Community Planning Board

Wednesday, 21 September 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, 21 September 2022** at **14:00**.

BUSINESS

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

<u>SEDERUNT</u>

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)
Councillor Kathleen Robertson (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

MORAY COUNCIL

Minute of Meeting of the Community Planning Board

Wednesday, 15 June 2022

Remote Locations via Video Conference

PRESENT

Mr Roddy Burns, Councillor Tracy Colyer, Councillor John Divers, Mr Chay Ewing, Councillor Juli Harris, Councillor Graham Leadbitter, Councillor Neil McLennan, Councillor Bridget Mustard, Mr Mike Palmer, Mr David Reid, Mrs Susan Webb

APOLOGIES

Mr Murray Ferguson, Mr Anthony Standing, Chief Superintendent Kate Stephen

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, Quality Assurance and Locality Manager, Senior Project Officer HSCM, Lindsey Robinson, Committee Services Officer, as Clerk to the Meeting.

Superintendent George MacDonald attended on behalf of Chief Superintendent Kate Stephen, Police Scotland, and Anne Stephen attended on behalf of Don Vass, tsi Moray.

1. Welcome and Apologies

The Chief Executive welcomed everyone to the meeting of the Board.

2. Appointment of Chair

The Chief Executive advised that in terms of the Community Planning Partnership Agreement, following the Local Government Elections held on 5 May 2022, the appointment of a new Chair was required.

Following discussion it was agreed that this be discussed in conjunction with Agenda Item 5 'Future Community Planning Board Meetings' and that the Chief Executive Moray Council would chair the meeting meantime.

3. Minute of meeting of 2 February 2022

The minute of the meeting of 2 February 2022 was submitted and approved as an accurate record of the meeting with one point raised.

Under reference to the minute Susan Webb stated that she recalled there had been discussion around a common understanding of community development work but that this had not been recorded.

It was agreed that the Clerk would check the notes of this meeting and advise accordingly.

4. 2021-22 Quarter 4 (January -March) LOIP Performance Monitoring Reports

A report by the Depute Chief Executive (Education, Communities and Organisational Development) informed the Board of the performance against the Local Outcome Improvement Plan (LOIP) for the period to 31 March 2022.

During consideration, in regard to the frequency of reporting, Councillors Colyer, Divers and McLennan all stated that the performance reports should remain quarterly. This was agreed.

Councillor Mustard noted that the background papers contained the data for quarter 3 instead of quarter 4.

In response, the Depute Chief Executive (Economy, Environment and Finance) advised that this would be corrected and the correct data would be attached to the report.

There being no one otherwise minded, the Board agreed:

i)   to note the progress reported in the templates hyperlinked to this report taking account of the impact responding to and recovering from the pandemic has had on partner organisations;

ii)   to retain the frequency of reporting as quarterly and review in six months.

5. Plan for the Future - Strategic Intent, People, Places

The presentation by Amanda Campbell "Plan for the Future - Strategic Intent, People, Places" was deferred to the next meeting.

6. Future Community Planning Board Meetings

A report by the Depute Chief Executive (Education, Communities, and Organisational Development) asked the Board to consider future arrangements for holding meetings of the Community Planning Board going forward now that Covid restrictions have been lifted.

Following discussion on whether future meetings should continue to be held on-line and be webcast, it was unanimously agreed that all future meetings be held using the hybrid system so that members can attend both virtually and in person and that meetings be webcast to make them accessible to the public. It was noted that in order for the hybrid system to be used that meetings will be required to be held in the Council Chamber as this is where the equipment is available. This was agreed.

Thereafter the meeting considered the appointment of a Chair.

During discussion it was noted that it had previously been agreed that the position of Chair be appointed annually on a rotational basis but that due to circumstances affecting the various partner agencies this had not been possible. It was agreed

that going forward the position of Chair would continue to be on an annual rotation basis between the partner agencies.

Councillor Colyer nominated Councillor McLennan for Chair of the Board. This was seconded by Susan Webb with the provision that the Depute Chair would be from a different partner organisation. This was unanimously agreed and accordingly Councillor McLennan was appointed as Chair of the Community Planning Board and a nomination for Depute Chair is to be advised in due course.

Thereafter, the Board agreed:

    i)   to hold hybrid meetings with them being webcast;

    ii)   that Councillor McLennan be appointed as Chair of the Board for 12 months;

    iii)   that nominations forthe Depute Chair be advised in due course;

    iv)   that the Chair and Depute Chair roles would rotate on a 12 month basis; and

    v)   that the Chair and Depute Chair would be from within the members of the different partner organisations to improve partnership working.

7.   AOCB

Councillor McLennan stated that he looked forward to working with all partners, and he would touch base with them all individually.

The Board noted that no further issues were raised.

Your Moray

REPORT TO: **COMMUNITY PLANNING BOARD ON 21 SEPTMEBER 2022**

SUBJECT: **ECONOMIC RECOVERY KEY PERFORMANCE INDICATORS**

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

1.   REASON FOR REPORT

1.1   To provide the board with an annual report of the Key Performance Indicators (KPIs) for the Economic Recovery Plan for Moray.

2.   RECOMMENDATION

2.1   **It is recommended that the Board considers and notes:-**

      (i)   the impact of the Economic Recovery plan in supporting the Moray economy as it continues to recover from the COVID pandemic;

      (ii)   the proposed amendments to the Key Performance Indicators as noted in the report, which will be reviewed by Moray Economic Partnership on 7 September 2022.

3.   BACKGROUND

3.1   Moray Economic Partnership (MEP) established an Economic Recovery Plan for the region to provide support for business and the wider economy in response to the COVID pandemic. The plan is based around the principles of:
- Smart growth: business continuity and resilience at the heart of the recovery process
- Clean growth: transition to net zero, including promotion of home-working to reduce commuting
- Inclusive growth: no geographic locations or sections of the community left behind
- Fair work: ensuring employees are rewarded and benefit from economic recovery
- Targeting disadvantage: enabling early recovery particularly for those reliant on child care, public transport, access to broadband and reskilling

- Smart procurement: utilising public sector spend to maximise local economic impact and opportunity

3.2 A suite of Key Performance Indicators (KPIs) were identified to measure the effectiveness of the Economic Recovery Plan, and to allow any further action to be informed by local business needs. The KPIs were first reported to the meeting of the Economic Development and Infrastructure Services Committee on 7 December 2021, at which it was agreed for future reporting to be provided on an annual basis (paragraph 9 of the minute refers).

3.3 The KPIs identified were:
- Local procurement content by public sector partners by both main and sub-contractors
- Number of Apprenticeships (Foundation, Modern and Graduate) in all sectors
- Number of inward investment activities by land and asset purchases
- Number of expansion activities by land and asset purchase and planning and building warrant application
- Gender Pay Gap
- Number of start-ups in all sectors and their survival rate
- Town Centre vacancies/start-ups and survival rates
- Unemployment across all age brackets
- % of unemployed people assisted into work from council operated/funded employability programmes.

4. KEY PERFORMANCE INDICATOR DATA

4.1 The initial KPI report provided a baseline of the economic recovery pre-and-post pandemic. This is the first report which will provide a measure of the pace and extent of the economic recovery, supported by the actions set out in the Economic Recovery Plan.

4.2 There is yet to be refreshed data published for some of the indicators since they were last reported on, so it has not been possible to provide more recent data for all of the KPIs, since the last reporting period.

4.3 It has also not been possible to provide data for the local procurement content by public sector partners for sub-contractor spend. Highlands and Islands Enterprise (HIE), NHS Grampian, and UHI Moray have all advised that they do not have a mechanism for recording such spend. In respect of this it should be noted it was agreed by MEP, at its meeting on 24 November 2021, that a mechanism would be created by each of the partners for capturing this data (paragraph 9 of the minute refers).

4.4 The Corporate Services Committee, at its meeting on 1 February 2022, approved changes to the Council procurement process to allow for capturing of sub-contract spend with the data to then be collated and analysed by the Community Wealth Building (CWB) Officer, following recruitment to this post (paragraph 8 of the minute refers). An officer was appointed in June of this year, which unfortunately did not provide enough time for this process to be implemented prior to the writing of this report. This data will be included in the next reporting period.

4.5   Lastly, it was not possible to complete the analysis of the number of inward investment activities by land and asset purchases, due to a lack of available capacity. This data will also be provided in a subsequent report.

4.6   Some key insights from the KPI data analysed are provided in the following sections. The full KPI data is included in **APPENDIX 1**.

5.   SMART GROWTH

5.1   Measuring the number of start-ups in all sectors and their survival rate provides insight into the level of local entrepreneurial activity and the relative health and resilience of small business. New business start-ups suffered as a result of the pandemic, with Business Gateway seeing a 42% reduction in demand between 2019/20 and 2020/21. However, this trend has now reversed, with the number of start-ups through Business Gateway increasing back towards the pre-COVID baseline, with 123 new businesses supported in 2021/22, up from 91 the previous year. The Moray Business start-up Grant was launched by BG Moray in Sept 2021. 50 businesses across Moray were approved for finance of £1500 to help them begin trading. These businesses would have otherwise struggled to get the much needed finance to do so. The Moray Business start-up fund totalled £75,000 – 50/50 funded by Business Gateway and HIE.

5.2   As highlighted in the same data, the 3 year business survival rate has also fallen since the start of the pandemic. This indicator is based on locally recorded data, calculating the percentage of the number of businesses who received start-up support through the local Business Gateway office 3 years prior who are still currently trading. Of the 132 businesses who received start-up support in 2018/19, there were 77% still trading. This is slightly below the rate of 78% from the previous year and represents a significant drop from the pre-pandemic rate. This highlights the impact of the pandemic upon small business right across the period of the pandemic and that businesses which lacked resilience were unable to navigate the challenges associated with the debt burden from bounce back loans and lack of town centre footfall. This indicator will provide a valuable measure of the health of the economy in the years ahead, in measuring the survival of business start-ups during the recovery phase.

5.3   Town centre vacancy rates were almost identical in 2022 across all five of the main town centres as they were in 2020. While the vacancy rates are still above those from 2018, this is a positive sign that footfall has returned and trading increased. However, the most notable change in the data from two years previously is that the number of available premises has fallen in three of the five town centres. In Elgin this has resulted in the availability of 18 fewer retail premises. This can in part be attributed to the Town Centre Capital Fund (TCCF), through which 6 grants were awarded for town centres across Moray in 2020/21 for transforming empty space to living space, with a further 6 supporting alterations of large retail premises to be divided into smaller units. Demand for these interventions perhaps highlights a lack of confidence in the long term prospects of traditional high street retail among property owners. It

also demonstrates the need for increased availability of small premises for independent retailers.

Commercial Asset Purchases
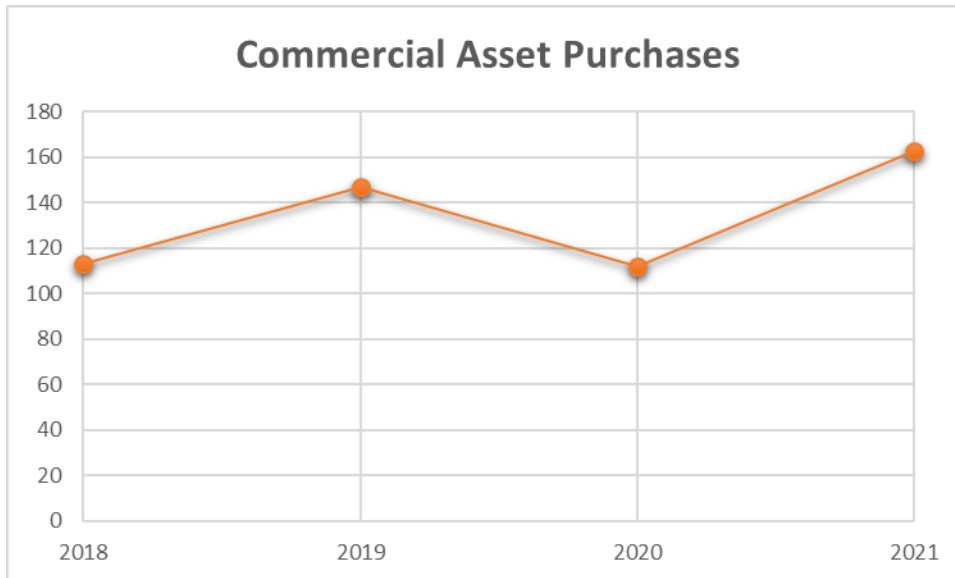
5.4   As demonstrated in the chart above, there was an increase in the number of commercial land and asset purchases across Moray in 2021, which is now above the pre-pandemic level with 163 in total. This suggests business and investor confidence in Moray is strong and reflects Scotland's current position as the most attractive investment destination in the UK outside of London. The proposed development of new employment land and industrial sites within the Economic Recovery Plan will ensure Moray is well placed to capitalise on this.

