.</li> <li>Number of examples of voice influencing activity</li> <li>Number and range of children, young people and families willing to participate.</li> </ul>	Child Poverty Strategic Group  Locality Networks  Children's Rights and Participation Group	
		Deliver a joint East/West locality shared learning event with a focus on poverty	<ul style="list-style-type: none"> <li>Evaluation of event</li> </ul>		
A co-ordinated approach to mitigating the impact of child poverty is adopted across the children's services partnership.	Utilise the combined knowledge and resources to best effect.	Raise the profile of the Child Poverty Action Plan within and beyond the children's services partnership.	<ul style="list-style-type: none"> <li>Annual self-evaluation of Child Poverty Action Plan</li> <li>Annual feedback from The Scottish Government</li> </ul>	Child Poverty Strategic Group	
The disposable income of families experiencing poverty is maximised	Prevention and early intervention pathway of financial supports to mitigate the effects of poverty is widely available and accessible to families, communities and professionals.	Utilise learning from the research undertaken to understand the acceptability of the early years Financial Inclusion Pathway for families and for practitioners, in order to identify opportunities for improvement.	<ul style="list-style-type: none"> <li>Levels of staff confidence and competence reported in staff survey.</li> <li>Families confident to disclose to a range of professionals</li> </ul>	Child Poverty Strategic Group  Locality Networks	
	Partners proactively identify, engage and support families to address money worries.	Via the locality networks deliver 4 bespoke MEOC sessions over the next 12 months.	<ul style="list-style-type: none"> <li>Workforce evaluation of MEOC training.</li> <li>Dip sample of families experiencing a MEOC conversation</li> <li>Number of families accessing money advice at an early stage.</li> </ul>		
	Local solutions to mitigate the impact of poverty are co-designed by communities.	Test the toolkit that has been developed with and for parents to inform about access to financial support and promote trusted community assets. Testing to begin June 2022. To begin the development of a young person's toolkit with and for children and young people.		<ul style="list-style-type: none"> <li>Practitioner evaluation</li> </ul>	
		Two training sessions linking the toolkit to the use of MEOC, completed by the end of May.		<ul style="list-style-type: none"> <li>Evaluation of training</li> </ul>	
Opportunities to access additional funding are maximised.	Building on participatory budgeting work unready undertaken, continue to develop solutions which meet locality specific needs.		<ul style="list-style-type: none"> <li>Participatory budgeting opportunities available</li> <li>Uptake of opportunities</li> </ul>		
				Child Poverty Strategic Group	

No child or young person feels disadvantaged by poverty	Children and young people have equal access of opportunity irrespective of their family income.	Children and young people will be directly involved in the development of policies to mitigate the impacts of poverty.	· Number of policies co-designed by children and young people	Children's Rights Group
	Children and young people experiencing poverty achieve expected levels of progress	Deliver a campaign promoting opportunities for all children to participate in learning, leisure and play.	· Positive destinations are in line with those not experiencing poverty.	Child Poverty Strategic Group
			· Attendance for education is in line with those not experiencing poverty.	
· Attainment is in line with those not experiencing poverty.				