6.   INCLUSIVE GROWTH

6.1   There is yet to be gender pay gap data published for 2022, so there has been no change in this indicator since it was last reported on.
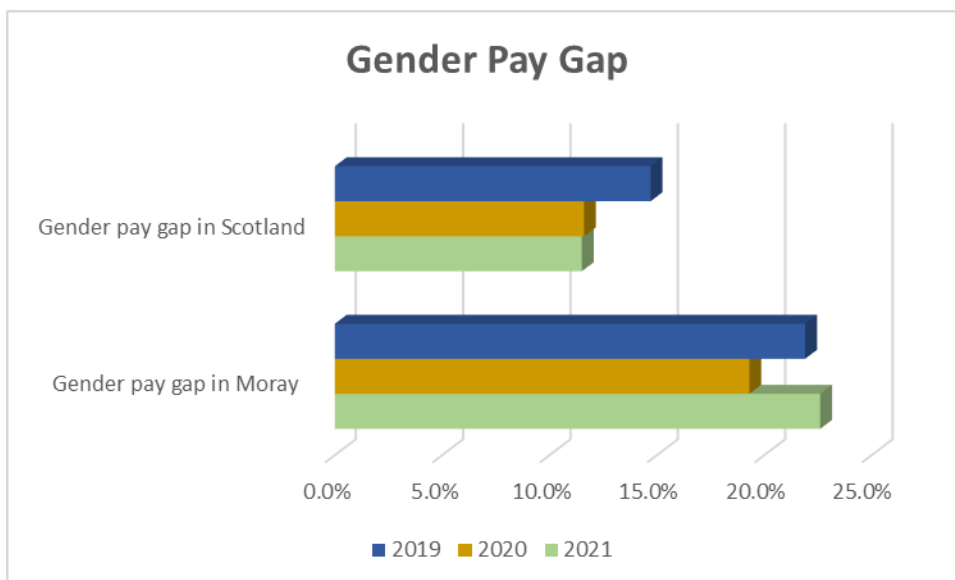
Gender Pay Gap

6.2   As highlighted in the previous report, the pandemic has had a notable influence upon the gender pay gap in Moray. The gender pay gap has

continued to narrow at a national level, from 14.7% in 2019 to 11.5% in 2021. In Moray the gap has widened beyond the level of 21.9% in 2019, to 22.6% in the most recently available data. This is outlined in the chart above.

6.3   It is worth highlighting that gender pay data is gathered from the Annual Survey of Hours and Earnings, which has been subject to increased uncertainty during the pandemic given the challenges with data collection across this period. At this time, estimates for 2021 remain provisional and relate to the pay period at which time 3.7 million employees were still furloughed.

6.4   Median data has been referenced above as this is the preferred measure of average earnings as it is less affected by a relatively small number of very high earners and the skewed distribution of earnings. The analysis of gender pay considers the total gender pay gap between male and female workers across the population of Moray and Scotland, it is not an analysis of equal pay for male and female workers doing the same or similar work.

7.   **FAIR WORK**

7.1   One of the initial economic consequences of the pandemic was a significant increase in the number of unemployed benefits claimants in Moray, due to a lack of labour market demand. The total number of people claiming unemployment benefits more than doubled from 2019 to 2021, as highlighted in the table below.
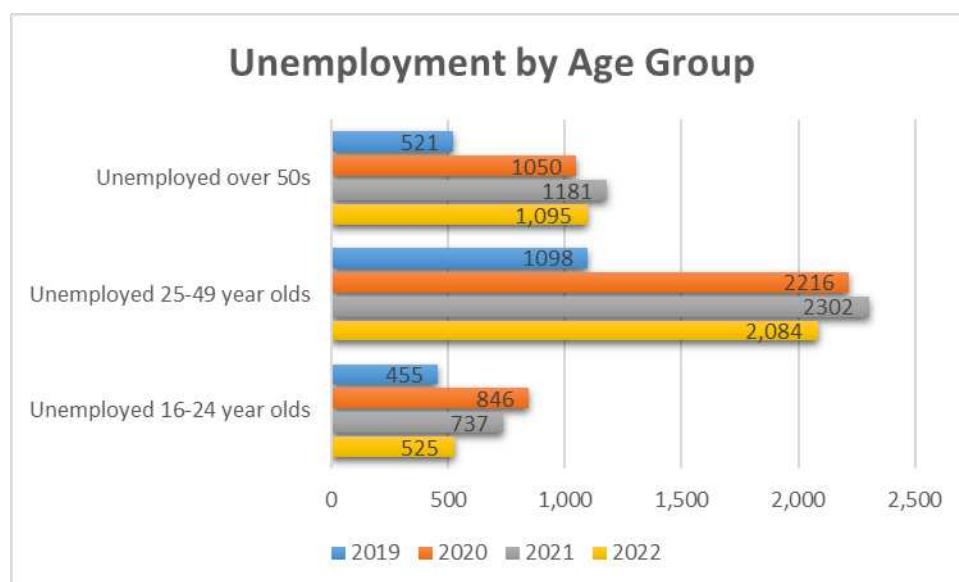
7.2   However, this trend has now begun to reverse, with a 12.2% reduction in the number of people in Moray who are unemployed and claiming out of work benefits between 2021 and 2022. At a national level, this rate has reduced by 10.1%, highlighting that Moray is performing favourably compared to Scotland as a whole. The launch of the Moray Pathways employability service, alongside the Moray Employer Recruitment Incentive (MERI) and Kickstart schemes have proven effective in supporting local people back into work. However, it is important to note that there is a disparity across age groups, with a 28.7% reduction in the number of Under 25s claiming unemployment

benefits, compared to just an 8.7% reduction in claimants among the 25 and over age group.

7.3   The pandemic has also affected the availability of skills development opportunities. There has been a reduction in the number of apprenticeships available across all sectors, as recorded by Skills Development Scotland. Although there has been a year on year increase in the availability of Modern Apprenticeships, with 366 starts in the most recent financial year, up from 341 in 2020/21. However, this is still significantly down on the 427 starts in 2018/19.

7.4   Unfortunately, the data for Graduate Apprenticeships and Foundation Apprenticeships is not yet published for 2021/22, so there has been no change to this data at this time.

7.5   An Apprenticeship Strategy for Moray is currently being drafted on behalf of the Community Planning Partnership, for presentation at its meeting on 21 September 2022. This will seek to support significant growth in the availability of apprenticeships across Moray, aligned both to the needs of local industry and aspirations of the labour market.

8.   SMART PROCUREMENT

8.1   The proportion of local procurement from Moray Council, HIE, NHS Grampian, and UHI Moray is detailed in the following chart. The proportion and value of local spend from HIE and NHS Grampian has remained broadly consistent from the previous year. Spend data for UHI Moray was not provided for 2020/21, so a comparison is not possible.
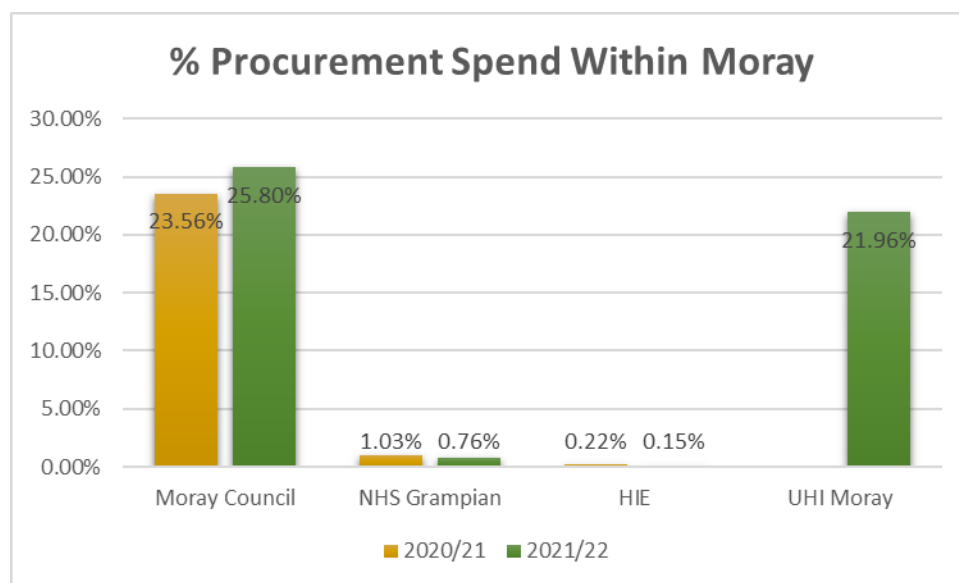
8.2   However, the proportion of Council spend with Moray based suppliers has increased by in excess of 2% year on year. This has equated to an additional £3M being retained in the local economy. Procurement colleagues have advised that prior to the pandemic the Council had seen a year on year increase in contractual volume from 2017/18 onwards, mainly down to the increasing use of mini competitions and call offs from frameworks. Though this had stalled during the pandemic with little work being done at a local

level, we can now see this trend reversing. With Category "C" contracts (local council developed contracts) increasing from 45 in 2020/2021 to 104 in 2021/2022.

8.3 During 2021/22, the total value of procurement spend with Moray based suppliers from each of the local public anchor institutions equated to:
- Moray Council: £33,874,277
- NHS Grampian: £1,830,191
- UHI Moray: £640,374
- Highlands and Islands Enterprise: £51,140

8.4 As approved by Council on 28 October 2020, a procurement consultancy initiative has been made available for Moray based businesses via Business Gateway (paragraph 14 of the minute refers). This provides assistance with Public Contract Scotland (PCS) registration and tender preparation. While this programme of support continues to be promoted, uptake has been limited to date, with the 1-2-1 support accessed by just 6 businesses.

8.5 Supplier development forms part of the activity linked to the development of a CWB approach. The recently appointed CWB Officer will coordinate the delivery of supplier development activity through the Supplier Development Forum, which consists of procurement officers from the Council, HIE, NHS Grampian, and UHI Moray. This group will work to coordinate the availability of procurement support via the Supplier Development Programme and the promotion of opportunities for local procurement to stimulate the local market to access these.

9. **CONCLUSION**

The Economic Recovery Plan has been instrumental in supporting Moray's economy to mitigate the challenges posed by the COVID pandemic. The actions outlined in the plan have assisted in supporting people back into work and training, while providing vital funding to create new business opportunities.

Continued delivery and monitoring of the Economic Recovery Plan is essential to maintain the current trajectory of the economic recovery, and to highlight any areas of immediate concern so the mitigating action can be implemented.

Community Wealth Building is a vital component in supporting the economic recovery, through strengthening the small business and social enterprise sectors. In support of this, it is essential that all four public partners make a robust commitment to capturing local sub-contract spend, if there is to be an accurate picture of the current level and impact of local procurement. With a CWB Officer now in post at the Council, a process will be devised for developing this internally.

Author of Report: Chris Muir, Senior Officer Economic Strategy and Development

Background Papers:

Ref:

Local procurement content by all public sector partners by both main and sub-contractors			
	2019/20	**2020/21**	**2021/22**
Moray Council % of procurement spend in Moray	21.96%	23.56%	25.80%
Moray Council total procurement spend in Moray	£34,117,175	£30,843,380	£33,874,277
NHS Grampian % of procurement spend in Moray	0.61%	1.03%	0.76%
NHS Grampian total procurement spend in Moray	£1,252,306	£2,022,044	£1,830,191
HIE % of procurement spend in Moray	0.93%	0.22%	0.15%
HIE total procurement spend in Moray	£120,033	£54,090	£51,140
UHI Moray % of procurement spend in Moray	Not available	Not available	21.96%
UHI Moray total procurement spend in Moray	Not available	Not available	£640,374

Number of apprenticeships in all sectors			
	2019/20	**2020/21**	**2021/22**
Number of Foundation Apprenticeships in Moray	40	38	Not available
Number of Modern Apprenticeships in Moray	399	341	366
Number of Graduate Apprenticeships in Moray	11	12	Not available
Number of Foundation Apprenticeships in Scotland	1,480	3,761	Not available
Number of Modern Apprenticeships in Scotland	27,875	18,655	25,401
Number of Graduate Apprenticeships in Scotland	1,157	1,158	Not available

Number of expansion activities by land and asset purchase and planning application			
	2019/20	**2020/21**	**2021/22**
Number of commercial planning applications	129	101	132
	2019	**2020**	**2021**
Number of commercial land and asset purchases	147	112	163

Gender pay gap			
	2019	2020	2021
Median gender pay gap in Moray	21.9	19.3	22.6
Median gender pay gap in Scotland	14.7	11.6	11.5

Number of start-ups in all sectors and their survival rate			
	2019/20	**2020/21**	**2021/22**
Number of new Business start-ups through Business Gateway	157	91	123
Business Gateway 3 year survival rate	88%	78%	77%

Town centre vacancy rates			
	2018	**2020**	**2022**
Number of vacant retail premises in Elgin town centre of those available	25 of 359 (6.7%)	36 of 290 (12.4%)	32 of 272 (11.7%)
Number of vacant retail premises in Forres town centre of those available	3 of 138 (2.2%)	12 of 100 (12.0%)	12 of 99 (12.1%)
Number of vacant retail premises in Keith town centre of those available	9 of 99 (9.1%)	12 of 86 (13.9%)	12 of 83 (14.4%)
Number of vacant retail premises in Buckie town centre of those available	10 of 107 (9.3%)	6 of 86 (7.0%)	6 of 86 (7.0%)
Number of vacant retail premises in Lossiemouth town centre of those available	6 of 68 (8.8%)	1 of 50 (2.0%)	1 of 55 (1.8%)

Unemployment across all age brackets			
	2020	**2021**	**2022**
16-24 year olds not in employment and receiving universal credit	830	703	515
16-24 year olds receiving jobseekers allowance	16	34	10
Total 16-24 year olds	846	737	525
25-49 year olds not in employment and receiving universal credit	2,104	2,125	2,014
25-49 year olds receiving jobseekers allowance	112	177	70
Total 25-49 year olds	2,216	2,302	2,084
Over 50s not in employment and receiving universal credit	903	979	997
Over 50s receiving jobseekers allowance	147	202	98
Total over 50s	1,050	1,181	1,095

% of unemployed people assisted into work from council operated/funded employability programmes			
	2019/20	**2020/21**	**2021/22**
Number of people engaged in employability programmes	80	97	361
Number of people assisted into employment	10	16	50
% of people engaged assisted into employment	13%	16%	14%

Your Moray

REPORT TO: COMMUNITY PLANNING BOARD ON 21 SEPTEMBER 2022

SUBJECT: MORAY PATHWAYS LOCAL EMPLOYABILITY
             PARTNERSHIP DELIVERY PLAN

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

1.   **REASON FOR REPORT**

1.1   To provide the Committee with the Moray Pathways delivery plan 2022-2025
      and the new governance structure to align funds and integrate local
      employability services.