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

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

OUTCOMES	IMPROVEMENT AIMS	ACTIONS 2022-2023	PERFORMANCE MEASURES	AGENCY/PARTNERSHIP GROUP RESPONSIBLE
<i>What are we trying to accomplish?</i>	<i>What change can we make that will result in improvement?</i>		<i>How will we know that a change is an improvement?</i>	
.Children and care leavers have safe, secure, stable and nurturing homes	Increase the proportion of children and young people looked after in kinship or foster care (as opposed to residential care).	Achieve a fostering assessment of 5 new carers over the course of the year.	Increased number and range of foster carers recruited.	Corporate Parenting Strategic Group – Lead Social Work
	Reduce the time taken and number of placements experienced before achieving performance.	Reinstate the National Permanence and Care Excellence (PACE) programme and reduce drift within the child/young person’s care journey.	Reduction in drift and delay as measure by PACE data. Reduction in number of placement moves.	Corporate Parenting Strategic Group – Lead Social Work
	Care leavers successfully transition into appropriate accommodation.	Achieve an initial assessment for 3 new supported lodgings carers.	Number and range of supported accommodation options	Corporate Parenting Strategic Group
		Develop a strategy to reduce the number of care leavers experiencing homelessness (clarify current situation).	Strategy produced along with an implementation plan	
Looked after children and care leavers secure positive educational outcomes.	Close the attainment gap for looked after and care experienced children.	Establish the current position in relation to raising attainment of looked after young people (LAC) in Moray.	Percentage of young people with care experience attaining qualifications in comparison to general population	Corporate Parenting Strategic Group
		Scope out and develop a strategy to support closing the attainment gap.	Strategy produced and an implementation plan to ensure strategy is delivered	
		Map out current activity to support young people leaving school and the effectiveness of this.	Percentage of young people with care experience gaining alternative awards (e.g. non- SQA qualifications) and compare to general population. Percentage of young people sustaining positive destinations	
		Establish the current position of young people who are gaining alternative awards.	Baseline data established	
		Revisit of the community of schools project - baseline data on effectiveness of project to be considered.	Plan around outcome of baseline activity.is created	
		Better understand actions being taken as alternative to exclusion, in particular use of part time timetables.	Create baseline data of how many young people with care experience are on a part time timetable and create an improvement plan around this.	
Children and care leavers enter education, training or employment after leaving school.	Increase the number of children and young people entering and sustaining positive post school destinations.	Measure the effectiveness of supports in place.	We will have data for young people with care experience entering and sustaining positive post school destinations.	Corporate Parenting Strategic Group
			We will know attainment of school leavers by national levels e.g. SVQ National level 4.	

Wellbeing concerns are identified early and addressed quickly.	Understand and address barriers to engagement with care experienced young people referred to mental wellbeing support services.	<p>Ensure care experienced children and young people referred to mental wellbeing commissioned services are receiving an assessment of need from the commissioned services within 2 weeks of referral (Tier 2 Level).</p> <p>Increase the understanding of care experienced children and young people's mental wellbeing needs including any barriers to support through data analysis and completing a dip sample of 10 young people's experiences within current provision by Dec 2022 (Commissioned services and CAMHS).</p>	<p>Monitor the time period of assessment for care experienced young people referred to commissioned services.</p> <p>Analysis of data and findings of dip sample will evidence if current needs are understood and being successfully met by Dec 2022</p>	Wellbeing Partnership Group & Corporate Parenting Group
Uphold and promote children's rights.	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.	Refresh Champions Board	Champions Board re-established with clear TORs and membership representative of care experienced community.	Corporate Parenting Strategic Group/Rights and Participation Strategic Group.
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 a process to reduce the number of care experienced young people in the justice services.	Process in place which is consistently adhered to.	Corporate Parenting Strategic Group
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.	<p>Work with children and young people to understand how young people can be better enabled to maintain positive relationships.</p> <p>Act on any improvements and changes alongside children and young people.</p>	<p>Children and young people will feel involved and their voices heard as part of this process.</p> <p>They will also report that the improvements or changes support positive and secure relationship's identified as significant to them.</p>	Corporate Parenting Strategic Group

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**REPORT TO: COMMUNITY PLANNING BOARD ON 9 NOVEMBER 2022**

**SUBJECT: 2022-23 QUARTERS 1 AND 2 (APRIL - SEPTEMBER) LOIP PERFORMANCE MONITORING REPORTS**

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

**1. REASON FOR REPORT**

1.1 To inform the Group of the performance against the Local Outcome Improvement Plan (LOIP) for the period to 30 September 2022.

**2. RECOMMENDATION**

2.1 **It is recommended that the Group scrutinises and notes the progress reported in the templates hyperlinked to this report**

**3. BACKGROUND**

3.1 The Community Planning Board on 28 April 2021 agreed the LOIP delivery frameworks, recognising them as an evolving area of work that will continue to develop. Delivery Plans provide a sharper focus which aims to enable the Group to give attention to a narrower range of priorities.

3.2 A mid-point review of the LOIP was agreed by the Board. Until the review is complete, updates provided are against the remaining outstanding actions from the delivery frameworks referenced above.