2.   **RECOMMENDATION**

2.1   **It is recommended that the Board consider and note the delivery plan
      and the governance structure for local employability funds and delivery.**

3.   **BACKGROUND**

3.1   The *Moray Pathways Partnership* is Moray's Local Employability
      Partnership (LEP).   It is a multi-agency approach to the development of
      shared objectives, the alignment of efforts and the commitment of resources
      relating to employability. We aim to make improvements in the labour market
      that meet employer demand and in doing so, increase the level of
      employment, reduce the level of benefit claimants, improve productivity and
      take steps to address in-work poverty.

3.2   Supporting people into fair, sustainable jobs is central to delivering many of
      the ambitions for an inclusive, sustainable economy with good population
      health at its core. Employability services are pivotal to avoiding the widening
      of social and economic inequalities. By supporting those who are most
      vulnerable we recognise the vital role that a range of organisations across the
      employability landscape play and are committed to protecting a diverse range
      of provision and ensuring that the right support is put into place for those who
      rely on these services.

3.3   The delivery plan, set out in **Appendix 1**, outlines the investment devolved to
      local employability partnerships to support the delivery of our local No-One
      Left Behind plans outlined in the actions at the end of the report.

In 2018 there was a national employability review and a No One Left Behind strategy to redesign more integrated and aligned employability services was created. In 2019, phase 1 was developed and the following 7 principles where agreed:

1. Treating people with dignity and respect, fairness and equality and continuous improvement
2. Providing flexible, needs based and person-centred support
3. Straightforward for people to navigate – no wrong door
4. Integrated and aligned with other services – building on the Scottish Approach to service design with the user at the centre
5. Providing pathways into sustainable and fair work
6. Driven by evidence including data and the experience of users
7. Support more people to move into the right job, at the right time

3.4 Phase 2 involves a greater shift towards user engagement, service design, partnership working, a shared measurement framework and a common approach to inclusive communications. The partnership will build on the strengths of existing national and local services, to better align funding and improve the integration of employability services with other support to ensure that services are designed and delivered around the needs and aspirations of those using our services.

3.5 The delivery plan outlines our vision and aims, an evidence led analysis of key customer data and labour market information, and a detailed action plan and key performance measures and targets for the next 3 years. The delivery plan is a live document and is subject to change on a yearly basis, depending on local needs.

4. **CONCLUSION**

The report provides an update on plans and progress on work associated with a range of local employability partnership interventions.

Author of Report: Amy Cruickshank
Background Papers: No-one left behind action plan
Ref:

MORAY PATHWAYS
LOCAL EMPLOYABILITY PARTNERSHIP

Delivery Plan
2022-2025

Contents

1.1 Background Information

Supporting people into fair, sustainable jobs is central to delivering many of the ambitions for an inclusive, sustainable economy with good population health at its core. Employability services are pivotal to avoiding the widening of social and economic inequalities. By supporting those who are most vulnerable we recognise the vital role that a range of organisations across the employability landscape play and are committed to protecting a diverse range of provision and ensuring that the right support is put into place for those who rely on these services.

2020–2022 has been an exceptional time with the onset of the COVID 19 global pandemic having significant impacts on communities, businesses and the wider economy. Reports suggest those most disproportionately impacted by the pandemic are young people, women, disabled people, those from minority ethnic backgrounds and a broader all-age group who are at risk of long-term unemployment. Therefore, strengthening the partnership working, alignment and integration of local employability services is a key contributor to economic recovery, supporting both inclusive economic recovery and social renewal to mitigate the long term scars of unemployment, poverty and disadvantage.

There has been significant investment from Local and National Government to support the delivery of employability support services and initiate labour market growth. The Moray Pathways local employability partnership (LEP) is working with service users to identify local needs and make informed, evidence-based decisions that support labour market demands.

The partnership will build on the strengths of existing national and local services to better align funding and improve the integration of employability services with other support. This will ensure that services are designed and delivered around the needs and aspirations of those using our services.

1.2 Our Approach to Delivery

The Moray Pathways Local Employability Partnership will follow the following 7 key principles. These principles were written to transform Scotland's employability services in working towards creating a better person-centred system:

1. **Treating people with dignity and respect, fairness and equality and continuous improvement**

2. **Providing flexible, needs based and person-centred support**

3. **Is straightforward for people to navigate – no wrong door**

4. **Integrated and aligned with other services – building on the Scottish Approach to service design with the user at the centre**

5. **Providing pathways into sustainable and fair work**

6. **Driven by evidence including data and the experience of users**

7. **Support more people to move into the right job, at the right time**

No One Left Behind aims to support those facing structural inequalities in the labour market. Key policy drivers which connect with the ambitions and delivery priorities of No One Left Behind include:

TACKLING CHILD POVERTY	ADDRESSING GENDER PAY GAP	CLOSING DISABILITY EMPLOYMENT GAP	ADDRESSING RACE EMPLOYMENT GAP
PROMOTING AND EMBEDDING FAIR WORK	DELIVERING YOUNG PERSON'S GUARANTEE	SUPPORTING COMMUNITY WEALTH BUILDING	SUPPORTING PUBLIC SECTOR REFORM / SUPPORTING PLACE BASED APPROACHES

1.3 Moray LEP Membership

Chair: Local Authority Employability Lead

Deputy Chair: UHI Moray Marketing and Business Development

Members: Barnardo's Scotland (Moray Pathways network representative)
Community, Learning and Development (Moray Council)
Department for Work and Pensions
DYW Moray
Economic Development (Moray Council)
Education (Moray Council)
Enable Scotland (Moray Pathways network representative)
HIE
Integrated Joint Board member (NHS)
Skills Development Scotland
Third Sector Interface Moray
UHI Moray

1.4 Governance

The Moray Pathways LEP will provide regular briefings to the Moray Economic Partnership(MEP) and the MEP is governed by the Community Planning Board. We currently have 4 short life working groups linking to priority themes from our action plan and the DYW Group is an associated group as has other functions with regards to education priorities, that are wider than the LEP. The partnership also link and attend a variety of other strategic groups, such as the CLD strategy group, child poverty action group, corporate parenting group and we provide data to support the Local Outcome Improvement Plans (LOIP). See diagram on page 5:

Moray Pathways Employability Partnership Governance Structure

COMMUNITY PLANNING BOARD

MORAY ECONOMIC PARTNERSHIP

MORAY PATHWAYS LOCAL EMPLOYABILITY PARTNERSHIP STRATEGIC GROUP

MORAY PATHWAYS NETWORK

A large range of public, private and third sector organisations who provide employability support and training provision across the pipeline.
Two representatives from this group attend the Moray Pathways Strategic Group.

CHILD POVERTY

A collaboration of key stakeholders to drive forward our KPI to: Increase household income, reducing child poverty, through access to fair work and in work skills development.

EMPLOYER ENGAGEMENT

Strategic Aim 3: Work in partnership with local employers, anchor organisations and communities to create fair jobs for the future, increasing the skilled workforce, stimulating labour market growth and enhancing local wealth.

DIGITAL INCLUSION

Work in partnership with key stakeholders across the partnership to improve digital inclusion and levels of digital poverty across Moray.

DYW IMPLEMENTATION GROUP (ASSOCIATED)

National Context:
Scottish Government: No One Left Behind

The next phase of progression towards a better aligned and integrated employability service in Scotland, will require wider engagement and partnership working with stakeholders and communities. Designing and implementing local services that are person-centred, flexible and responsive to the changing labour market, while tackling inequalities and growing our local economy, is needed now more than ever as we shape our collective economic and wellbeing response to the current public health crisis.

Representatives from Scottish and local Government as well as third and private sector providers and employers will continue to work collaboratively to develop guidance and toolkits that will support service design and delivery locally. Our commitment to increase our community engagement activity to respond to local need will support a more robust co-design and co-production model that will enhance services and expand reach in our communities.

We require a greater sustained shift towards user engagement, collaboration and improved partnership working through increased local governance. The Moray Pathways Local Employability Partnership (LEP) is progressing priority employability actions through the development of our self-improvement and delivery action plan and will continue to consult on the design of future services aligned to the No One Left Behind strategy.

The Moray Pathways (LEP) will continue to communicate and engage with stakeholders regarding local and national progress and the role we can all play in ensuring 'No One is Left Behind'.

1.5 Reporting Arrangements

Meeting will be 4 weekly, unless there is a necessity to meet in between dates in exceptional circumstances. The commissioning sub group will meet on a fortnightly basis to oversee the commissioning process and score applications as an impartial group, the minutes of these meetings will then be sent out to the wider LEP members and any objections to decisions made can be lodged. The commissioning sub group involves Moray Council, SDS, DYW Moray and DWP.

During 2021-2022, the commissioning sub group created a local challenge fund application process to support the commissioning of European Social Funds (ESF) for employability provision. Based on our local data and identified needs as a partnership we commissioned the following provision to support local people who are out of work:

Barrier Removal Provision

Forres Area Community Trust (FACT) were commissioned to provide a digital upskilling project for unemployed people in the Forres area. Parker Linden Theatre were commissioned to provide a wide range of arts-based activities, to help improve the health and wellbeing of individuals across all ages, who face a number of barriers to progress into learning, training or work. Apex Scotland were commissioned to provide a specialist service to work with people with criminal convictions, or at risk of committing offences to give them the necessary skills to change their behaviour and lead fulfilling lives.

Sector Based Training Provision

Enable Scotland, UHI Moray, Social Enterprise Academy and Elgin Youth Development Group were commissioned to provide sector based provision for those who are ready to engage in vocational training and work placements in key industries and sectors.

During 2022 the commissioning sub group will utilise our local employability partnership budget to score applications from within the following service categories:

Engagement activities

Barrier removal activities
(including health and wellbeing, outdoor learning, arts based, money management, life skills)

Vocational and accredited activities

Employer engagement, advice and support

Page 30

1.6 Self-assessment

In April 2021 all members of the partnership participated in a survey to provide a self-assessment of the partnership and its functions. The actions were as follows and any outstanding have been included in section 1 of our action plan: Strengthen the functions and effectiveness of Moray Pathways.

- **Create a calendar of reporting deadlines**
- ***Create a local delivery plan for the LEP***
- ***Expand group membership***
- **Review LEP membership & roles annually**
- ***Add conflict statement to LEP Terms of Reference (TOR)***
- **Commissioning sub-group (CS) to discuss all funding bids to ensure transparency and amend TOR to show role of CS**
- **Write demand statement to include evidence of demand, supply and need (including user feedback)**
- **Successful bidders to sign data sharing agreements with the LEP to provide relevant data on those accessing LEP funded services/provision**
- **Commissioning framework asks that bidders have to demonstrate how communities are engaged with the design of the provision**
- **Scottish Approach to Service design (SASD) embedded into tendering reporting process to highlight community involvement**
- **Integrate quality improvement methodology into delivery plan & commissioning framework**

In the next 3 years Moray Pathways will have maximised the opportunities provided by the transformation of Scotland's employability system through No One Left Behind and delivered outstanding and recognisable improvements in outcomes for our customers. Those improvements will have been delivered through the following strategic aims:

VISION 2022-2025

1. **Strengthen the functions and effectiveness of the Moray Pathways Local Employability Partnership**

Improve the governance, planning and implementation of employability support services to ensure an all age, stage provision with a person-centred tailored approach to local need and priorities, aligned to the National No-One Left Behind strategy and LEP improvement plan actions.