- 3.3 The Community Planning Board on 22 September 2021 agreed the use of Pentana (performance monitoring software) for the presentation of future monitoring reports which is ongoing. This report gives narrative summary on progress on LOIP priorities with links to Pentana styled backing tables. The tables aim to capture progress against the delivery frameworks as well as recognise efforts around response and recovery.
- 3.4 Refinement of performance indicators and actions remains variable across priorities due to delivery plans and partnership strategy action plans developing on different timelines. Some of the original delivery plan measures cannot be reported on as the data is not collected.
- 3.5 The Group and Board is invited to consider and apply scrutiny in assessing whether the information contained gives reasonable assurance on progress against LOIP priorities and actions to mitigate risks and issues.
- 3.6 **Building a better future for our children & young people in Moray**  
([LOIP Actions & Indicators](#))

Work continues across the three focus areas with some slippage against the poverty priority.

<b>LOIP PRIORITIES</b>	<b>RAG</b>
The emotional and mental wellbeing of children and young people is improved	86%
Children live in safe and supportive families	60%
The impact of poverty on children, young people and families is mitigated	53%
<b>OVERALL PRIORITY PROGRESS</b> <b>Children and young people live in communities where their voice is heard and they are build up to be all they can be</b>	<b>72%</b>

Progress summary -

- 3.6.1 The investment targets have been met and the current focus is on delivery and of services and supports through the two additional commissioned services and the locality planning model. 84.5% of school aged children reported an improvement after receiving school counselling support. The health and wellbeing website development work has been paused to allow time to align the work already undertaken by children and adult services, in partnership with parents, with the larger scale Growth Deal project.
- 3.6.2 In line with The Promise, in this reporting period specific efforts has been placed on refreshing the Champions Board. This is the key platform for looked after and care experienced children and young people to work alongside those who make decisions about the care system. Two events took place over the summer both focused on engaging with looked after and care experienced young people. Supported by professionals, thirteen young people are designing how the Champions Board operates. The Better Meetings project

progressed with the young people involved presenting three videos they produced to Sherriff Mackie from the Scottish Hearing Scotland Project, their views and recommendations feeding into the redesign of the Children's Hearing system in Scotland. The videos are also being used for broader staff awareness to inform best practice. To ensure children and young people are supported to have their voice heard the new advocacy contract will now cover all children and young people, as well as parents, when relevant.

- 3.6.3 A number of applications for foster care and supported lodgings were made following the social media recruitment campaign, which will continue throughout 2022-23. In the first half of 2022-23, 136 of 167 (81.5%) of looked after children were cared for in a community setting, slightly below target and the result from the same period last year.
- 3.6.4 Social Work have introduced a Together or Apart assessment, which upholds legislation and guidance from The Promise. It states that siblings should be cared for together if safe to do so. 81% of siblings are currently accommodated together in Moray. Functional Family Therapy is due to be launched later this year to similarly support families stay together, where there is potential for issues to be resolved.
- 3.6.5 Public Health are leading on the implementation of a financial inclusion pathway for families. Development of the feedback loop commenced, allowing those initiating the referral to be updated on whether support has been provided, giving an early indication of any barriers to be addressed. Twelve network members have been trained on the use of the poverty toolkit. It developed through the Locality Networks in response to frontline practitioners stating they lack confidence in initiating conversations with families who may be experiencing poverty. They are in the process of testing with families to inform further improvements. This work has been supported by the national Children and Young People's Improvement Advisor.
- 3.6.6 The Cost of the School Day project concluded with two events where schools presented their good practice. A number of schools participated in the project, finding the experience beneficial in identifying ways to sustainably reduce costs. Teachers reported that they have an increased awareness of the impact of poverty on children and families and being more mindful when planning and assigning home learning. The next step is to develop Moray guidance on reducing costs of the school day.

Risks and Issues -

- 3.6.7 The lack of Lead Officer support available to the multi-agency Child Poverty Group and general capacity continues to limit the pace of progress. The cost of living crisis further compounds the urgency to co-ordinate activities across the partnership.

3.7 **Empowering and connecting communities** ([LOIP Actions and Indicators](#)) –

Delivery is as expected at this stage against the two focus areas contributing to this priority.