2. **Improve employability outcomes for the people of Moray and address skills gaps in key economic sectors.**

Improve the income, wellbeing and prospects of our communities with particular focus on improving access and participation from our priority groups:

- **Long-term unemployed**
- **Physical and mental health conditions, including disabilities**
- **Low income families and lone parents with children experiencing poverty**
- **Underemployed**
- **Young people most at risk of not participating in learning, training or work (e.g. care experienced)**
- **Minority Groups**
- **Veteran Groups**

3. **We will work in partnership with local employers, anchor organisations and communities to create fair jobs for the future, increasing the skilled workforce, stimulating labour market growth and enhancing local wealth.**
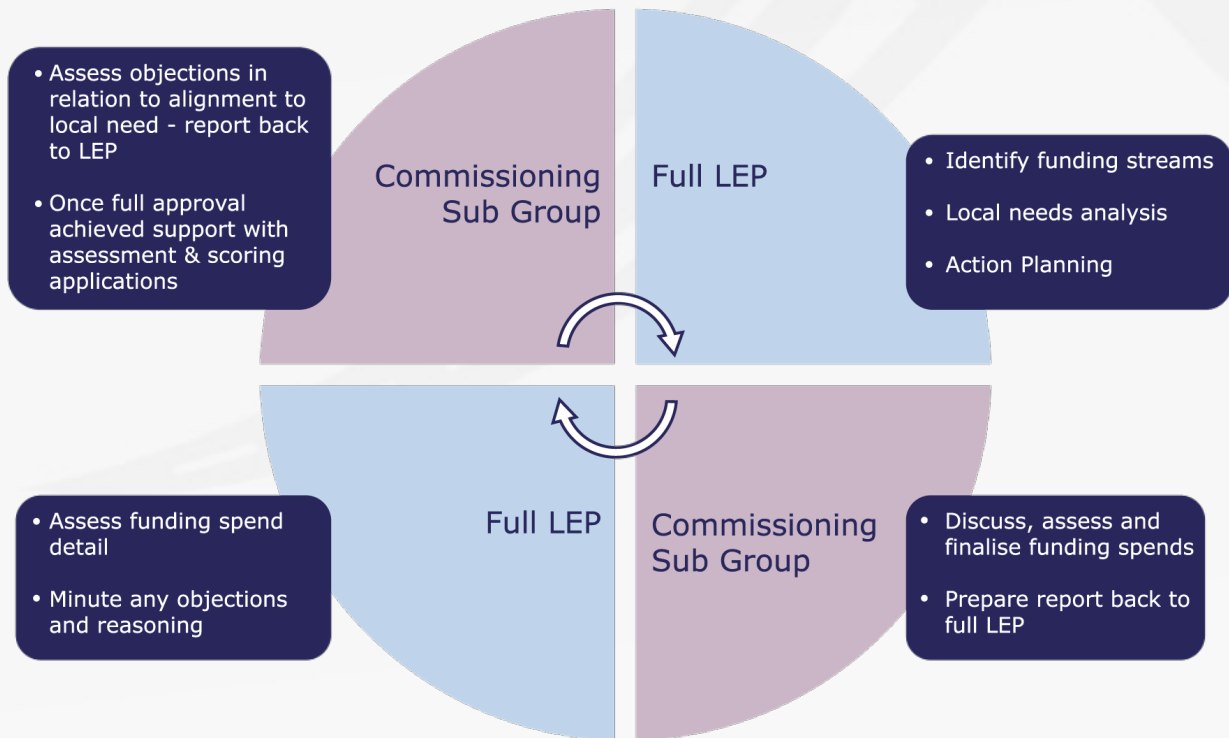
- **Maximise employer engagement, job creation initiatives and access to fair work.**
- **Increase skills, qualifications and qualification levels through sector based training and MA opportunities aligned to local employment opportunities and jobs of the future**
- **Increase utilisation of Community Benefit/wealth in procurement opportunities across the wider Employability Partnership, widening opportunities across all public sector organisations and involvement in private sector social return on investment opportunities.**

2.2 Delivery Infrastructure

Our approach to commissioning and the delivery of the plan is described in the below diagram.

MORAY LEP COMMISSIONING PROCESS FLOW

- **Commissioning Sub Group**
  - Assess objections in relation to alignment to local need - report back to LEP
  - Once full approval achieved support with assessment & scoring applications

- **Full LEP**
  - Identify funding streams
  - Local needs analysis
  - Action Planning

- **Full LEP**
  - Assess funding spend detail
  - Minute any objections and reasoning

- **Commissioning Sub Group**
  - Discuss, assess and finalise funding spends
  - Prepare report back to full LEP

On behalf of the partnership, the chair of the Moray Pathways LEP will provide quarterly reports to Scottish Government, LOIP, CLD and annual reports to SLAED.
All the partners within the Moray Pathways network will provide information and input to the Moray Pathways Local Employability Partnership group to ensure local and national reporting timescales are met and will;

- **Provide a collective leadership approach, ensuring a robust process for decision making that values the contributions of partners and contributes to improved outcomes and opportunities**

- **Develop, implement, and regularly review the delivery plan to ensure it's aligned to identified local and national priorities**

- **Agree data sharing and resource mapping communications to co-ordinate development priorities and areas of improvement**

- **Implement a scrutiny and performance monitoring framework aligned to the commissioning framework and employability delivery toolkit**

- **Engage in the commissioning process**

- **Co-ordinate an annual employability event to reflect on local success and encourage future developments**

- **Provide insight and representation of organisation and/or sector, impartially**

Section 3:

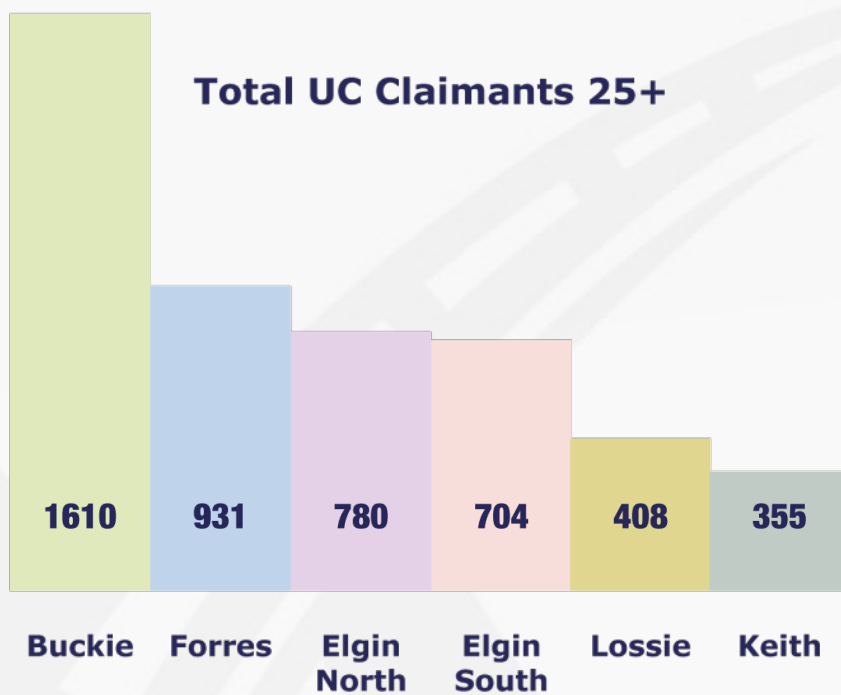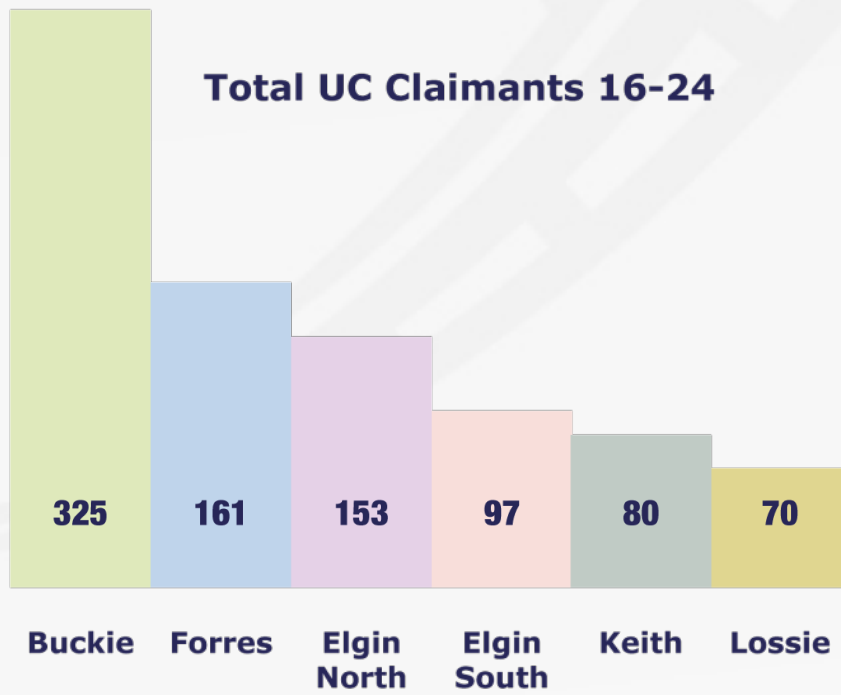**3.1 Local Economic/Labour Market Profile**

Hidden Talent

Moray has a substantial pool of hidden talent. Our services will focus on enabling people who are currently outside of the labour market to find opportunities within Moray. Our analysis* estimates the following hidden labour market groups can be supported:

11,637
People who *could* enter
the labour market

1937
Unemployed

2700
Economically Inactive
looking for work

7000
Economically Inactive
not looking for work

Among those who could enter the labour market there are:

2688
Disability Benefit Claimants
(ESA & Income Support
& Incapacity Benefit

2128
No Work Requirements
Includes Disability/Mental
Health Conditions

*stats combined from NOMIS (July 2022 and Stat Explore Department of Working Pensions system)

Total UC Claimants 16-24

Buckie	Forres	Elgin North	Elgin South	Keith	Lossie
325	161	153	97	80	70

Total UC Claimants 25+

Buckie	Forres	Elgin North	Elgin South	Lossie	Keith
1610	931	780	704	408	355

Moray Business Counts (NOMIS 2021)

2805 — Micro (0-9)

325 — Small (10-49)

35 — Medium (50-249)

10 — Large (250+)

High % = risk to economic stability but also opportunity for growth

Largest employing Sectors in Moray in 2021

Manufacture of food products (5.3%)

Human health activities (7.6%)

Public administration & defence (12.6%)

Retail trade , except motor vehicles (9%)

Education (8.2%)

Largest Occupations in Moray in 2021

- Elementary Occupations: Clerical & Services 10.2%
- Administrative Occupations 8.2%
- Corporate Managers 7.6%
- Sales Occupations 6.9%
- Skilled Metal & Electrical Trades 6.6%

Page 36
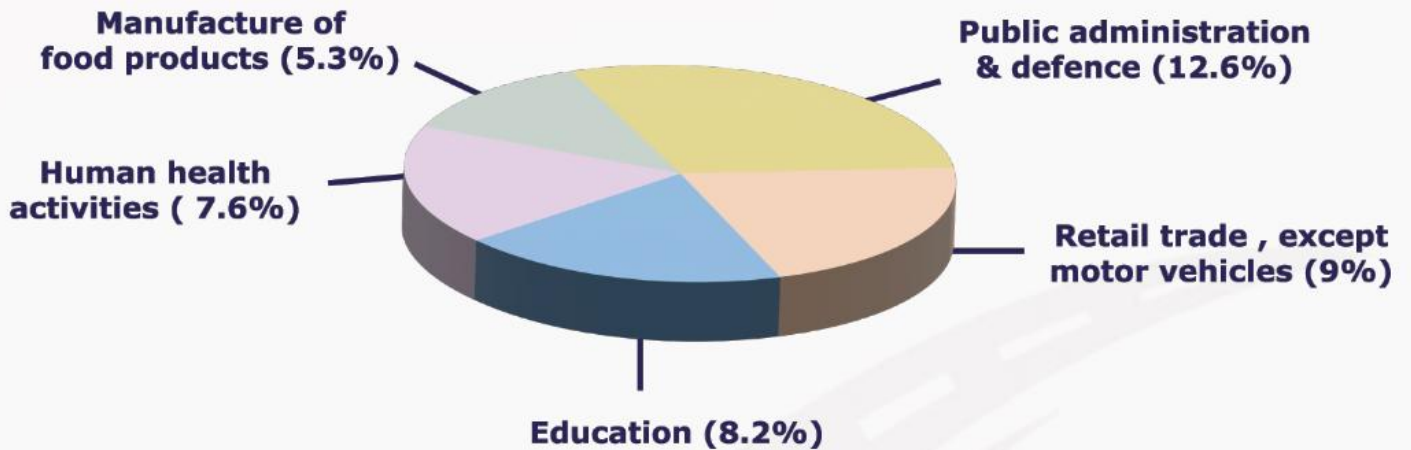
Highest Value Sectors in the Moray Economy Forecast