<b>LOIP PRIORITIES</b>	<b>RAG</b>
Develop stronger, more resilient, supportive, influential and inclusive communities	77%
Improve life chances for people in Moray of all ages in communities experiencing the greatest inequality	73%
<b>OVERALL PRIORITY PROGRESS</b> <b>Thriving and well connected place, where more people live well</b>	<b>76%</b>

Progress summary -

- 3.7.1 Work in partnership with Health and Social Care to respond to health and well-being and place and economy priorities in Keith is ongoing with over 380 residents providing a survey response. The ‘Let’s talk Health, Wellbeing and Community’ event was successfully used as a platform to showcase local groups and projects in August. Feedback from the community will contribute to the developing Action Plan. Buckie Area Forum are developing plans to use a vacant shop as a ‘warm bank’ in response to the cost of living crisis. tsiMORAY facilitated funding is delivering on locally identified mental health and wellbeing projects with working groups established to enable receipt of further funding.
- 3.7.2 All action plan implementations to support community anchor organisations to extend reach and involvement have progressed in the last six months; Lossiemouth from stage 5 to stage 7 of the 8 stage process, moving forward with the Station Park Project as a key project in their action plan. Forres at stage 4 are undertaking engagement, particularly with young people, which was highlighted during the ‘Spirit of Community’ event in April. Keith is moving into stage 5, data analysis on the information gathered from their survey and stakeholder groups.
- 3.7.3 Existing locality plans continue to progress, Buckie Monitoring Group are working with the community to prioritise survey results. A well-attended community session in July saw the launch of Findochty and Buckie Development Trust. Further sessions are planned in the period to December to refine their plan. A pop-up engagement session in New Elgin identified three people to join the now core group of eight residents. Leafleting and doorstep discussion in Meadow Crescent resulted in residents signing up to a neighbourhood group who have made a start on environmental improvements to their area.

- 3.7.4 There are currently 13 active Community Support Agreements in place, that support community wealth building initiatives, albeit not all are asset transfer linked. One supported group is looking at asset transfer and another moved to an expression of interest. The Garmouth Water Tower was approved and the transfer completed. Formal transfer of ownership to Findochty Town Hall was completed in this reporting period.
- 3.7.5 Building capacity is ongoing, to date 116 participants from 30 community-based organisations have participated in accredited learning opportunities that support their work and link to a Community Learning and Development partnership strategic priorities. Thirteen groups, supported by community support officers have drawn down funding of £207k from the SSEN Scottish Power Resilient Communities Fund.
- 3.7.6 The range of learning offers continues with sessions during the summer holidays including Abracadabra, delivered in family sessions during Maths week, linking magic, maths and STEM. Seventeen programmes of community based adult learning enabled 97 individual learners to take part in arts based, outdoor learning and digital access to older people sessions. Twenty English for Speakers of Other Languages (ESOL) learners progressed with National 5 or Higher courses and a 12 week introductory ESOL programme was facilitated for Ukrainian New Scots.

Risks and Issues -

- 3.7.7 The cost of living increase is impacting on services and third sector groups as demand builds.

3.8 **Growing diverse, inclusive and sustainable economy** ([LOIP Actions and Indicators](#)) –

Three focus areas are complete, with the remaining focus area progressing, albeit out with the original due date.

<b>LOIP PRIORITIES</b>	<b>RAG</b>
Increased participation, skill and pay levels with reduced gender inequality through pathways to employment and higher skilled employment	100%
Increased participation, skill and pay levels with reduced gender inequality through targeted approaches for those furthest from the job market	100%
Increased participation, skill and pay levels with reduced gender inequality through choices for the young workforce	100%
Increased participation, skill and pay levels with reduced gender inequality through apprenticeships at all levels	64%
<b>OVERALL PRIORITY PROGRESS</b> <b>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</b>	<b>85%</b>

Progress summary -

- 3.8.1 Planned work in all but one priority is complete. The Apprenticeship Strategy was approved by the Board on 21 September 2022, with partners developing individual action plans to support an increase in apprenticeships. Support at a regional level will be sought to drive up apprenticeship numbers in the private sector. In the first half of the reporting year Performance indicators evidence increased participation and reduced gender inequality with targets achieved

Risks and issues –

- 3.8.2 Assessment of the Kickstart scheme can only be based on available data from the Chamber of Commerce as DWP data not published.

3.9 **Improving well-being of our population** ([LOIP Actions and Indicators](#)) –

Updates relate to quarter 1 as quarter 2 results are still being finalised. The data reports the partnership is on track to deliver against the three focus areas contributing this priority. Definitions around wider wellbeing priorities still to be considered and incorporated in future reporting.