Manufacturing

£629m

Real Estate Activities

£273m

Human Health & Social Work Activities

£231m

Moray Growth Deal Region Growth Sectors

Manufacture of Beverages	Manufacture of Textiles	Forestry & Logging	Manufacture of Food Products	Fishing & Aquaculture
7	6.7	5	4.1	3.7

Times the Scottish Average

Declining Sectors

Accommodation & Food Service	Construction	Arts, Entertainment & Recreation

Information from Moray Growth Deal, Regional Skills Assessment

Page 37

Section 4: Service Delivery & Impacts

4.1 Service Delivery Priorities

Local priority target groups:

16-24	25+
• People with disabilities including Mental Health • Care Experienced • Disengaged from Education, Employment, Training (NEET) • School Leavers with unconfirmed destinations & Unknown • Young people within SIMD communities • Refugees • Minority Groups • Young Parents • Low income families and lone parents • Underemployed	• People with disabilities including mental health • Low Income Families & Lone Parents • SIMD Communities • People with disabilities including mental health • Low Income Families & Lone Parents • SIMD Communities • Long Term Unemployed (12 months plus) • Minority Groups • Ex-Offenders • Refugees • Underemployed

Page 38

Moray Pathways Action Plan 2022-2025

1: STRATEGIC AIM: Strengthen the functions and effectiveness of Moray Pathways

Target Group	Action/Intervention	Lead Partner	Source of Investment	Outcome Measures	KPI
All target groups	**Commissioning Services** 1.1 Co-ordinate the development and use of the new Dynamic Purchasing System 1.2 Integrate continuous improvement tools and community wealth building outcomes into all commissioned provision 1.3 Testing new dynamic purchasing commissioning system 1.4 Create data sharing agreements and new planning meetings to improve integration across key policy areas, including social work, justice, health, Community Learning and Development and housing 1.5 Create a clear Moray Pathways communication and marketing strategy 1.6 Develop opportunities for Moray Pathways practitioners to engage in professional development 1.7 Evaluate the impact of all funded support and provision 1.8 Carry out annual self assessment	Moray Council LEP Commissioning Group Moray Council Skills Development Scotland UHI Moray Moray Council Moray Council Moray Council Moray Council	Scottish Government European Social Fund Shared Prosperity Fund	• All relevant provision is commissioned through the new DPS system • Increase the number of individuals engaging, participating and progressing within a range of learning, training or work opportunities. • Increase co-design and community engagement to develop services that meet local needs • Reduce the percentage of unconfirmed in annual and monthly participation measure. • Increase the number of individuals engaging with support and training, broken down into age groups and characteristics in line with local need. • Hub outcome reports.	**KPI 1** **KPI 8** **KPI 1**

Page 39

16

2: STRATEGIC AIM: Improve employability outcomes for the people of Moray and address skills gaps in key economic sectors.

Target Group	Action/Intervention	Lead Partner	Source of Investment	Outcome Measures	KPI
All No-One Left Behind Target Groups	2.1.1 Identify and evaluate gaps in support and provision for all target group customers. 2.1.2 Identify relevant projects to provide training, support and supported employment options for all individuals within the target groups and addresses the identified gaps. 2.1.3 Commission projects to address the gaps in provision identified from the mapping	Moray Council LEP Commissioning Group	No-One left behind Young Person's Guarantee European Social Fund Shared Prosperity Fund	Gaps identified Interventions and projects identified. Projects Commissioned. Increase the number of individuals engaging, participating and sustaining learning, training or work opportunities.	**KPI 1**
Mental Health Conditions	2.2.1 Work with all relevant partners to identify barriers related to employers not employing people with disabilities. [Also see section 3] 2.2.2 Work with all relevant partners to develop specific targeted provision to address mental health issues	Commissioned Services LEP Poverty Sub Group		Increase the number of individuals engaging, participating and sustaining learning, training or work opportunities.	**KPI 1** **KPI 3**
Physical conditions, including disabilities	2.3.1 Deliver a test of change project supporting students with disabilities with their transition from UHI Moray. 2.3.2 Work in collaboration with Department of Working Pensions and Skills Development Scotland to identify a dataset of potential people who could work and create an engagement plan with the help of health, social work and other agencies.			Increase in the number of employers employing individuals with recognised disabilities both physical and mental Increase the number of individuals achieving sustainable outcomes and contribute to a decrease in the disability employment gap	**KPI 5** **KPI 1**

17

Target Group	Action/Intervention	Lead Partner	Source of Investment	Outcome Measures	KPI
Low income families and lone parents with children experiencing poverty	2.4.1 Work in partnership across all key policy areas to tackle barriers to employment for parents	Poverty LEP sub group	Scottish Government Shared Prosperity Fund	Increasing household income, reducing child poverty, through engaging, participating and sustaining fair work and in work skills development opportunities	**KPI 4**
Care Experienced Young People	2.5.1 Improve data collection and tracking/monitoring via post school pathways planning meetings 2.5.2 Collaborate with all relevant partners 2.5.3 Increase engagement in all employment, education and training opportunities	Corporate parenting strategic group Education and Employability Pillar	Scottish Government European Social Fund Scottish Government Attainment funds	Increase in the number of care experience young people participating and sustaining learning, training and/or employment	**KPI 1**
Ethnic Minorities (including refugees)	2.6.1 Co-ordinate ESOL community provision to support the needs of families seeking support 2.6.2 Collaborate with relevant partners to identify the specific needs of ethnic minorities to successfully move into employment or training.	UHI Moray Moray Council (Resettlement group)	Scottish Government European Social Fund Shared Prosperity Fund	Increase the number of individuals engaging, participating and sustaining a range of learning, training or work opportunities.	**KPI 1**
Veteran Groups	2.7.1 Promotion of partnership to relevant groups within armed forces organisations and veteran organisations	Armed Forces Covenant Group Community Learning and Development	Scottish Government European Social Fund Shared Prosperity Fund	Increase the number of individuals engaging, participating and sustaining a range of learning, training or work opportunities	**KPI 1**

Page 41

Target Group	Action/Intervention	Lead Partner	Source of Investment	Outcome Measures	KPI
Under-employed	2.8.1 Identify sectors of low income 2.8.2 Identify specific target group where underemployment is more common ie: lone parents/females/ migrant workers/refugees/veterans 2.8.3 Identify targeted approaches/ provision to engaging with underemployed individuals	Highlands and Islands Enterprise Skills Development Scotland Department of Working Pensions [NOMIS] Child Poverty Group Parenting project Department of Working Pensions Armed Forces Covenant LEP + Commissioning Group	Scottish Government European Social Fund UK GOV	Sectors identified Increase the number from the target group participating in upskilling opportunities Provision identified and commissioned and Increase in number of individuals using the Moray Employer Recruitment Incentive scheme as an opportunity to gain new skills/ vocational Contribute to an increase in household income Accreditation and sustain employability outcomes	**KPI 1**

3: STRATEGIC AIM: Work in partnership with local employers, anchor organisations and communities to create fair jobs for the future, increasing the skilled workforce, stimulating labour market growth and enhancing local wealth.

Target Group	Action/Intervention	Lead Partner	Source of Investment	Outcome Measures	KPI
ALL target groups	3.1.1 Link employers within key growth sectors for all sector based provision 3.1.2 Encourage employers to offer supported employment job placements for our high priority groups via the Moray Employer Recruitment Incentive scheme 3.1.3 Create an employer engagement subgroup to streamline and co-ordinate employer engagement across the partnership 3.1.4 Promote the fair work agenda to Moray employers including Flex Work 3.1.5 Work together with employers to overcome barriers to work	All partners	Scottish Government European Social Fund	Improving Fair Work within local labour market (fair rate of pay, flexible working, reasonable adjustments, etc) Streamline employer engagement across the partnership through the European Social Fund commissioned programmes and the Developing the Young Workforce employer engagement group	**KPI 7**
ALL target groups	3.2.1 Write an apprenticeship strategy to encourage public sector organisations to increase uptake of apprentices. 3.2.2 Link employers to sector-based training provision that is commissioned 3.2.3 Employ a Third Sector employer engagement worker to build the capacity of Third Sector Employers 3.2.4 Engage with the green jobs workforce academy and just transition opportunities	UHI Moray Developing the Young Workforce Skills Development Scotland Moray Counci		Increase skills, qualifications and qualification levels through sector based training and MA opportunities aligned to local employment opportunities and jobs of the future Improve gender pay gap via Moray Employer Recruitment Incentive placements	**KPI 1**

Section 5: Performance Management and Reporting

5.1: Key Performance Indicators

Strategic Outcomes: Local and National Priorities and Policy Intent	Indicator	Baseline (Scottish Average Rate)	Target	Source	Frequency of Updated Information
KPI 1 **Increase the number of individuals engaging, participating and sustaining a range of learning, training or work opportunities.**	The 2021 Annual Participation Measure in Moray: 16–19-year-olds in Moray 91.8% were in education, employment or training and personal development	92.2%	Increase by 0.4%	Datahub reports	Quarterly
	359 young people (2021-2022) and adults 25 plus participated in learning, training and work across Moray Pathways Partnership	N/A	Increase by 10%	Hanlon Moray Pathways Client Database	Quarterly
	88 progressed into employment 185 progressed into learning and training Numbers sustaining after 13, 26 and 52 weeks (not previously recorded)	N/A	Increase by 10%		
	Numbers participating and sustaining across all 7 high priority target groups (not recorded across full partnership in 2021/2022)	N/A	Baseline - 2022/2023 Increase by 5% 2023-2025	Hanlon Database	Quarterly
KPI 2 **Reduce the number of young people 16-19 years with an unconfirmed status**	5.7% Unconfirmed Annual Participation Measure (2021) 16–19 Year-Olds in Moray	4.6%	Reduce by 1.1%	No-One left behind report from Hanlon and sent to SDS Monthly Participation Measure / Data Hub reports	Monthly Annual Monthly

Strategic Outcomes: Local and National Priorities and Policy Intent	Indicator	Baseline (Scottish Average Rate)	Target	Source	Frequency of Updated Information
KPI 3 **Reduce no of claimants with an economic inactive status**	Long term Sick 4300 = 31 % Looking after Family/home: 2700 = 19.5 % Disability benefits claimants: 2688 No work requirements: 2188	29 % 17.3% N/A N/A	Reduce by 1.3% Reduce by 2.2% Reduce by 5% Reduce by 5%	NOMIS NOMIS Stat Explore Stat Explore	Annually Quarterly Quarterly
KPI 4 **Increasing household income, reducing child poverty, through access to fair work and in work skills development**	% Children in Childcare 24% % Children in Poverty 23.4 % % Underemployment 10.4% % of parents participating in Moray Pathways provision who have increased income (Threshold is £19,200)	27.2 % 24.3 % 8.1 % N/A	Reduce by 3.2% Reduce by 0.9% Reduce by 2.3% Increase of 15 %	Statexlore Statexplore NOMIS Hanlon Reports	Quarterly Quarterly Annually Quarterly
KPI 5 **Contributing to the decrease in the disability employment gap, through skills development and access to fair work**	Disability benefits claimants: 2688 No work requirements (includes disability and mental health conditions): 2188 Monthly Participation Measure – age 16-19 years – ASN numbers participating?	N/A N/A	Reduce by 5% Reduce by 5%	Statexplore Statexplore Datahub Reports Hanlon Reports	Quarterly

Page 45

Strategic Outcomes: Local and National Priorities and Policy Intent	Indicator	Baseline (Scottish Average Rate)	Target	Source	Frequency of Updated Information
KPI 6 **Contributing to the decrease in the digital poverty gap through skills**	118 One2One individual (all age) digital sessions carried out in hub in 1st year of digital project 40% of people (all age) who received devices through Hub stated that they had low or no digital skills.	Lloyds Bank (2021) reports that 2.7 million (5%) people can access the Internet but lack the ability to use it to its full advantage. Lloyds Bank (2021) reports that 11 million people (22%) still lack essential digital skills for life, with lack of education, lower incomes, and older age all contributing to lower levels of digital skills.	Increase by 10% across partnership, with focus on access to digital services. Decrease by 5% & evidence progression of 'Essential Digital Skills'	Hub Digital Inclusion Project Data Hub Digital Inclusion Project Data	Quarterly/ Annually Quarterly/ Annually
KPI 7 **Improving Fair Work within local labour market (fair rate of pay, flexible working, reasonable adjustments, etc)**	35 (2022-2023) local employers signed up to the Young Persons Guarantee 6 employers participated in flex works training programme 80% of all Moray Employer Recruitment Incentive applications from local employers are paying real living wage. New phase has made this compulsory requirement.	N/A N/A N/A	Increase by 10% Increase by 5 %	Hanlon Reports Hanlon Reports Hanlon Reports	Quarterly Quarterly Quarterly
KPI 8 **Scottish Approach to Service Design: Increase co-design and community engagement to develop services that meet the needs of users**	Community Engagement Potential qualitative user experience measures: Evaluation, alignment with Customer Charter X no of Case Studies	LEP Reporting	Baseline to be established in 2022-2023	Sources to be confirmed	Bi-annually

Section 6: Resource Requirements

6.1 People and Organisations

Within the Moray Pathways network area there is a mixed economy of service delivery across third, private and public sectors.

Through our service mapping, evidence based planning and service user consultations the plan has been developed to meet the priorities identified within the Moray area, with resources and organisations based upon both quality of service and value for money

Investment Summary (2022-2023)

NO ONE LEFT BEHIND YOUNG PERSON'S GUARANTEE PARENT EMPLOYABILITY **SUPPORT FUND NO ONE LEFT BEHIND (25+), LTU Employer Grants funding** **£1,080,709.37**	**CHILD POVERTY FUND - ADDITIONAL INVESTMENT FOR THE PARENT EMPLOYABILITY SUPPORT FUND** *Speculative allocation* **£1,009,000**
EUROPEAN SOCIAL FUND CHALLENGE FUND *(Commissioned to third sector/ public sector organisations until end of March 2023)* **£800k**	**SHARED PROSPERITY FUND** *(People and skills)* *Speculative allocation* **£1,505,750**

Moray Pathways Employability and Training Hub
Francis Place, Elgin, IV30 1LQ

moraypathways@moray.gov.uk

moraypathways.co.uk

Appendix 1: Detailed SWOT

Strengths	Weaknesses
Monthly Participation Measure April 2022 (16-19 years) 89.4% • 021-2022 78% of participants engaged with the Moray Council Employability team are participating in Moray Pathways training and employment opportunities Employment rate 75.3 % Moray, 73.5 Scotland Moray Employer Recruitment Incentive, no on placement and no sustained Moray LMI – Growth/High Replacement Demand Sectors (Skills Development Scotland RSA) • Human health & Social Work • Public Administration and defence • Professional and scientific technical activities • Education • Administrative and support service activities In the **Moray Growth Deal Region**, Manufacture of Beverages was the greatest specialism, with the percentage of employment in this sector 7 times the Scottish average. Other sectors that had above average concentrations in the Moray Growth Deal Region included: • Manufacture of Textiles (6.7 times as concentrated) • Forestry and Logging (5.0 times as concentrated) • Manufacture of Food Products (4.1 times as concentrated) • Fishing and Aquaculture (3.7 times as concentrated) **Apprenticeships:** • As of 31 December 2021, there were 665 Modern Apprentices in training (Skills Development Scotland) • From 1 April to 31 December 2021, we supported 249 • The Modern Apprenticeship achievement rate in Moray is 70.7%F	16–24-year-olds UC Claimants (May 2022) Total 995 25 plus UC Claimants (May 2022) Total 5648 • The 2021 Annual Participation Measure in Moray shows 16–19-year-olds in Moray 91.8% were in education, employment or training and personal development • % Economic Inactive/long term sick/disabled rate 30.5 % and Scotland average 28.7% • % Gender Employment gap 8.5 % and Scotland 5.1 % • Underemployed rate 10.4 % Moray, 8.1 % Scotland • Percentage Of Households That Are Workless – 15.5% (NOMIS 2020) • 6.3% Unconfirmed – Participation Measures 16–19-Year-Olds in Moray • 3 X Breakfast club and after school providers across Moray • Employers believe that a number of young people lack the basic life skills needed for work, like personal responsibility, concern for others and listening skills. (DYW Positive Futures Survey) • Rurality of the region – transport provision/ rural poverty • Lack of Childcare Provision – Nursery & Before/After School Care • Lack of apprenticeship availability is perceived as main barrier • Lack of awareness on where to seek information regarding Apprenticeships • Outside of 'traditional' there is significant desire for apprenticeships in Hospitality, Business, and Education • Recruitment Crisis affecting Hospitality, Manufacturing, Construction sectors

Page 49

Opportunities	Threats
• Increase number of providers offering breakfast/ after school support to parents (wraparound) • Moray Pathways new employability support and sector based investment into new provision • MERI funding • Moray Growth Deal • Just Transition Fund, Shared Prosperity Fund & Child Poverty funding • Green jobs • Digitalisation/AI • UHI Moray FE and HE Provision • Level 4/5 Foundation Apprenticeships • Real Living Wage Drive **Largest employing sectors in Moray in 2021** Public administration and defence 12.6%, Retail trade, except of motor vehicles 9%, Education 8.2%, Human Health Activities 7.6%, Manufacture of Food Products 5.3% **The largest occupations in Moray in 2021** Elementary Occupations: Clerical and Services related 10.2%, Administrative Occupations 8.2%, Corporate Managers 7.6%, Sales Occupations 6.9%, Skilled Metal and Electrical Trades 6.6% **The highest value sectors in the Moray economy** were forecast to be: Manufacturing £629m Real Estate Activities £273m Human Health and Social Work Activities £231m	• Economic impact and funding re sustainment of supported job opportunities • Continued funding/Term of Funding/Political/ Policy Change • Partnership commitment • Provider commitment/ability/capacity re delivery • Impact of COVID pandemic on health, economy and already marginalised groups, greater equalities divides • Poverty: In Work Poverty, Child Poverty & Fuel Poverty • Economic Growth Rate locally **Moray Business Counts** (NOMIS 2021) Micro (0-9) 2805 businesses – high % = risk to economic stability but also opportunity for growth Small (10-49) 325 businesses Medium (50-249) 35 businesses Large (250+) 10 businesses **Moray LMI - Declining Sectors (SDS RSA)** Accommodation and food service Construction Arts, Entertainment, and recreation Over the longer term (2024-2031) employment within Moray is forecast to decrease. In 2031, it is forecast that there will be 1,000 fewer people in employment compared to 2024. (Skills Development Scotland RSA) In 2020-21, 43 pupils started Foundation Apprenticeships in schools at SCQF Level 4-6 in Moray. In 2020-21 there were 10 registered Graduate Apprentices with a home address in the local authority and 12 registered with employers based in the area

Your Moray

REPORT TO: **COMMUNITY PLANNING BOARD ON 21 SEPTEMBER 22**

SUBJECT: **COMMUNITY SAFETY STRATEGY**

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

1. REASON FOR REPORT

1.1. To ask for approval of the Community Safety Strategy 2022 to 2026 (**Appendix 1)**

2. RECOMMENDATION

2.1. Approve Community Safety Strategy 2022 – 2026 (Appendix 1)

3. BACKGROUND

3.1. The Community Safety Partnership is required by the Scottish Executive to produce a Community Safety Strategy to direct the work of the Partnership. The first Community Safety Strategy 1999-2002 was launched in September 1999.

3.2. The current version of the Strategy is now out of date. The Community Safety Partnership has produced the draft strategy for 2022-26 for consideration and approval of the board. Once the strategy is approved it will then be officially launched.

3.3. The revised draft Strategy focuses on two priorities:

3.3.1. Reducing Harms in our Community
3.3.2. Safeguarding our Community

4. SUMMARY OF IMPLICATIONS

4.1. Under the Antisocial Behaviour Act 2004 each local authority and the chief constable, acting jointly, are required to prepare a strategy for dealing with antisocial behaviour in the authorities area.

4.2.   The local authority are required to publish the strategy.

5.   <u>CONCLUSION</u>

5.1.   The board is request to approve the Community Safety Strategy 2022-2026

Author of Report: Karen Sievewirght, Environmental Health and Trading Standards Manager
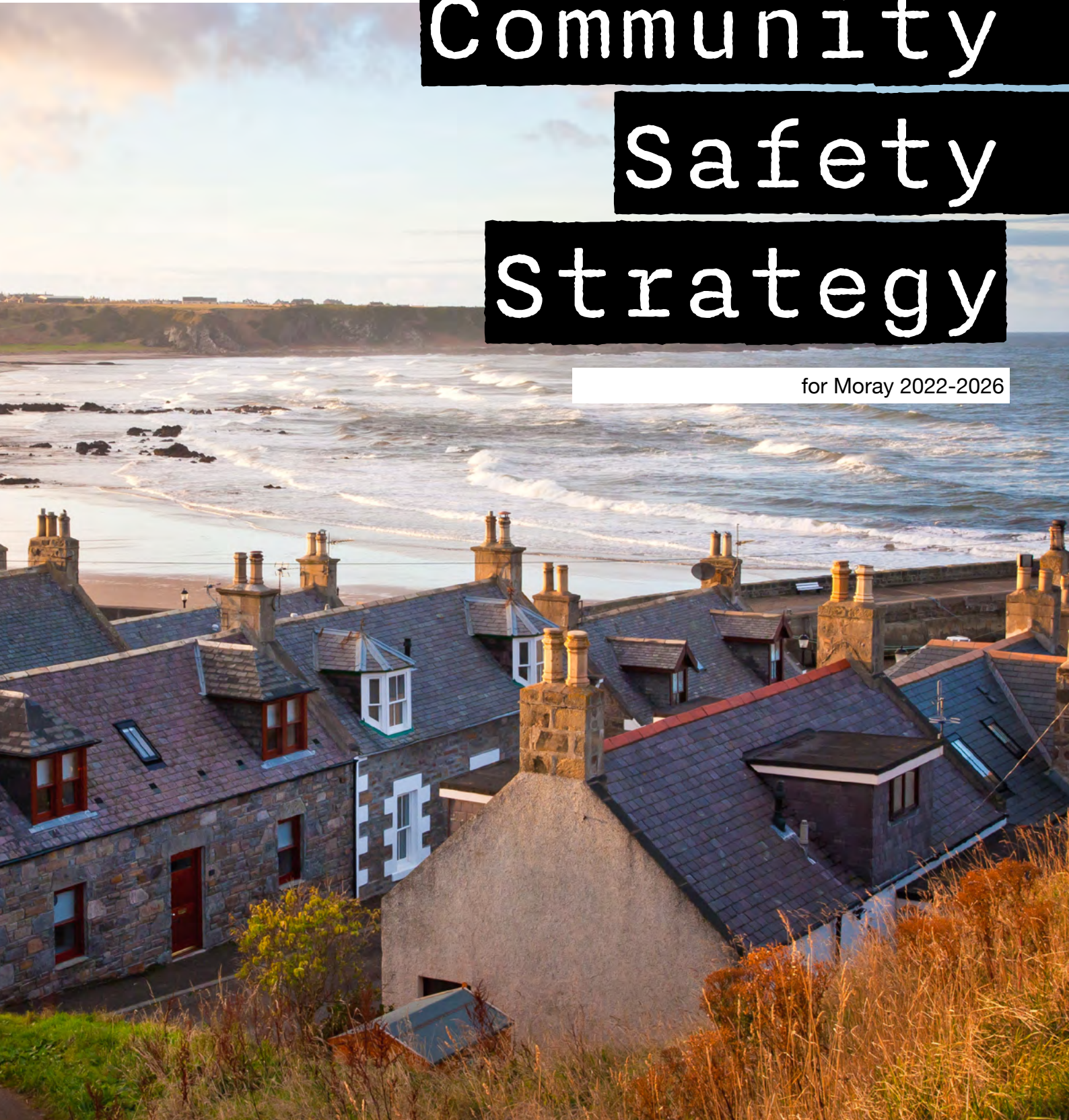Background Papers: Communtiy Safety Strategy 2022-26
Ref:

Signature: _____   Date : _____

Designation: _____   Name: _____

Community Safety Strategy

for Moray 2022-2026

**Moray
Community Planning
Partnership**

Contents

What is Community Safety?

Community Safety has been defined by the Convention of Scottish Local Authorities' (COSLA) and the Scottish Community Safety Network as:

"Protecting people's rights to live in confidence and without fear for their or other people's safety, ensuring that people are safe from crime, disorder, danger and free from injury and harm; and communities are socially cohesive and tolerant; are resilient; and have strong networks that support individuals to take responsibility for their wellbeing."

This definition reflects the broad range of issues which have a bearing on Community Safety and highlights the need for Community Safety Partners to consider the full spectrum of behaviours that can cause communities to feel unsafe.

Community Safety in Moray

Moray's Community Safety Partnership brings together a variety of statutory organisations including Moray Council, Police Scotland, Scottish Fire and Rescue Services and NHS Scotland. Through a well-established Information Sharing Protocol and coordination process, the Partnership work collectively to address those issues relating to Community Safety with the aim of improving the wellbeing of communities across Moray.

This Community Safety Strategy for Moray sets out the priorities and outcomes for the period 2022 to 2026 and provides a framework for the Partnership to deliver sustainable improvements. It also meets the statutory obligation to produce an Antisocial Behaviour Strategy, as set out by the Antisocial Behaviour etc (Scotland) Act 2004 that defines Antisocial Behaviour as:

"Acting in a manner that causes or is likely to cause alarm or distress…or pursuing a course of conduct that causes or is likely to cause alarm or distress to at least one person not of the same household as the perpetrator."