<b>LOIP PRIORITIES</b>	<b>RAG</b>
A whole population approach to prevention and reducing related harms – prevent and reduce alcohol and drug related harms	80%
A whole population approach to prevention and reducing related harms – there is a reduction in alcohol and drug related harm and improvement in people’s wellbeing	100%
A whole population approach to prevention and reducing related harms – promote engagement into treatment care and support and ensure the consistency of alcohol and drug service provision across Moray: supporting community services in meeting the needs of those using services where alcohol and drug use is a factor	100%
<b>OVERALL PRIORITY PROGRESS</b> <b>People are healthier and experience fewer harms as a result of making well informed decisions about their health and well-being</b>	93%

Progress summary -

- 3.9.1 Services are fully operational and data shows increasing demand with 712 clients in specialist services as at June 2022, an 11% increase in one quarter. Comprehensive support packages are provided through the partnership of Moray Drug and Alcohol Services (MIDAS) and Arrows to prevent or reduce related harms. The Scottish Government’s Drug and Alcohol Intervention Service for Young People (DAISY) system is slowly developing however limitations around data extraction are unlikely to be resolved until late 2022 at the earliest.

3.9.2 Recovery outcomes continue to show an average improvement from Assessment through 3, 6 and 12 month intervals, on average 60% of clients reported improvement in physical and mental health and wellbeing. The service, generally continues to meet its waiting time targets of 72 hours and 3 weeks. There has been an increasing trend in unplanned discharges which is being investigated. The Partnership has invested in the provision for a recovery development worker, hosted by Arrows, to improve and increase methods of participation for those with lived experience.

Risk and issues -

3.9.3 Scottish Government are aware of concerns raised by partnerships around reporting capabilities of DAISY. Funds have been set aside for the recruitment of a data analyst, which will alleviate some of the capacity issues around data extraction.

3.9.4 Impact of service needs in taking forward and meeting the Medically Assisted Treatments (MAT) standards, in particular accommodation for the MIDAS Service to meet the diverse and complex needs of those requiring support. Funds have been allocated for improved accommodation and an additional nurse prescriber, which will assist in reducing alcohol and drug related harms.

#### **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. The report provides reasonable assurance of progress made against LOIP activities and highlights particular risks and issues associated with each priority.

Author of Report: Louise Marshall, Strategy and Performance Manager

Background Papers: CPB 16/09/20 [LOIP 2<sup>nd</sup> edition approved](#) (item 4)

CPB 28/04/21 [LOIP Development of Delivery Framework Update](#) (item 3)

CPB 02/02/22 [LOIP Review Preparation 2022](#) (item 6)

Ref: SPMAN-957343068-2310







## Your Moray

**REPORT TO: COMMUNITY PLANNING BOARD ON 9 NOVEMBER 2022**

**SUBJECT: PROPOSED SCHEDULE OF MEETINGS TO NOVEMBER 2023**

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

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

1.1. To invite the Board to consider and agree the schedule of meetings for the period to November 2023.

### **2. RECOMMENDATION**

2.1. **It is recommended that the Board approve the schedule of meetings for the period to November 2023, as set out in Appendix 1.**

### **3. BACKGROUND**

3.1. At the meeting of the Board on 17 November 2021 (paragraph 7 of the minute refers), the Board agreed the schedule of meetings up to, and including, November 2022.

3.2. It has been the previous practice of the Board to agree the meeting dates for the coming year at the November meeting.

3.3. Arrangements for any special meetings will be made in consultation with the Chair, Depute Chair, partner agencies and the appropriate Officers.

### **4. CONSULTATIONS**

4.1. The Depute Chief Executive (Education, Communities and Organisational Development), and the Chair of the Board have been consulted and any comments received have been incorporated into this report.

### **5. CONCLUSION**

5.1. **The Board is asked to approve the schedule of meetings for the period to November 2023.**

Author of Report:  
Background Papers:  
Ref:

Lindsey Robinson, Committee Services Officer  
SPMAN-957343068-2324 / SPMAN-957343068-2325

**Proposed Schedule of Meetings for Community Planning Board to  
November 2023**

1 February 2023

17 May 2023

20 September 2023

15 November 2023