Context for Our Strategy

Recovery from the COVID-19 pandemic is expected to be a significant focus of national and local policy over the life of this strategy. Local economic recovery planning is already well underway while addressing the wider social and health impacts of the pandemic is expected to be a key feature of local policy development in the coming period.

National Context

The Community Safety Strategy for Moray reflects national policy and aims to deliver on a number of priority areas including:

Promoting Positive Outcomes; the Scottish Government and COSLA's framework for preventing antisocial behaviour through a focus on early intervention, integration of public services, engaging with local communities and improving performance

Building Safer Communities; a collaborative programme which seeks to help national and local partners and communities work together to make Scotland safer and stronger. A key aim is to reduce the number of victims of crime and of unintentional harm.

The National Performance Framework; eleven national outcomes that aim to create a more successful Scotland, give opportunities to all, increase wellbeing, create sustainable and inclusive growth, reduce inequalities and give equal importance to economic, environmental and social progress. Community Safety and Antisocial Behaviour are of relevance across all of these aims but in particular to "We live in communities that are inclusive, empowered, resilient and safe".

Justice Provision and Priorities; to achieve a just, safe and resilient Scotland, with a particular focus on prevention and early intervention and improving wellbeing and life chances. Priorities also include interventions that are proportionate fair and effective delivered through person cantered, modern public services.

The Scottish Community Safety Network (SCSN); who work closely with the Scottish Government, COSLA, and other partners to develop and promote Community Safety practice.

Local Context

The Local Outcomes Improvement Plan v7 (LOIP), sets out the Community Planning Partnership's vision for Moray to "Raise Aspirations through Expanded Choices, Improved Livelihoods and Wellbeing" with four priority areas to guide the Partnership's work;

- Developing a diverse, inclusive and sustainable economy;

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

- Empowering and connecting communities;

- Improving well-being of our population.

The Community Safety Partnership, through its existing information sharing protocol and coordination processes, is ideally suited to contribute to the LOIP. These priorities have a direct relationship with the work of the Moray Community Safety Partnership and inform our strategic direction.

Governance and Reporting

<<Intro blurb needed>>

Community Planning Partnership

Community Planning Officers Group (CPOG)

Community Strategy Strategic Group

- providing strategic direction and scrutiny
- linking CSP to wider CPP structure and priorities

Community Safety Co-ordinating Group

- delivering strategic outcomes
- delivering priorities and actions
- Co-ordination activities
- measuring impact
- core membership bringing in others as required

Short Life Projects / Groups

Our Strategic Priorities

The Community Safety Partnership has identified two main priority areas that will be the focus of Community Safety work in Moray for the period 2022-2026:

- Reducing Harms in our Community

- Safeguarding our Community

Achieving these priorities will ensure people in Moray are both safe from crime and disorder and free from injury and harm. Due to the changing nature of communities, these priorities will be kept under review with the Community Safety Partnership quarterly responding to any new or emerging issues as required. Progress against the agreed priorities will be reviewed and reported annually to the Housing and Community Safety Committee.

Reducing Harms in our Community

Why is this a Priority?

Over the past five years, incidents of violent assaults have fallen in Moray. At the same time, reports of Domestic Abuse have increased, particularly during the COVID 19 pandemic. The involvement of alcohol or drugs in both violent assaults and Domestic Abuse also continues to be an issue. Antisocial Behaviour has generally been in decline since 2016/17 however again there are exceptions. Fly Tipping increased substantially during the pandemic while Noise continues to account for a significant proportion of complaints made to both Police and the Community Safety Team.

Unintentional Harm is defined as "Predictable and Preventable Unintentional Physical or Psychological Harm" Fires in the home are a major cause of unintentional harm. Between 2016/17 and 2020/21, there has been no real change in the number of accidental dwelling fires although the involvement of alcohol has increased.

Road Safety continues to be a key area for concern for communities across Moray. Work in this area is led by Road Safety North East Scotland with a plan specific to Moray currently being refreshed. Any issues identified by the Community Safety Partnership will be passed to the regional group.

What are our Outcomes?

To ensure more people feel safe both at home and in the community, the Community Safety Partnership will work together to:

• Reduce incidents of Violence and Domestic Abuse

• Reduce Antisocial Behaviour in the community

• Reduce risks for unintentional harm

What will we do to achieve this?

• Support community policing initiatives by working together to maximise the impact of proactive work.

• Support local initiatives that provide reassurance to communities

• Work as a partnership to target resources and activities aimed at reducing Antisocial Behaviour

• Bring a renewed focus on tackling substance misuse related Violence and Antisocial Behaviour

• Work with Moray Alcohol and Drug Partnership and the Violence against Woman and Girls Partnership to contribute to reducing harm

How will we measure progress?

Reducing Harms in our Community

Measures	Source
Reduce incidents of Violence	Police Scotland
Reduce incidents of Domestic Abuse	Police Scotland
Reduce the involvement of substance misuse in incidents of Violence and Domestic Abuse	Police Scotland
Increase those referred to substance misuse support services	MADP
Reduce rates of Neighbour Disputes and Noise Complaints	Police Scotland/ Community Safety Team
Reduce Open/Public Space ASB complaints (TBC what this will include – e.g Storm calls (would capture youth issues and ASB complaints? Or is this like before and Threatening Behaviour, Breach of the Peace, Urinating, Drinking in Public)	Police Scotland/ Community Safety Team
Reduce Environmental ASB complaints (Litter/Fly Tipping/ Dog Fouling/Graffiti)	Community Safety Team/ Environmental Health

Measures	Source
% of people who state they feel safe in their community and home	Scottish Household Survey
Perceptions and experience of neighbourhood problems	Scottish Household Survey
% of people saying a problem is very/fairly common in their neighbourhood	Scottish Household Survey
Reduce number of accidental dwelling fires and % involving substance misuse.	SFRS
Reduce number of secondary fires in the community	SFRS
Number of Outdoor/Water Safety incidents	SFRS /Michael Avril (Water Safety Group)
Rates of Domestic Abuse inv children?	Police Scotland/ VAWG
Rates of Violence and ASB in licensed premises	Police Scotland

Safeguarding our Community

Why is this a Priority?

In 2019/20, 2,726 fatalities in Scotland were due to an unintentional injury - 47% of these were due to injuries occurring in the home. Available local data shows a rise in emergency admissions of over 65s in recent years (+21% between 2019 and 2021) driven by a significant increase in injuries due to falls. This increase may be linked to the pandemic with more people spending longer periods at home however Moray has an ageing population making home safety a key issue for the Community Safety Partnership.

People spend more of their time online and share personal information through transactions and social networking. It is an integral part of modern life for most people but the potential for exploitation of children, young people and adults, mainly by adults, is well understood. The Community Safety Partnership has a role in publishing information and developing public awareness products which can increase understanding of the risks and help people protect themselves.

There is a widespread and deep rooted stigma around mental illness and suicide. This often creates barriers in accessing support and can create a reluctance to seek help. The Community Safety Partnership has an important role in combating discrimination of mental health and promoting social inclusion. This involves recognising mental illness at an early stage and enabling individuals to access support at the right time. The Partnership can also help deliver the Scottish Government's National Mental Health Strategy 2017-2027, by encouraging the need to talk and work together to transform society's response and attitudes towards suicide.

What are our Outcomes?

To reduce vulnerability and ensure our communities are resilient, the Community Safety Partnership will work together to:

- Reduce the risk of online scams, frauds and exploitation

- Reduce the risk of injuries occurring within the home

- Contribute to work that will improve mental health and wellbeing and reduce the risk of suicide

What will we do to achieve this?

- We will prepare our people and our response ensuring all partners know what online harms are.

- We will ensure victims of cybercrime are identified and supported and vulnerable groups are protected from cyber related crimes and associated offences.

- We will continue to work together to deliver interventions to improve for home safety

- We will improve pathways to mental health support via the partnership

How will we measure progress?

Safeguarding our Community

| Measures	Source
Reduce the number of recorded online scams/ frauds/exploitation crimes/complaints	Police Scotland/Trading Standards
Increase the number of online/digital safety initiatives/presentations	TBC
Confidence in pursuing activities when using the internet (digital safety)	Scottish Household Survey
Increase the number of Home Fire Safety Visits	SFRS
Rates of unintentional harm injuries (occurring in the home) resulting in Emergency Hospital Admission	Public Health Scotland
Completed and attempted suicides per month	Police Scotland
Number of Mental Health concern calls to Police	Police Scotland
Referrals to support services? TBC potentially not easy to measure	
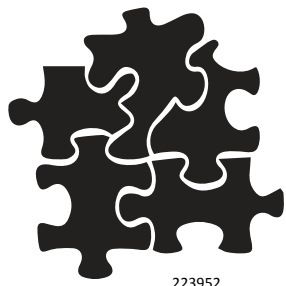
Moray Community Planning Partnership

223952
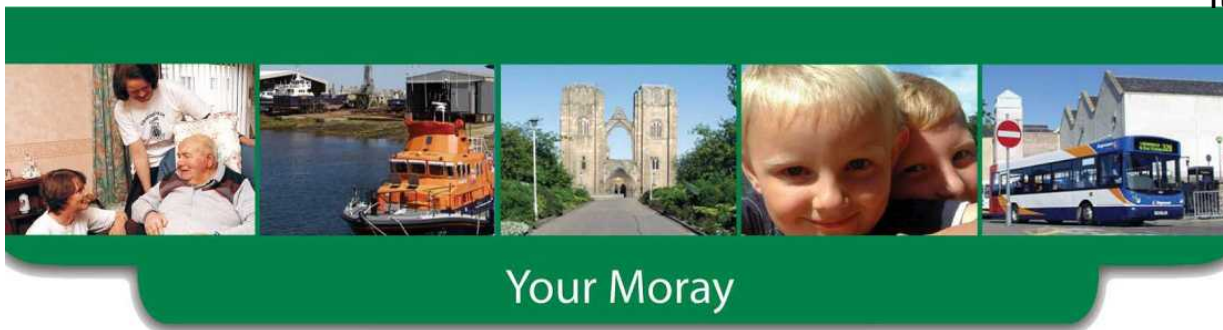
Your Moray

REPORT TO: **COMMUNITY PLANNING BOARD ON 21st September 2022**

SUBJECT: **Fairer Moray Forum – Poverty Governance Proposal**

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 proverty governance structure set out for the Community Planning Partnership in **Appendix 1**.

2.   RECOMMENDATION

2.1.   It is recommended that the Community Planning Board approve the proposed Poverty Governance Structure set out for the Community Planning Partnership in Appendix 1 and note that futher work is required to refresh the Partnership proverty strategy.

3.   BACKGROUND

3.1.   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 fulfill 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 arrrangements 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 addition 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 Partnerhsip is ready to address the priorities that are likely to feature in the refreshed proverty 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 stratedic response to this area of escalating need.

Author of Report: Denise Whitworth (Depute Chief Executive) /Will Napier – Senior Policy Officer (Poverty) Moray Council
Background Papers:
Ref:

**Moray
Community Planning
Partnership**

MORAY POVERTY 2022-2025:

Proposed Governance Structure for Delivery

Contents

Background

The following draft discussion paper has been produced by Moray Council's Senior Policy Officer (Poverty) as an outline of a proposed Poverty Governance structure (**Figure 1**.) working in partnership on Poverty Policy & Action within Moray, with suggestions including improved communications, monitoring, reporting, delivery and governance across these groups. It is recognised that due to the passage of time and the impact of the global Covid-19 pandemic, that activities, membership and structures have altered since the original remits were discussed. There is now an opportunity for refreshed partnership commitment and resource focus as we develop our next Poverty Strategy and Action Plan delivery.

Additionally, Moray like the rest of the Country must deal with post Covid recovery and a cost of living crisis. People are in dire need now and predictions suggest that the situation will worsen prior to recovery. While it has always been the intention to plan and act strategically to reduce future poverty, we must acknowledge that circumstances will force us to continue to respond to the situation on the ground and co-ordinate our resources accordingly. We must be capable of accurately measuring the urgent needs of the population and the progress we make on delivering effective and locally relevant anti-poverty measures.

Existing Poverty Strategy and Associated Action Plans

The current Moray Community Planning Partnership "**Child Poverty Action Plan**" was approved by The Community Planning Board 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, there is perhaps a need for a refreshed Moray Poverty Strategy (addressing people in Moray experiencing poverty who are not within the scope of the Child Poverty Action Plan), as there remains some familiar themes and priorities dating back to at least the ['Voices from the Edge' Moray Poverty Report](#) from 2004. The issues of a low wage Economy, Aging Population, Rural exclusion and isolation are as challenging today as they have been for the last 20 years in spite of progress and our efforts to date. A Governance decision is required from within the Community Planning Board before the scope of new work can be delivered, however this document is designed as a mechanism for delivery in any event.

Addressing poverty within Moray will also be informed by evolving factors including our 2nd Local Outcome Improvement Plan (LOIP) Poverty Topic within 'Raising Aspirations' Priority and, improved statistical data and intelligence gathering and updated partner agency strategic documents.

Clear strategic priorities (Poverty Strategy refresh)

We all have a role to play in achieving our aim of reducing and mitigating Poverty in Moray, and there is no theme, service, interest group or issue that isn't at least part of that story. However, it is essential that in these days of public and third sector constraint, we deploy our resources as effectively as possible, and this means that we must tackle the areas/issues that will make the biggest difference. Nationally, this is seen as Employability (getting a wage), Money Advice (Ensuring people claim benefits they are entitled to) and Housing (affordable rent costs and energy efficiency). It is and will continue to be our task to understand our Strategic Priorities in Moray, to reaffirm them after consideration of all current information and to cut our cloth accordingly, with very clear, very plain English projects and actions that flow from these strategic priorities that can be measured in some way that we can confidently claim to be making progress.

Improved Poverty Data

To give our efforts the best chance of success, it is imperative that our decisions and actions are based upon accurate data and assumptions. Much of our poverty related data is derived from the Scottish index of Multiple Deprivation (SIMD) which is widely considered a useful tool, but it is also widely considered a very blunt instrument for rural authorities. Work is progressing to improve upon our sources of Data and officers from Moray council are participating in the 'Child Poverty Data and Intelligence in Remote and Rural Areas' national Working Group set up by the Improvement Service with funding from the Scottish Government.

Whilst as previously mentioned in this paper, many of the challenges facing Moray are not new to us, it is also true that we can have little understanding of the scale of issue facing us, or how effective our interventions are over time if we cannot accurately and relatively quickly track important key indicators of poverty.

OWNERSHIP

STRATEGIC DECISIONS &
OVERSIGHT (Programme
Board Level)

INTELLIGENCE GATHERING
AND PRACTICAL PROJECT
DEVELOPMENT &
MONITORING (Programme
Team Level)

FOCUSED GATHERING OF
RELEVANT INTELLIGENCE
AND DELIVERY OF
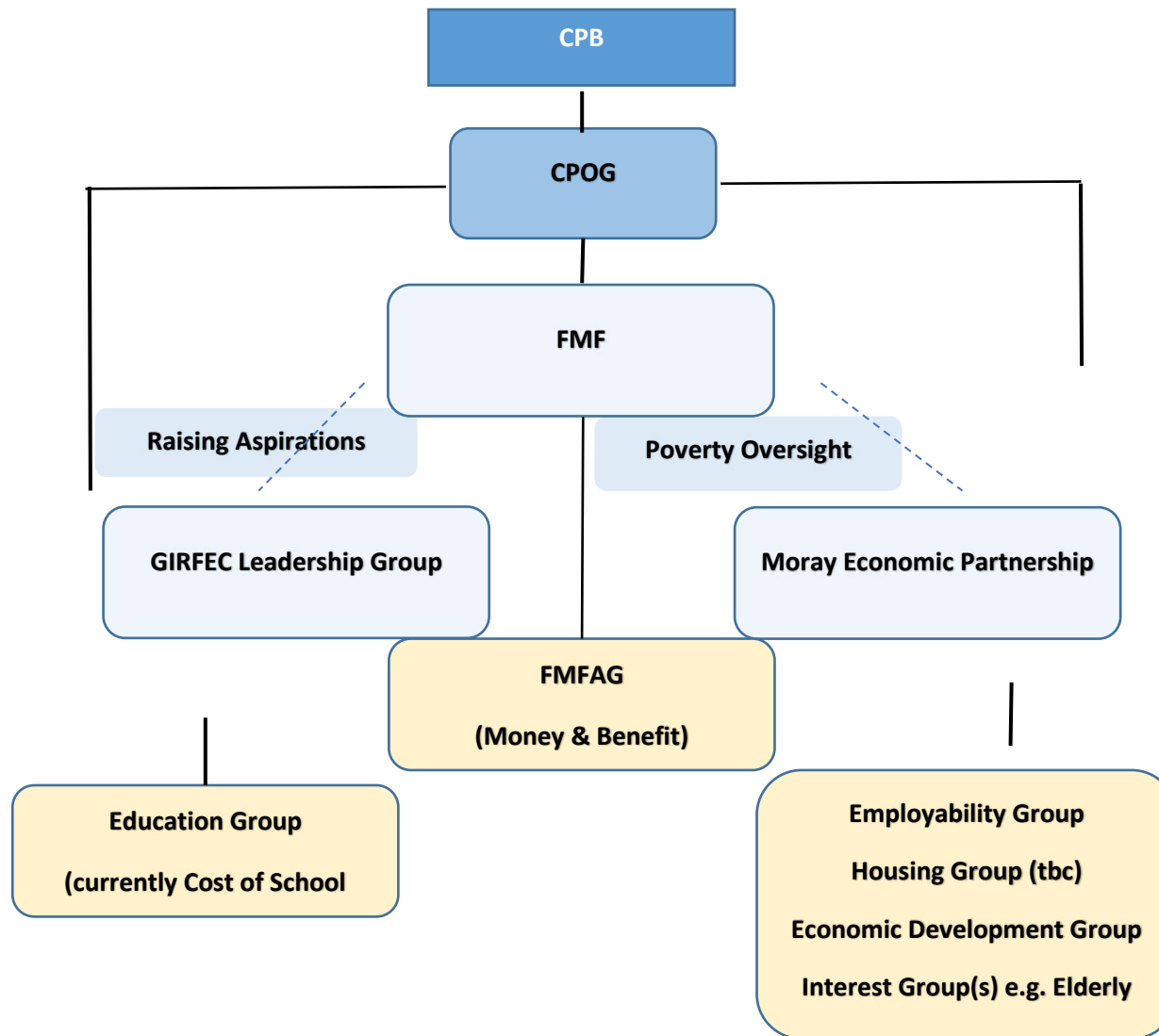PROJECT ACTIONS

(Project Team Level)

CPB

CPOG

FMF

Raising Aspirations

Poverty Oversight

GIRFEC Leadership Group

Moray Economic Partnership

FMFAG

(Money & Benefit)

Education Group

(currently Cost of School

Employability Group

Housing Group (tbc)

Economic Development Group

Interest Group(s) e.g. Elderly

Table 1. Poverty Groups

GROUP	REMIT/PURPOSE/MEMBERSHIP (more details on following pages)	EXPECTED ACTIVITY	OUTPUTS
COMMUNITY PLANNING BOARD	Statutory Body representing all partner agencies across Moray. 'Owners' of the Poverty Strategy & associated Action Plan.	Provide Senior Authority, guidance and direction via CPOG	• Guidance, approval and ongoing commitment at the highest Community planning Level
COMMUNITY PLANNING OFFICERS GROUP	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 CPB and to receive progress updates / issue escalations from FMF	• Final reporting sign off and resolution of escalated issues to remove any barriers to progress including resources. • Contribution towards statutory annual reporting requirements of Moray Council and NHS
FAIRER MORAY FORUM	(Programme Board Function) 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 and consultation 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 CPOG & CPB on areas for development where greatest impact on inequalities can be effected	• Quarterly Meetings • Project delegation to FMFAG • Receive escalations and progress reports from FMFAG • Sharing of information (inc meeting dates, minutes and agendas) with FMFAG

GROUP	REMIT/PURPOSE/MEMBERSHIP (more details on following pages)	EXPECTED ACTIVITY	OUTPUTS
Fairer Moray Forum Action Group	**(Programme Team Function)** Bringing action focus to strategic work of FMF. 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. Provide Programme and Project co-ordination role to the Thematic Working Groups including an action focus to MC and NHS statutory child Poverty duties. Hopefully, this group can be drawn from existing groups and avoid duplication.	To investigate and deliver relevant current poverty project outcomes. To take practical actions and escalate recommendations or issues to the strategic FMF body based upon findings.	• Monthly Meetings • Issue/recommendation escalation to FMF • Provide intelligence and programme/project reports to FMF • Pilot projects based upon current issues and opportunities.

EMPLOYABILITY WORKING GROUP (Already in development)	**(Project Team Level)**
	
	Delivery of Employability focussed actions and projects Including:
	• Raising Income from Employment
	   o Overcoming barriers such as affordable Childcare
	   o Access to Training & Development for excluded groups and individuals
	   o Access to further Education for excluded groups and individuals
	   o Fair working conditions
		To provide organised and time bound delivery of specific projects and actions within a specialist field of expertise and knowledge.	• Project deliverables
			• Specific Anti-Poverty Actions
			• Poverty Intelligence and measurable impact feedback

GROUP	REMIT/PURPOSE/MEMBERSHIP (more details on following pages)	EXPECTED ACTIVITY	OUTPUTS
HOUSING WORKING GROUP *(This could be a new group but consideration needs to be given to how best to meet this requirement within resources)*	**(Project Team Level)** Delivery of Multi tenure Housing focussed themes, actions and projects Including: • Fuel poverty • Access to Affordable Housing	To provide organised 'themes' delivery of specific projects and actions within a specialist field of expertise and knowledge.	• Projects • Actions • Poverty Intelligence and measurable impact feedback
EDUCATION WORKING GROUP *(Cost of School Day Group as exists Further consideration to be given to oversight and co-ordination of whole education agenda)*	**(Project Team Level)** Delivery of Education focussed themes, actions and projects Including: • PEF & SEF • Cost of School Day • Access to free Period Products • Raising attainment and aspiration	To provide organised delivery of specific projects and actions within a specialist field of expertise and knowledge.	• Projects • Actions • Poverty Intelligence and measurable impact feedback
ECONOMIC DEVELOPMENT WORKING GROUP	**(Project Team Level)** Delivery of Economic Development focussed themes, actions and projects Including: • Access to Affordable Credit • Connecting 'Hot & Cold' Economic networks (opportunity and decline)	To provide organised delivery of specific projects and actions within a specialist field of expertise and knowledge.	• Projects • Actions • Poverty Intelligence and measurable impact feedback

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

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. It would certainly improve communications and provide a delivery focus. The intelligence gathered from themed project activity within the working groups will inform the strategic approach taken and any gaps will be far easier to identify and remedy. Similarly, barriers to project progress can be escalated to senior partners and dealt with effectively.

It would be sensible for the **themed working groups** to be as flexible as possible in both membership and meeting frequency, being led by the project work required and co-ordinated and managed by the identified 'project manager'. To ensure project progress, it may well be necessary for these working groups to meet fortnightly or weekly, however as they are absolutely focused on action, it is far more likely that they would use calls or emails to progress matters and deal with issues. These groups would be action /project delivery focussed, with programme level guidance coming from the **FMFAG** and strategic direction from the FMF. These working groups would report project progress to **FMFAG** on a monthly basis. **It is desirable for suitable existing bodies/groups to fulfil the role of these working groups.**

- The **'FMFAG'** would effectively represent the 'Programme level' of Governance and direction, in that they would support thematic and project 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, it would ideally continue with a constant representative from both Moray Council and the NHS.

  The **'FMFAG'** would collate the project reports provided by the Working/Project groups into higher level 'RAG Status' Programme reports into agreed groupings, such as 'Employability' or 'Housing' for example, or perhaps by groupings arranged around other strategic poverty priorities. These reports will allow FMF to measure strategic progress and be effective in dealing with any issues or new information requiring escalation. As a guideline, it would be appropriate for the **'FMFAG'** to meet monthly.

- The **FMF** would provide in addition to the development of the Poverty Strategy & Action plan, all strategic guidance and oversight of delivery, informed by the intelligence and project reporting coming from the **'FMFAG'** and 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 by responsible for providing progress updates to the Moray Community Planning Board/Officers Group/GIRFEC and have ownership of the Poverty Strategy & Action Plan.

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. Currently, Child Poverty is specifically discussed and progressed by the Child Poverty Group (CPG). If the proposed governance structure at Figure 1 is accepted, then this operational group will be amalgamated within a new **'FMFAG'** with a Strategic oversight role carried out by the GIRFEC Leadership Group. This move should try to avoid repetition of group membership and allow for clearer communications across poverty projects and actions. 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 both the FMF and 'FMFAG' 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. It is hoped that the annual frequency of these reports 'may' change to three yearly in future, to allow for a greater emphasis on a strategic approach to change and project delivery.

Glossary

Acronym	Full Name
CPB	Community Planning Board
CPOG	Community Planning Officers Group
MCPP	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
SIMD	Scottish index of Multiple Deprivation

Draft version 0.7 based on feedback received from:

Community Planning Lead Officers Group

Corporate Management Team - Moray Council

Denise Whitworth – Deputy chief Executive Moray Council

Rhona Gunn – Deputy chief Executive Moray Council

Norma Mathieson – Co Chair of FMFAG

Eildh Brown – Co Chair of FMFAG

Kevin McDermott – Communities Service Manager

Amy Cruickshank – Opportunities for All Officer

Simon Bokor-Ingram – Chief Officer Health & Social Care

Susan Leonard (On behalf of the Joint Chairs of the Child Poverty Group – Tracy Davis (NHS Grampian) and Jane Mackie (Moray Council) – GIRFEC and PROMISE Lead Officer

*Feedback was sought from other sources, the above list represents feedback received only.